

The Network Exchange



January 1994

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NEW YEAR'S GREETINGS

Dear Colleagues,

After a great year we may look back on examples of some remarkable events such as:

- * the two-continent meeting of all Middle East/North Africa and Africa ICA organizations which occurred in Zambia;
- * two new books on our style and methods written by Terry Bergdall and Jim Troxel;
- * some new national ICA leaders like Kouaddio Alli in the Côte d'Ivoire, Hala El Kholy and Judith Hamje in Egypt;
- * the Organizational Transformation Network meeting in October in Hong Kong.

We covered much ground this year in our travels. Our president visited ICA Côte d'Ivoire and NIRADO in Nigeria. Our secretary general worked in Egypt, Kenya and Zambia. Tony Beltran, editor of the Network Exchange, went to Guatemala, Venezuela, Peru and Brazil, looking at how we can support ICA work there. We remember the visits of ICA Japan to the Côte d'Ivoire to help steer Japanese government support toward project work there.

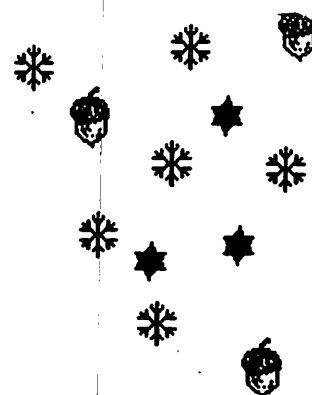
At this time we look forward to the US ICA Network Conference. ICA India will be our host at the global research event in Lonavala in October, 1994. Right before the Lonavala event and also in India, we anticipate the first meeting of the new full board of directors, elected last year in Prague.

We find ourselves living in a more troublesome world than we had expected. Perhaps more people will come to us for advice or training in methods to cope with their difficult situations. It was our privilege to serve the group which came to Brussels from the Czech Republic in October for facilitation training. We remember the reports sent to us by David Dunn and his team after their work in Russia. More of the world now sees in us our spirit of service.

So we look forward to a year in which this troubled world will call for more care. In response to such a call we can only give over our skills, our commitment and ourselves to the task of helping human communities to invent their future.

As colleagues, we may trust each other to carry out this mission.

Ursula Winteler





LATIN AMERICAN REVIEW

by Tony Beltran

In Sept. and Oct. of 1993 I visited ICA's projects in Guatemala, Venezuela, Peru and Brazil. I saw 4 organizations committed to promoting the human factor as the key element in community, organizational and personal development. I saw people who years ago were untrained villagers return to their home towns, after undreamed of personal journeys, in very different circumstances. Some have returned as development experts ready to catalyse socio-economic change; others as community minded entrepreneurs; others as NGO leaders giving focus and energy to the efforts of many other NGOs; and one, as a democratically elected mayor. ICA in Latin America has survived the changing times and remains more committed than ever to the task of empowering people to cope with the times and to take charge of their destiny.



GUATEMALA:

The current core team of Guatemala is made up of four individuals: Joaquina de Samayoa, Ernestina Lopez, Wilma, and Fredy Roche. Supporting them is the Board of ICA Guatemala which includes ICA I Executive Committee member Inga Bessin and Guatemala business men, Roberto Betancourt and John Turton. Farther afield but very much in touch is Manuel Samayoa, current mayor of the municipality of Sanarate. In Conacaste, but also on the other side of the country in the "Mayan" highlands, there is a network of dozens of community leaders that have attended ICA Guatemala training and proposal writing labs. These people have maintained contact and are available for helping to implement projects.

COLLABORATING WITH THE MUNICIPALITY

One circumstance of great consequence for ICA Guatemala is that its former Executive Director, Manuel Samayoa, was elected mayor of the Municipality of Sanarate last July. Manuel's idea is to put the municipal resources directly into the hands of the people. To do this each of 25 towns in the municipality needs to examine its own needs, prioritize them, and design one or two projects to submit back to him. If approved the money for a project would be drawn from municipal funds while municipal personnel and technicians would be available for aid and consultation. Meantime Manuel has requested that ICA Guatemala help train local villagers to plan, to utilize project money wisely and to implement their own project. Funding for ICA G. work

will be raised from international funding sources. We expect that this initiative will provide a precedent that will influence other municipalities in unleashing their own human potential.

VILLAGE PRE-SCHOOLS

Paving the way to any community initiatives in Municipio Sanarate is the work already being implemented in Village Pre-schools. ICA Guatemala is working with volunteer teachers in 8 communities to give children an early educational boost and to provide mothers and families with a focus around which community spirit is expanded and community work gets done. The curriculum of the pre-school program, developed by ICA G. takes into account much of the latest thinking about different ways of learning (i.e. the emphasis is on the way children learn).

ICA G. schedules regular meetings and evaluations with the volunteer teachers to review the programme and to see how it is being received by both the children and the communities. These meetings are a kind of quality control and continuous improvement opportunity for the teachers. In villages where there are no other organized groups exist the example of the volunteer teachers as a sign of care and possibility.



L.E.N.S. MARKETING

ICA G., Inga Bessin and others close to ICA G. continue to market L.E.N.S. seminars. Recently two highly successful L.E.N.S. seminars were completed, one with Cementos Progreso (Guatemala's largest cement producer) and a second one with Ministry of Health in Honduras. These seminars offer an irregular but welcomed income source to ICA G.



VENEZUELA:

ICA Venezuela has consolidated under the rubric of Education. This is not surprising given that Miriam Balbela, who presented a research paper in the global conference at Oaxtepec on male-female partnership in Latin America, worked for years as the General Manager of Avepane (The Venezuelan Association of Parents and Friends of Handicapped Children). Miriam brings with her an experienced and capable team of educators. John Lawton, who goes back to the days of the International Training Institute in the early '70s, is the current president of ICA V.

ICA Venezuela itself is currently on the market offering courses on self-development and organizational



development through the use of holistic methods and participation. The courses are offered at ICA V's centrally located and fashionable office in Altamira, Caracas. They are a mixture of personal development techniques, management training and the "New Age" insights. While still in its early stages ICA Venezuela plans on making these teaching and philosophy diffusion events its principal means of self support. Besides ToP or DeBono Thinking methods, new people are introducing new approaches. Dra. Wilma , a recent arrival to the ICA V team uses expanded contexts, such as Brain Research, History and Eastern Philosophy to make physics and mathematics positively exciting for both children and adults.

Utilizing its resources efficiently, ICA Venezuela has been able to rent office space to two other like minded organizations, one involved with promoting participation and the second community organization. Meantime work continues on getting backing for at least one substantial proposal that will require much of the staff's energies, and invite new professional talent, when it comes through. It is to establish a parallel curriculum focused on participatory methods, and not simply content, for future pedagogues at Avepane's University. This project, which has partial funding, will multiply efforts to get participatory, holistic methods out in society.

PERU:



Four years ago ICA Peru embarked on a course of individual responsibility and social entrepreneurship which has had some amazing results: 4 inter-disciplinary teams - with professionals from different agencies and differing skills - each headed by a different member of the ICA Peruvian staff. Each team is implementing totally independent projects. These projects are meeting local needs in highly effective ways. Each is as fine a project as any that I have ever seen. All are classic examples of empowerment of local people by local people.

ICA PERU PROJECTS:



PROCADE: Integral Program of Training and Demonstration in Preventive Health, Environmental Practices

Responsible team: Gloria Santos and Rocio Torres (coordinators), Alex Borjas (Agricultural Technician), Maria Saavedra (Nurse), Juana Resurrección (Animator).

Nature of the Project: To help organize and motivate women's groups in 10 rural communities in the valleys

of the costal desert south of Lima. The project reaches 1.500 to 2.000 persons (300 - 400 women X 5 family members/woman). The project transforms women with a victim self-image into women with the motivation and will to better themselves and their community.

Benefits and Effectivity: In order to defend themselves economically and to maintain their health, the women learn a) to request, administer and pay back small commercial loans used to set up small scale animal production (guinea pigs, rabbits, ducks, bees), b) to maintain their small enterprises and generate income, c) preventive health care, d) to request and receive medical care from official medical centers, e) eat more nourishing meals without increasing their food budget through simple and practical menus that make use of leaves and stems traditionally put to waste, f) reduce their food budget - by substituting food purchases for food grown in backyard gardens with improved seeds and compost (no commercial fertilizers or commercial insecticides) g) to raise their awareness level and self esteem as women.

Replicability: Procade is applicable to any of the rural or semi-rural settlements in the region of Peru where it is being implemented. The principal challenge is to avoid local dependency on the project organizers. Self-help development is its central focus.

*Note - On visiting the women's groups I was struck by the positive personal testimonies of women who are not only beginning to generate income for their families but who are grateful for the support the group gives them.

ASDMEC: Nutrition and Health for Children in the Street



Responsible Team: Luz Rios (General Director and Project Initiator, ICA), Abilio Cruz (manager), Lliana Salvador and Freddy Ore (teachers), Eustobia Sandovalvia (cook), Dr. Lorena de Cedro (medical doctor, CEDRO), Edith Venturo and Elizabeth Hilado (promoters)

Organizational Support Network: ICA (in-kind food donations, equipment, project design, funding sources), Municipality (legal guarantees), Municipal Medicine (medicine and medical supplies), Foncodes (blueprints for children's homes, infrastructure), Prodia (dried foods and others), Cedro (medical doctors, dentists and psychologists), Caritas (training, food), Inabif (training).

Nature of the Project: ASDMEC is directed to children threatened by poverty, the breakdown of social norms and the breakdown of the family. Typically the children



come from single parent homes where the mother cannot take proper care of her offspring. The youngsters are often hungry, lack adult supervision and may have deserted school. The programme makes use of existing agencies and expertise, focusing their efforts collaboratively in order to maximize effectivity. It is the brainchild of the community and of ICA's Luz Rios without whom it would not exist.

ASDMEC provides relief to poor struggling families by providing for children and youth under 15 years of age. Its two facilities are day care centers complete with 2 meals, arts and craft training, medical and dental health care monitoring, and tutoring on school subjects. Parents are motivated to meet regularly to discuss the children and the families' concerns. Nutritional and home economics courses teach mothers to nourish their families better without increasing their food budget. Unemployed parents and single parents are counselled and assisted. In an effort to avoid dependency the commitment to assist a family is reviewed each year.

Two such centers exist, centrally located in the community that they serve. They were set up and are run by community members. The 160 children that attend the centers are cared for by people who know them and care for them beyond the professional demands of their work. The houses where the centers are located were originally donated by community members for one year on the condition that they would be upgraded by the programme. These houses were unfinished brick structures which when returned will have been nicely plastered and painted. Meantime as the programme demonstrates its effectiveness it is able to request its own facility from NGOs that provide infrastructure. Likewise the volunteer manager and teacher work at consolidating the center so that it can be officially recognized by the government. Once this is done they will cease being volunteers and will begin getting an official income for their efforts.

DRINKING WATER FOR MARGINAL SETTLEMENTS ❄️ ❄️ ❄️

Responsible Team: Essaud Caycho (General Coordinator, ICA), Local Coordinator (Johnny Medrano), Isidro Rebatta and Buenaventura A. (Local Leaders), Jorge Santos and Hector Malasquez (engineers).

Nature of Project: This project is an community organization/engineering work to bring water to a population of 1,500 people living in two marginal settlements (Via Jesús Salvador and Los Angeles) in the hills overlooking the provincial capital of Cañete (a

costal city 150 km. south of Lima). The project takes water from a municipal storage tank to a community storage tank from which it flows to 24 distribution points in the two settlements. Four to five km. of pipes have been laid and an electric water pump installed. The work was planned by a team of engineers contracted by the project. Volunteer community workers put in a massive amount of manual labor digging and cutting their way through rock to lay the pipeline.

As project director Essaud Caycho was able to raise US \$30,000 in and outside of Peru. This money paid for materials, engineering studies, contracted personnel, and rented equipment. Working alongside the local leaders, Essaud was able to capture the minds of the local population (the majority of them Quechua-speaking refugees from the highlands) and mobilise them into action. For one and a half year every weekend men, women and children have worked with picks, shovels, sledge hammers, chisels and hydraulic hammers. With much effort they were able to carve out of rock and earth ditches for a pipeline. They also constructed a 40,000 litre water tank. The work was slow and heavy. Sometimes the rocks the size of houses blocked the way. Dealing with such obstacles required building a mighty fire on and around the rock and then cracking it using cold water. This technique as well as the high degree of community involvement bespeak of the community's INCA past.

This is the second water project of Essaud Caycho. Besides supplying water to the people, Essaud is also interested in income generating initiatives such as installing shrimp farms and producing honey.

TWO IN ONE



A program to upgrade the confidence and capabilities of School children victimized by hard circumstances and the school system.

Responsible Team: Yolanda Yanase, Luz Marina Aponte (ICA), and Antonia Valdeos

Nature of the Project: This project is directed to youth from 12 to 17 years of age who exhibit low scholastic achievement, behavioral problems, and failed school years. Often these children have to work to help support their families and abandon their studies at an early age.

The reasons for the low scholastic achievement include learning disabilities and excessive demands at home (like having to take care of younger brothers and sisters or having to work outside the home). The children have fallen behind their peers in school and find themselves marginalized by the system and at the same time



rejected by their friends and peers. These children have a low self-esteem, have lost hope and have become generally disinterested.

The project helps them gain self-confidence while at the same time speeds up their learning capacity. It is meant to not only teach new learning techniques but to help strengthen the children's personalities, create hope and raise their self-esteem.

To do this the project bases itself on edge methods and techniques including those of Edward De Bono and Ruben Feurstein. The children gain use of systems to increase creativity, rational thinking, lateral thinking and mental concentration.

Currently the project is in its pilot phase. It is being tested on 19 lower and working class children. It is expected that this research will be formalized in order to train teachers in its approach and thus multiply efforts.

BRAZIL:

ICA Brazil is implementing a creative and well thought out effort at assuring an economic base and thus becoming self-sufficient.

In the rural zone the effort has taken the form of an "Agricultural Extension Unit". This is meant to be a self-sufficient production and training center. Production is in rubrics such as frogs legs, quail eggs, rabbits, goat's cheese, and honey. The training center dynamic rotates local youth through the productive activities of the center in order to train them in its practices and encourage them to set up their own production.

In the urban area the Galaxy network offers ICA methods and other innovative management techniques as well as a "learning community" to businessmen interested in empowering the human potential in their companies. With the departure of the Grow family in December of 1993, much internal training has taken place to allow an all Brazilian team to continue the effort.

In yet another self-sufficiency initiative, ICA Brazil landed contracts with the World Bank to work with local ecological groups in the Amazon.

THE AGRICULTURAL EXTENSION UNIT

Responsible team: Aloisio Carvalho (Manager, ICA Brazil), Paulo Henrique (Agricultural Technician), Accountant (Mary Batista, ICA Brazil), and 6 local youth (agricultural unit apprentices)

The idea behind the Agricultural Extension Unit (A.E.U.) is to make the rural arm of ICA Brazil self-sufficient. The vision of the A.E.U. is to both produce and train. It must be able to pay salaries to its staff and management and it must encourage and train local youth in taking home valuable production skills.

The A.E.U. has launched itself with some US \$ 45,000 in funds. These have been utilized and are being currently utilized to build an infrastructure for the production and packaging of frogs legs, quail eggs, honey, goat's cheese, rabbits and fish. Currently the unit is producing frogs legs, quail eggs and honey.

MANAGEMENT CONSULTANCY

Responsible Team: Bill Grow, Dulce Gabiate, Karen Caccione, Mary Batista, Wagner Rodrigues

For several years ICA Brasil has worked with a group of companies which call themselves 'Galaxy'. Galaxy offers mutual support, enthusiasm and interchange in the arena of private sector leadership and organizational transformation. At least a half dozen companies including such big names as Esso (Exxon) Brazil make up the Galaxy group. With the departure of the Grow family from Brazil in December of 1993 there has been great efforts at indigenizing and staff development.

AMAZON CONSULTANCIES

Responsible Team: Kit Krauss and Nira Fialho

Nira and Kit worked in 4 of Brazil's recently established "Extraction Reserves". These were set up after the assassination of ecological and human rights activist Chico Mendez. They are in fact the cause he struggled for. The "Extraction Reserves" protect the jungle habitat of long established and ecologically friendly rubber tappers against the aggressiveness and ecological ravages brought on by cattle ranchers. The latter would burn down the forest to create pasture land for their herds. Nira and Kit were contracted by the World Bank to utilize their organizational building skills to strengthen the rubber tappers associations helping them to unite and formulate workable policies.

In 1993 Nira and Kit also facilitated a Strategic Planning Session for the Amazons Tactical Group. This group will submit a 3 year proposal to the World Bank for a major conservationist initiative in the Amazon.



UNDP'S LIFE PROGRAM IN EGYPT

by Judith Hamje

Former ICA staff member Robertson Work is currently employed as a Programme Director at UNDP. Building on a 23 year experience as a community developer Rob Work designed and is in the course of implementing UNDP's LIFE Programme. Recently LIFE sponsored a participatory encounter involving several Egyptian governorates which ICA Egypt was asked to facilitate.

The Local Initiative Facility for Urban Environment (LIFE) is a program of the UNDP to promote "local-local" dialogue among municipalities, NGO's and CBO's (community based organizations) to improve the quality of the urban environment. The specific objectives are: a) test and demonstrate strategies, processes and small scale projects based on local level dialogue; b) strengthen capacity of CBO's, NGO's and local authorities to identify and promote participatory approaches; d) mobilise local resources to respond to the urban environmental problems.

Twenty four "pilot countries" have been chosen, of which eight will participate in phase one. Egypt was one of the eight chosen to hold a participatory consultation to bring together NGO's, CBO's, local authorities and the private sector in order to establish priorities and guidelines for the selection of local projects.

Emad Adly, the local co-ordinator of the LIFE Program and an enthusiastic promotor of the ICA participatory approach, asked ICA MENA to design the consultation. He secured a small amount of funding from UNDP in New York for the facilitation of the event. Then he had to convince his local committee to hire ICA which some members were hesitant to do. They wanted the event facilitated in Arabic and felt that, although good, many of the ICA local facilitators were young. Emad asked me (ICA) to design the event and train 4 facilitators from his national steering committee to lead the 2 day meeting.

The facilitators he chose were all professionals although with not much facilitation experience. Dina Raouf from the Training Department and I spent a seven hour day training the facilitators in how to do a Wall of Wonder and the workshop process. We wrote out detailed procedures, did a demonstration and then walked through the theory. Emad asked Dina and me to be present as back up during the event "to hold up cards written in English from the back of the room to help them if they made a mistake".

The event was held in Suez, the town at the entrance to the canal, with 70 people who came from the governorates of Cairo, Alexandria, Beni Suef and Suez. Robertson Work, global head of the LIFE program from the UNDP New York, was also present at the event.

The design began after the formal opening with a wall of urban problems and challenges. The participants each wrote cards to put on the wall. Then in mixed governorate groups they discussed the problems and were amazed at how similar they were in such very different geographical locations.

Then there was an interchange discussion on successful projects that people knew about, ending up with a listing of the keys to success for a local project.

The following day people worked by governorate groups using the ToP workshop process to come up with possible solutions to the problems in their geography. It was the first time that many of these people had met even though they were from the same geographical city.

The evaluations were all very positive from the participants who felt they had never been in such a positive creative participative event before. They set future dates for continuing to work together, which was one of the biggest objectives of the event.

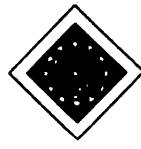
The event was very good for the ICA also in several ways. Many of the government officials from Beni Suef (where Bayad is located) were present. They were "proud" to have ICA as designers and trainers for the meeting because we were from their governorate. It was a very positive and creative new relationship for us. Eight of the officials showed up in Bayad for the opening of the International Exchange Program the next week.

It also opened up new opportunities for more training contracts with UNDP in Egypt and was the beginning of a very good collaborative relationship with other NGO's. The opportunity we had to train other facilitators in the development community with whom we can work further is also a very important step for the overall networking and development in the region. We had fun as we learned.

THE NETWORK EXCHANGE

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Reporter: John Burbidge
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Brussels, Belgium





ICA BOARD MEMBERS PROFILE:

ELLEN E. HOWIE

Ellen E. Howie defines herself as "Registered Nurse", a "Spiritual Director", a "Folk Artist", "Bike Rider", "Hiker", and "World Traveller", but not necessarily in that order. She has been around the ICA for 34 years, which is the same number of years she has been married to Dick Howie (a circumstance she refers to as "one of the many miracles in my life"). Dick's job at USA Air has encouraged Ellen's global wanderlust. They have 4 children Anne Louise, 32; James Michael, 31; Ruth, 29; Katherine, 26 and 3 grandchildren Michael, 5; Maryanne, 3; and Christine, 1. Ellen got involved with the ICA back in 1969 when she took the Imaginal Education course and subsequently applied the methods in her church work and her professional work.

She is a member of the Board of Directors of the Chrisalis Center, Inc. in Hartford, Ct., a member of the Board of Directors of ICA USA, and was an early arrival in Prague in 1992 as part of the "set up team".

Below we publish Ellen's C.V. which creatively communicates her life's many facets.

ELLEN E. HOWIE, C.V.

OBJECTIVE: Registered Nurse, Spiritual Director and Folk artist, seeks opportunity to be part of interdisciplinary team of professionals identifying obstacles to well-being and holistic health in individuals and communities, then to provide appropriate services resulting in the restoration and maintenance of optimal health where possible. In the case of terminal illness, to provide palliative and hope-filled services for the living of each day to the fullest extent possible.

BACKGROUND: Registered Nurse certified by the American Nurses' Association in Community Health and in Addictions Nursing by the Addictions Nursing Certification Board, leading groups of all ages in the artistic reflection of their life experience by discovering the folk artist within; member of the Institute of Cultural Affairs International; serving as regional staff for The Institute of Cultural Affairs: USA; thirty-four years of working as a team member concerned with the delivery of holistic educational and health care services to all ages, in this nation and internationally, in rural, suburban and urban settings and in volunteer as well as professional capacity; five years creating workshops addressing issues involved in the recovery process for the alcoholic and /or chemically dependent person, his/her family and other interested and concerned people; many years assuming many leadership roles in the local church.

EVENTS: Painting Power; Experiencing God's Love and Care Through Mandalas; From Stumbling Blocks To Steppingstones; Letting Go; Using Art to Heal; Mid-

Week Chapel; Creative Ways of Worshipping; Finding and Sharing the Artist Within; Discovery in Recovery; Creativity and Recovery; Story/Songs/Symbols; Recovering Families; Recovery Tools for Co-Dependents; Twenty-One Mandalas for An Advent Journey; WomanChurch.

PROFESSIONAL EXPERIENCE: Archdiocesan Spiritual Life Center Associate Director, Boomfield, CT; Community Liaison, The BlueRidge Center; Primary Care Nurse; Alcoholism Nurse-Specialist; School Nurse-Teacher.

EDUCATION: Spiritual Direction Internship, Archdiocesan Spiritual Life Center, Bloomfield, CT. 1992; Dr. Jean Houston Mystery School, 1987; Pennsylvania State University, Bachelor of Social Science, 1979; The Ecumenical Institute Academy, 1975; St. Luke's Hospital School of Nursing, Diploma, 1958.

PROFESSIONAL REGISTRATIONS:

Registered Nurse, Connecticut R38119 91-137201

School Nurse-Teacher New York 148 28 2315

Community Health Nurse American Nurses' Association 047738

Certified Addictions Registered Nurse 049103384

ICA BOARD MEMBERS PROFILE: EDWARD MUTISO

I wake up at 6 a.m. on official working days (Monday to Friday). By 7 a.m. I start walking from the house to the bus station. Sometimes I have to wait for about 30 to 45 minutes before the bus finally comes.

Management and Administrative functions are quite challenging because there is always a lot of work to be done. Every month I am responsible to chair two meetings; the ICA Kenya Management and the Karibo Youth Polytechnic Board. My other responsibilities involve writing project proposals, visiting with donors, funding team plans and debriefing. I do not only oversee proper coordination in five training centres with 42 residential staff members but also ensure that ICA Kenya maintains good relationships with both the Government and other development organizations.

I joined the ICA on January 1980 through the Human Development Training School. Between 1981 and 1988 I worked as a Programme Coordinator for various ICA projects in Kenya. I moved to ICA Headquarters in the city of Nairobi in January 1989 when I became an executive member of the Management Team.

I like what I do and get motivation through meeting my targets.



ICA EVENTS FROM AROUND THE WORLD

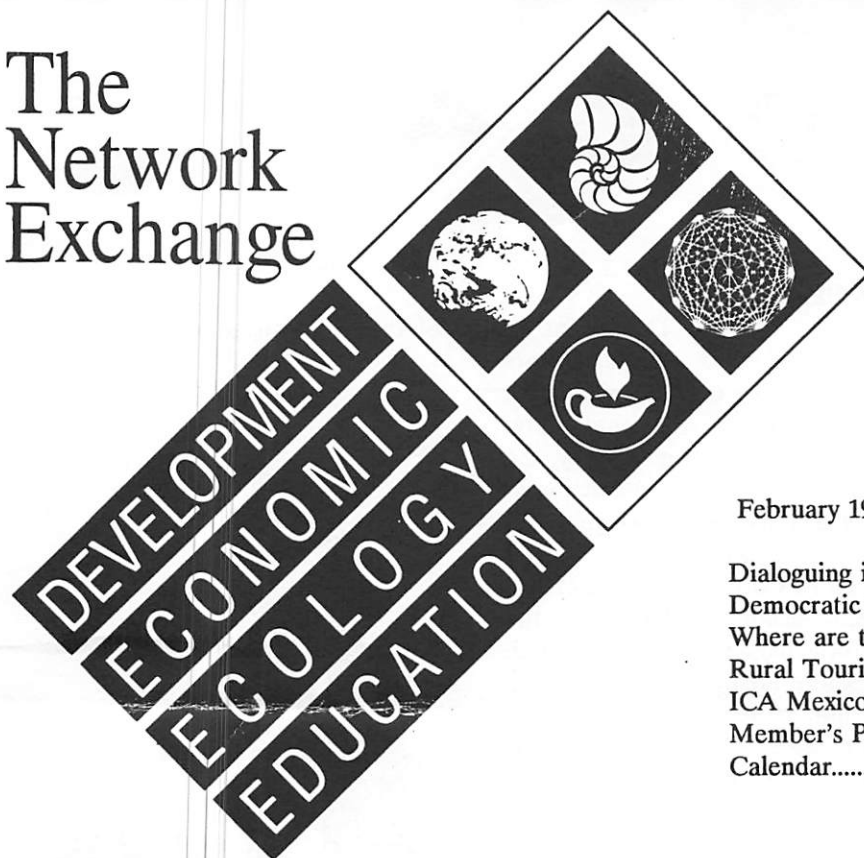


Continent

WHEN	EVENT	WHERE	RE
EURASIA			
FEB 12-13 1994	GROUP FACILITATION METHODS	BRUSSELS	ICA BELGIUM
FEB 26	FACILITATOR'S GUILD MEETING	BRUSSELS	ICA BELGIUM
N. AMERICA			
JAN 14-17 1994	ICA NETWORK CONFERENCE	ALEXANDRIA VIRGINIA	ICA NETWORK CONFERENCE TASK FORCE
JAN-MARCH	GROUP FACILITATION METHODS	18 N. AMERICAN CITIES + SAN LUIS (MEXICO)	ICA USA ICA CANADA
JAN-MARCH	PARTICIPATORY STRATEGIC PLANNING	6 N. AMERICAN CITIES	ICA USA ICA CANADA
JAN-MARCH	PHILOSOPHY OF PARTICIPATION	WASHINGTON D.C. PHOENIX	ICA NETWORK ICA WEST
JAN. 7-23	LEADERSHIP OPTIONS	CHICAGO	ICA CHICAGO
FEB. 24-25	UNIVERSES OF CHANGE (TRENDS ANALYSIS)	TORONTO	ICA CANADA
MARCH 24	IMAGINAL LEARNING WORKSHOP	TORONTO	ICA CANADA

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The Network Exchange



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DIALOGUING NATIONALLY AND INTERNATIONALLY IN PORTUGAL

From their mountaintop lair, high amidst one of the most beautiful and isolated mountains ranges in the Iberian peninsula, ICA Portugal commands as wide ranging and active network as any. A long standing bias towards networking, which draws goodwill and admiration from around the world, plus their 1991 affiliation to T.E.R.N. (Trans-European Rural Network), offer extensive programme and dialogue opportunities to our Lusitanian colleagues.

ICA Portugal's latest ally, The Trans-European Rural Network, receives European Community funds to keep alive and help bolster the traditions and cultures of rural Europe. It is headquartered in Ireland but has partners in all E.C. countries.

In 1991 T.E.R.N. was looking for new rural development projects to incorporate into their network. In each of the twelve European Community countries 2 projects were invited to join and help promote the values of rural life. Selection criteria included programme excellence and networking capacity. Amongst hundreds of Portuguese NGOs, ICA Portugal was selected for partnership.

In 1992 ICA Portugal hosted an international T.E.R.N. meeting on their home turf: The Montemuro mountain range of northern Portugal. The intent of the meeting was to expand the rural development network in Portugal and to give it access to T.E.R.N. resources. The results of this initiative are succeeding beyond expectation.

In 1993 ICA staff travelled the all of Portugal to cement their relationship with other Portuguese rural developers. An All-Portuguese network interested in collaboration and thinking through of the deeper issues of change is rapidly coming into its own.

Meanwhile the ICA's austere but welcoming Montemuro perch continues receiving a deluge of practitioners from across the oceans. The product of this mix is a process of cultural cross-fertilization that augurs continued success. In 1993 highlights included: 1. exchange programmes to develop commercial medicinal herb growing in Portugal (Force Project. Partners: Voorningscentrum voor Zelfstanligen. Hasselt, Belgium) 2. Rural tourism promotion (Youth Study Exchange. Partners: Middlesex University. Middlesex, England) 3. Training Modules and Accreditation for Portuguese Childcare workers (Euroform Project. Partners: Lauder College. Dunfermline, Scotland) 4. Support for local theatre groups (European Youth Exchange. Partner: Pentabus Theatre Group. Shropshire, U.K.) 5. Development Action through Volunteers (International Rotary Exchange. Partners: Coos Bay Rotary Club. Coos Bay, Oregon, U.S.A.) 6. Women's Training (IRIS Exchange Group. Partners: women's training schools from Germany, Belgium, Wales, Italy, Ireland and Denmark) 7. Portfolio building with long-term unemployed women (NOW Initiative. Partners: Staff of the University of Northumbria. Newcastle, England) 8. Exchange on Integrated Rural Development and women's potential (Eurytania Agricultural Cooperative. Karpenissi, Greece) 9. Education Through Satellite Communications (The Wales Satellite Project. Partners: Llandrillo College. Wales, U.K.).

See Portugal's Leap P. 6



DEMOCRATIC TRANSFORMATION IN UPPER EGYPT

by Ahmed Badawi

The sun sets rapidly in the early evening as the visitor ends his tour with a stop at the Village Plaza where he is greeted by a member of the Ambassador's Guild and officially welcomed to the Project. The Plaza has a market stocked with meat, canned goods, cloth and other staples. Founded by the Young Citizen's Corps, the Plaza hosts a cultural center, a communications office and an information bureau. The visitor is handed the latest copy of the village newspaper. Before taking off from the Plaza, the visitor is beckoned into another building where he finds some village men energetically talking across a desk covered with accounting charts, lists of many local and foreign companies and schedules for freight delivery of Bayad products. A discussion is held about changes needed in the community market now that business is booming and people from the surrounding villages come and do their shopping in Bayad. The other villagers begin to move down the road to their homes while some remain behind to mill about and enjoy each other's company.

The "Bayad" mentioned above is the biggest of the thirteen villages and settlements in the Bayad el Arab local government unit in the Egyptian Governorate of Beni Suef, 120 kilometres south of the capital, Cairo.

The history of the area goes back a long way. According to the local residents, Bayad was the birth place of Moses and it was from there that he was sent up river in his reed basket. A few centuries later the Holy Family stopped in Bayad for a couple of weeks en route to Upper Egypt. A monastery was established where they set up camp. After the Arab conquest of Egypt, many Arab tribes settled in the area and they have been sharing it with the original inhabitants ever since.



The recent history of the area is not as impressive. Three factors have affected it dramatically: geography, the construction of a bridge across the Nile connecting Bayad to the outside world, and the initiation of a development demonstration project by the Institute of Cultural Affairs in 1976.



Bayad el Arab lies on a narrow strip of land on the least developed east bank of the Nile facing the city of Beni Suef. It is locked between the desert in the east and the river in the west with a maximum width of not more than half a kilometre in some places and just a few meters in others. Agriculture was thus limited, and together with quarrying and fishing, represented the sole source of income in the area.

With most government funds directed toward the densely populated valley on the west bank, Bayad's share of services was insufficient. Education was limited and the health situation was hazardous. There was no clean drinking water and health care services were inadequate to serve the approximately 20,000 residents of the area who felt isolated and cut off.

Communication with the outside world was difficult. The only access to the city of Beni Suef, the closest urban center, was a small ferry. All major roads were on the west bank. The parallel route on the east bank was unpaved and seldom used. This ruled out any serious attempt on behalf of the residents to engage in trade with other parts of the country. Bayad's isolation ended with the construction of a bridge linking both banks of the Nile in 1985.

But nine years earlier, another incident occurred which was to have a significant impact on the life of the area.

"We were conscious of the precarious situation we were in. We wanted to do something about it but we needed a helping hand so we invited the ICA to come and help,"



says Father Metias, the Bayad el Arab Coptic priest. The ICA had attracted the attention of Coptic Church officials since the late 1960s and invitations were forwarded to some of the those officials, including Father Metias, to visit some ICA centres outside Egypt. "I visited India and Korea and became confident that the approach adopted by the ICA in those places is what the community in Bayad needs," reiterated Father Metias. "We hosted them in the monastery for almost nine months until an agreement was reached with the governor of Beni Suef. Work started in October 1976."

That month witnessed the Bayad Human Development Consultation which involved 191 participants, about half of whom were local residents. The other half comprised Egyptians from other parts of the country and consultants from all over the globe representing a broad spectrum of skills and experience. The leading paragraph of this article is drawn from the Consultation Summary Statement published soon after the consult. The visitor is an imaginary figure who was to visit Bayad six months later to witness the "anticipated benefits" of the project.

...

Seventeen years have passed since the ICA started working in Bayad el Arab. The place has been tremendously transformed. The imaginary visitor would have been disappointed though. Bayad does not have a Village Plaza, an Ambassador's Guild, nor a Young Citizen's Corps. The stores don't have any canned goods, apart from canned tuna fish, hardly an incentive for people from the surrounding areas to come and do their shopping there. The streets of the village are still unpaved and business is not booming. The kind of transformation that occurred in the area is not as colourful as the picture depicted above, but it is probably more drastic and much more realistic.

One of the things the ICA started doing as soon as it arrived in Bayad was working with local community organizations as a means of strengthening them to empower the community to meet its own needs. Applying its participatory techniques, the ICA helped those private voluntary organizations -- Local Community Development Associations (LCDAs) -- to grow stronger over the years. They can now construct as many plazas as they wish, if the community wants to.

Not only that. These grassroots institutions are also democratic, a real luxury in this part of the world. One of them, the Bayad village LCDA, has had six chairmen since it was initiated in 1977. And once out of office, following elections, the ex-chairman usually turns into an active board member, cooperating sincerely with the new. This democracy is well entrenched to include all sectors of the community. In the Tel village, about 5%

of the 2,000 population are Christian Copts. The general assembly of their LCDA is made up of representatives of all the families in the village. They elect the board of the LCDA on the basis of past achievements or visions of the future, not on family or tribal grounds as is the case in most other grassroots organizations in Egypt and elsewhere. Out of the current 15 board members, 2 are women. Out of the 70 people who constitute the general assembly, 15 are women. The previous chairman of the LCDA was a Copt. In less than two decades, these LCDAs have managed to overcome three of the major problems that are plaguing not just Egypt, but most of the developing world: clinging to power, nepotism and religious sectarianism. With the assistance of the ICA, the six LCDAs of the area have become active agents of change that facilitated the social and cultural transformation of the entire area.

The ICA is now transferring the management of all projects in the area to the community. The members of the LCDAs are enthusiastic about the new tasks they are about to take on. Now, real visitors abound in the area, and that is making the LCDA members even more enthusiastic.



TID-BITS

THE GLOBAL RESEARCH CONFERENCE IN INDIA

Mary D'Souza visited us mid-January on her way back from facilitating a UNDP sponsored seminar in Sweden. ICA Belgium gave her an enthusiastic Yes to her report on the upcoming Global Conference in Lonavala, India Oct. 3 - 9, 1994. Mary described the event as a dialogue of the ICA and kindred spirits from the many networks we have now become. The conference she said begins now by highlighting and drawing attention to the futuristic projects people have going. October will be a point in time to share while keeping our eyes on the future. Mary promised a forthcoming photocopy ready mailing that reader's may reproduce and pass on to friends.



WHERE ARE THEY NOW

Where are the graduates of the Brussels Foundation Courses and Portugal Participatory Interchanges? Many have remained in development related vocations..... here are some and what they are doing.

Jennie and Richard Bircher (British)

ICA Tonga 1984, ICA UK coordinators, Interchange staff

Albert and Lettie Boumeester (Dutch)

Foundation Course 1988, 3 years in Portugal, now coordinators of ICA Netherlands

Heleen Biesta (Dutch)

Interchange 1992, Mexico with Centro de Educacion Ambiental y Accion Ecologica beginning summer 1993

Jessica Gorre-Borres (American)

VOW 1992, YWCA Nairobi

Marc ter Brugge (Dutch)

Foundation Course 1990, VSO The Philippines 3 year contract beginning July

Jack Cortenraad (Dutch)

Foundation Course 1990, ICA Netherlands, Dutch Ministry of Foreign Affairs Mozambique

Jonathan Dudding (British)

Interchange 1992, ICA Zambia

Nicolien van Eijdsden (Dutch)

Interchange 1990, ICA Guatemala, assisting ICA UK

Jane Hatfield (British)

Foundation Course 1989, Kenya 1 year, OXFAM, Interchange staff, ICA UK

Cathy Henwood (British)

ICA India, Foundation Course and Interchange staff, ICA UK

David Heslop (British)

ICA Brazil, Venezuela, Foundation Course staff, Help the Aged, Degree work in Development, ICA UK

Lofty Hoy (British)

Foundation Course 1989, 1 year ICA Kenya, now in 3 year nursing programme

Michael Hyden (Tanzanian-Swedish)

Interchange 1992, CARE Kenya

Marri de Jong (Dutch)

Interchange 1991, ICA Netherlands

Simon Koolwijk (Dutch)

VOW 1990, ICA Kenya

Hannah Lewis (British)

Foundation Course 1989, VSO China for 3 years



CELEBRATING THE COMPLETED LIVES OF:

CLIFFORD WILLIAM EDWARDS

Clifford William Edwards, husband of Lyn Mathews Edwards, father of Mark and Ben, step-father of Joe, Jim and Teresa Mathews died November 13, in Chicago. He died following a short illness after suffering a stroke.

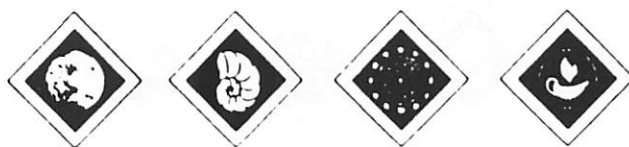
Bill was serving as legal counsel to Kanbay Resources Inc., a resident of the Admiral Senior Center, and a friend of many.

Bill, born July 26, 1926, was 67 years old.

ROGELIO COVA JUAREZ

Rogelio Cova Juarez, President of ICA Mexico, Director of ICAI and a highly respected social activist in Mexico died November 21, 1993 of a cerebral haemorrhage during surgery. Rogelio's long history of social service included rural reconstruction programs with the Mexico City YMCA, work with the Public Health Ministry of the Mexican government, and work for the Mexican Academy of Human Rights. He received the Global 500 award in 1989 from the United Nations Environmental Program and had been president of Oxfam Mexico.

Rogelio was 62 years old.



Alice Levisay (American)

Kenya 1987, Public Health Consultant with Project Concern USA, now in Cambodia, married to Jan-Willem Rosenboom

Rutger v. Mazijk (Dutch)

Foundation Course 1990, 14 months in Côte d'Ivoire, now on contract in Rwanda with SNV

John Murray (British)

VOW 1992, Centro de Educacion Ambiental y Accion Ecologica

Hans-Roel Nieuwenhuys (Dutch)

ICA Mexico for 1 1/2 years, Then with Dutch NGOs, currently doing South African liaison

Sybrech Nevenzeel (Dutch)

Foundation Course 1990, Femconsult 1 year, research with Moroccan women in Amsterdam, researching next steps now

Nick Pahl (British)

Foundation Course 1990, 1 year with ICA in Calcutta, now with Mary Stokes Family Planning in the UK

Lisa Pereira (Belgian-British)

Interchange 1992, Institute for Studies and Transformation, Amedabad, India

Graeme Pulleyn (British)

Foundation Course 1989, ICA Portugal 3 years

Glen Rangwala (British)

Interchange 1991, Mother Teresa Calcutta, India

Hester Reeve (British)

Interchange 1991, Earthlinks Prague 1 year, Environmental Street Theatre still

Jan-Willem Rosenboom (Dutch)

British Training Programme 1983, Kenya 4 years, now working as Water Resource Advisor, OXFAM Cambodia, married to Alice Levisay

Debbie Sagar (British)

Foundation Course 1990, ICA Nigeria 2nd year

Ben Saunders (British)

Foundation Course 1990, Centro Educacion Ambiental y Accion Ecologica Mexico

Fabien Schellenberg (Swiss)

Interchange 1992, Institute for Studies and Transformation, Amedabad, India

Uta Simons (German)

Interchange 1991, Earthlinks Prague, now in development studies

Elinor Smithies (British)

Foundation Course 1989, Kenya 1 year, UNAIS Burkino Faso 3 year contract

Rachel Stoler (German)

Foundation Course 1989, Peace Corps Mali, 4 years

William Taylor IV (American)

Interchange 1990, currently with Hispanic Community Relations, ICA WEST (Phoenix), USA

Silke Tollmien (German)

Foundation Course 1990, graduate degree in ethnography, anticipating 1 year volunteer field research 1993-1994

Manuela Weiss (Swiss)

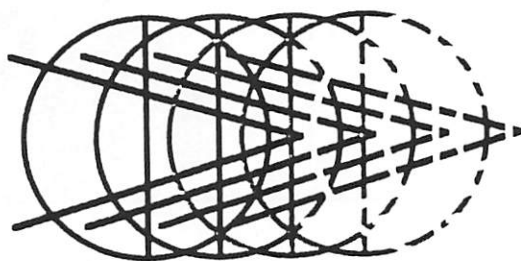
Foundation Course 1990, 1 year Portugal, now working with handicapped children in England

Jenny Wolfson (British)

Foundation Course 1990, ICA Portugal 1 year, graduate studies

Guy Warner (British)

Foundation Course 1990, 1 year ICA Portugal, now with A.T.D. 4th World



JOIN THE TRANSFORMATION



RURAL TOURISM'S BIG LEAP IN PORTUGAL

by Cathy Bayer

Rural tourism is one of the most viable options for diversifying income in the Montemuro. For ICA, it has been invaluable in bridging the gap in the arrival of funds for projects, and keeping the staff moving during the darkest hours of 1993. Two major arenas have been addressed this year: facility upgrading and activity creation.

In 1993, the ICA purchased the old burned house from Sr. Celestino, the 93 year old owner of the original ICA house, and will begin extensive remodelling efforts in 1994. In addition, bathrooms, rental rooms, and a tenting area were improved to be able to host groups graciously. An outside area called the Esplanade became a center for eating and nighttime activities. A telephone system linking 4 of the ICA's houses was installed, and the Fax machine connected, after lengthy technical difficulties.

Gradual improvements have been made on the hiking trails, extending them to all corners of the Montemuro. In the summer, two hiking specialty groups visited the ICA and planted the seed of creating thematic walks and more descriptive pamphlets about life on the Montemuro. As an experiment, ICA wrote thematic pamphlets for the villages of Mezio and Moura Morta, and feedback from walking tourists has been positive. Research into other activities such as horseback riding, hunting, hang gliding and rock climbing are yet to be pursued. The ICA also created a line of 9 post cards depicting rural life from snapshots that Jill Egland took while here.

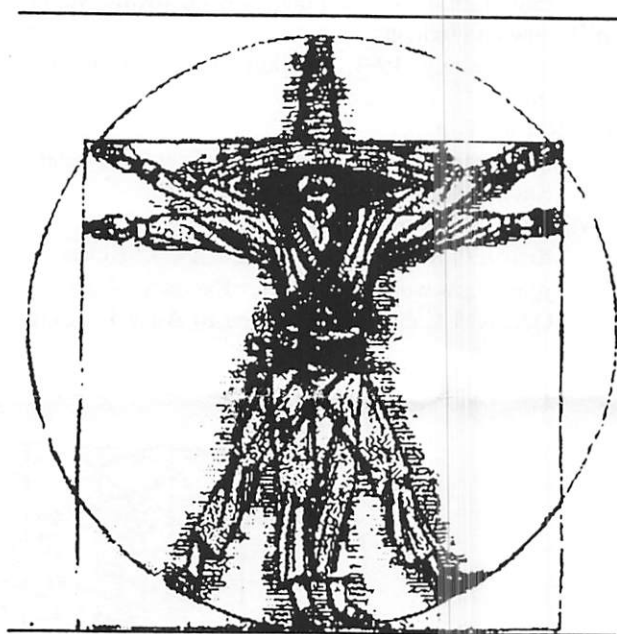
As a result of the efforts, the ICA hosted two conferences, and 5 organized groups of campers from May until November, in addition to the exchange partners. More than 50 individual campers popped by as a result of an add in the *Rough Guide*. In 1994, the ICA already has 4 groups booked and is planning a foray in ecotourism on the Montemuro, as this type of holiday becomes more popular in Europe.



ICA-MEXICO

by Rose Worden

The work of the Institute of Cultural Affairs in Mexico (ICAM), now into its 12th year, has moved toward establishing regional offices and fully capacitating regional teams of ICA facilitators. This will enable a greater national impact. There are several examples where regional teams are in place. One is in Hidalgo where board member, Jesus Nogal, combines ICA's methodology with his own long experience of promoting community development to provide catalytic leadership in his village of San Pablo Oxtotipan. In Tlaxcala, the "Centro de Educación Ambiental y Acción Ecológica" (of which was coordinated by the late Rogelio Cova) conducts strategic planning events for municipalities interested in resolving their environmental problems. In the states of Nayarit and Jalisco, on the Pacific Coast, the regional work is coordinated out of a new office which is beginning new training and community development projects. ICAM has a national board of seven members which meets regularly. In 1993 the planning event named four urgent strategies: Forming Facilitation Teams, Systematizing Communications, Promoting Services and Stabilizing the Finances.



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



MEMBER'S PROFILE: JOHN WALMSLEY

I was reared on a farm near Cowra some 300 km by road west of Sydney. I had perhaps more than my fair share of childhood illnesses including scarlet fever and whooping cough. Because of these illnesses, I was nearly 7 when my sister and I began correspondence school.

After several years we went to a primary school 11km from home for grades 5 and 6. For the first year Mum drove us by horse and sulky. Then we rode bicycles. High school involved daily travel by bus. But we rode our bicycles about 4 km to the bus route.

I gained a type of scholarship at the end of high school. I attended Sydney University where I completed a degree course in Science and a diploma in Education. After 7 1/2 years teaching Math and Science in high school, I transferred to Industrial Chemistry with Australia's steel-making company, B.H.P. After early retirement I went back to study and gained an associate diploma in Social Welfare.

During childhood I attended church and Sunday school. In 1952 I undertook study and became a lay preacher of the Methodist Church. The Uniting Church was formed in 1977 by Methodist, Congregationalists and some Presbyterians.

A little earlier than this union, Nina and I had contact with the ICA. We went to Malaysia, first to Sungai Aup in East Malaysia (Borneo). Because of technical difficulties obtaining governmental authorization, the planned consult did not take place. We then went to Sungai-Lui where the consult had been held 6 months earlier. We had an exciting time with consult follow-up work.

I later took part in the Murreum Bridge consult with Aborigines in central New South Wales. We continued our work with ICA as ICA worked in Newcastle and the Hunter Valley. We have also held Round Tables in our home since the early 80's. This has been a means of broadening my understanding of all areas of life.

I have been involved with Lifeline for more than 25 years. It seeks to work alongside people in crisis situations. Lifeline has conducted many interesting and challenging courses that have also deepened my understanding of life.

I became a Board Member of ICA Australia. In September 1989 I attended the General Assembly in Brussels. It was quite a pleasant surprise when I became

an ICAI Board Member and part of the Executive Committee.

The past four years have been exciting and stimulating ones as I attended meetings of the Executive Committee and conferences in Taipei and Prague. My experiences were further extended when I visited the Philippines after Taipei and north Germany prior to Prague.

Nina and I were married in 1953 and have 2 sons, a daughter and 8 grandchildren.

I am currently involved in a number of community organisations such as Christians for Peace, Wallsend Area Community Cares (providing assistance and friendship to isolated elderly), and management of a retirement village.

In 1991, we had the opportunity to attend the Assembly of the World Council of Churches and the Australian follow-up conference in January, 1993. The publications of the World Council have been another important source of information about the world we live in.

We do live in times of great change and challenge. I hope to continue to play a part in helping the peoples of the world to take charge of their lives so that peace and justice are realised instead of being abstract concepts as they are for so many today.



ICA EVENTS FROM AROUND THE WORLD

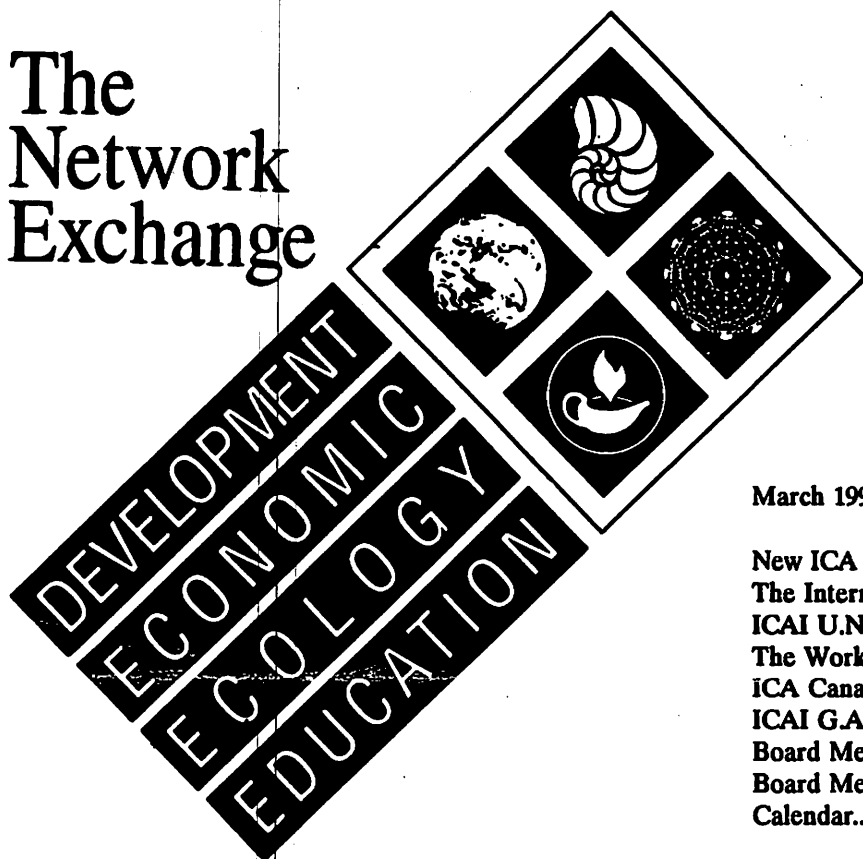


CONTINENT

WHEN	EVENT	WHERE	RE
AFRICA			
JULY 1-8	AFRICA STRATEGIC PLANNING	CAIRO	ICAI
AUSTRALIA			
FEB 8	TEACHING GIANTS TO DANCE(ST.PLANNING)	NORTH SYDNEY	ICA AUSTRALIA
FEB 9	DANCING TO NEW RHYTHMS (TOP METHODS)	NORTH SYDNEY	ICA AUSTRALIA
ASIA			
FEBRUARY	2 MEN. HEALTH JAPANESE TRAVELING SEMINARS	CALIFORNIA	ICA JAPAN
MARCH	GERIATRIC NURSING	PORTLAND OREGON	ICA JAPAN
MAY	SOCIAL WELFARE SYSTEM	SWEDEN	ICA JAPAN
JUNE	CLUBHOUSE MODEL OF REHAB.	WASHINGTON CALIFORNIA	ICA JAPAN
	SCHIZOPHRENIA AND THE FAMILY	CALIFORNIA	ICA JAPAN
SEPT 26-27	ICAI EXC. MEETING	BOMBAY	ICAI
SEPT 28-OCT 1	ICAI BOARD MEETING	BOMBAY	ICAI
OCT 3-OCT 9	GOBAL GATHERING	LONAVALA	ICA INDIA
EURASIA			
FEB 12-13	GROUP FACILITATION METHODS	BRUSSELS	ICA BELGIUM
FEB 26	FACILITATOR'S GUILD MEETING	BRUSSELS	ICA BELGIUM
MAY 7-9	ICAI EXEC. MEETING	BRUSSELS	ICAI
N. AMERICA			
JAN-MARCH	GROUP FACILITATION MEHTODS	18 N. AMERICAN CITIES + SAN LUIS, MEXICO	ICA USA ICA CANADA
JAN-MARCH	PARTICIPATORY STRATEGIC PLANNING	6 N. AMERICAN CITIES	ICA USA ICA CANADA
JAN-MARCH	PHILOSOPHY OF PARTICIPATION	WASHINGTON DC PHOENIX	ICA NETWORK ICA WEST
FEB 24-25	UNIVERSES OF CHANGE/TRENDS ANALYSIS	TORONTO	ICA CANADA
MARCH 24	IMAGINAL LEARNING WORKSHOP	TORONTO	ICA CANADA

ICA International
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The Network Exchange



March 1994

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NEW ICA TO START IN THE FORMER YUGOSLAVIA

Behind the headlines and along the Adriatic coast of the former Yugoslavia there are some 550,000 (300,000 Croats and 250,000 Moslems) displaced persons huddled in refugee camps. The wards of the U.N., they live off of relief packages and lack adequate medicine, heat, electricity, and sanitation. Two former ICA staff members previously unknown to each other and on separate assignments met in the Zagreb and realized that ICA self-help methodology could help. They received temporary authorization to set up as ICA and will be present at the India Board Meeting to communicate their mission.

ICAI tentatively gave authorization (will be formally be presented to the ICAI Board this year) for a new ICA: Zagreb, to be initiated by two people with broad background with ICA. They are Susan Fertig-Dykes and Susan Yates .

The two Susans are in the process of applying for NGO status in Croatia. They write: "We are both really excited to be launching the ICA in the states that emerged from the former Yugoslavia. It is such a difficult time for Balkans and we feel we have a lot of ways to help. We envision ICA - Zagreb taking responsibility for the region rather than a particular country, and so we decided that ICA - Zagreb might be a better name than ICA -Croatia, as the latter might imply some kind of national boundaries or geo-political limitations/affiliations."

Fertig / Yates have already been requested to

write a proposal for U.N. High Commission on Refugees to empower the many refugee camps through enhancing service delivery and involvement of refugees. A second area they hope to work is strengthening local NGOs through training. The third direction is to train and equip Croatians to run and manage ICA: Zagreb.



A THUMB-NAIL SKETCH OF THE TWO INITIATORS:

The two Susan have established a private consultancy service called "Fertig & Yates International" (FYI).

SUSAN FERTIG-DYKES

Fertig-Dykes worked for the ICA in South America and the United States developing and testing many of the current technologies used by FYI. She also lived in Central America, the Caribbean , and the Far East and travelled extensively in Europe before coming to Croatia. She served as a high level governmental executive in two U.S. administrations, for the last three years managing a organization of five



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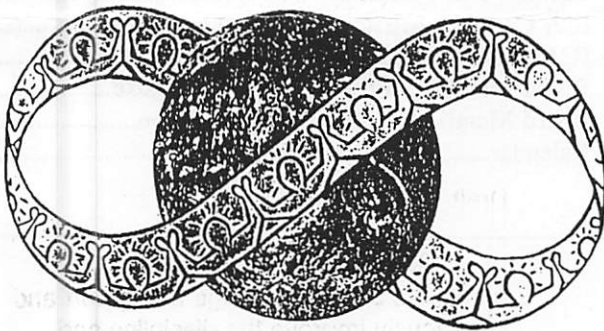


THE ICA NETWORK BECOMES THE INTERNATIONAL ASSOCIATION OF FACILITATION

by Dick Alton

After years of enabling the transformation of Public and Private Sector organizations the 6th ICA Network meeting staged a transformation all of its own; it became The International Association of Facilitation.

Logo: International Association of Facilitation



The central event of the new association will continue to be a yearly gathering. This year's gathering in Alexandria Va. (Jan. 14-17) was the 6th in a series which includes: Dallas (Dec. 1988), Pittsburg (Dec. 1989), New Orleans (Dec. 1990), Minneapolis (Dec. 1991) and Phoenix (Jan. 1993).

Each of these meetings experienced an increase in the numbers and diversity of its participants. Indeed as the facilitator/consultants invited their clients and business contacts to the event a snowball effect began to take place. What was originally a meeting of ToP methods experts has become an ever widening forum of private and public sector people interested in new ways of facilitating organisational change. That forum, while maintaining historical and personal links to the ICA, has now given itself a new name, decided to become a legal entity, and begun to define its mission, purpose and values (see box below). It is also to create an operating structure, set up a marketing plan and define facilitator competencies.

Beyond instituting the new entity the gathering of the "network"- officially named "Creating a Culture of Participation" - was an intense, creative, and fun filled learning event.

Pre, and Post-Conference events included sessions on 1) ToP: Philosophy of Participation - Individual and social contexting for a better appreciation of ToP

methods, where they come from and how to utilize them 2) Transformational Leadership - developing a frame work and practical tools for putting a learning organization in place 3) Lifestyle Simplification Lab - a dialogue on sustainable lifestyles 4) Participation Works II - Dialogue on the next ICA "Participation Works Book" with Miles River Press and Jim Troxel 5) The New Strategic Management - Orientation and training in a new business development. Then there was the conference itself which featured 24 workshops, a special "Share-a-Method" session, Econet training, and a continuing dialogue with the publishing house "Miles River Press".

The 24 workshops were grouped into 4 mayor arenas which appear along with the workshops below:

A. Managing Systems Change and Transformation

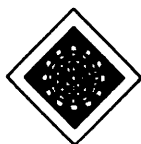
- Classical and Current Theories of Image Change (Troxel; ICA)
- Ten Paradigm Shifts Necessary for Organizational Transformation and How to Make Them Happen (Engleman; Options International)
- Methodologies for Improving Competitiveness-- Whole Systems Change and Transformation (Rick Walters; Texas Instruments)
- The 21st Century Organization: The Art of Commitment and the Science of Change (Renee Levi; Heartworks, Inc.)
- Facilitating Strategic Planning (Peter Laux; Texas Instruments)

B. Research and Development in Participatory Processes

- Chaos and Change (John Epps; LENS Singapore)
- Tapping the Power of Acknowledgement (Sandra Sohcot; Sohcot Consulting)
- Applications of Social Triangles (Clancy Mann; University of Maryland)
- Criteria for Facilitator Competence (Jo Nelson; ICA Canada)
- Workshop on Global Communication: Designing the Network's Information Exchange and Electronic Conference Services (Gordon Harper; ICA Taiwan)

C. Facilitating Education

- Re-affirming Culture as the Basis for Participation (Lesley Jackson, Kim Epley; CERT)
- Community Based Literacy: the 90% Solution (Lucille Chagnon; Rutgers University)
- Creating and Maintaining School-Business Partnerships (Ann Ensinger; NYC Board of Education)
- Teach Empowerment: the Louisiana Alliance for Education Reform (John Cornwell; Tulane University. Carol Fleishman; OT Consultant)



Int. Association of Facilitation cont. from p 2

D. Sharing Approaches That Work

- Earning What Your're Worth: Value Pricing Your Services(Mike Kirkwood; Sales Performance Consultant)
- The Corporate Town Meeting (Paul Schrijnen; Management Consultant)
- Participation and the Workplace - the Rest of the Story (Jim Traxel; ICA Chicago)
- Local Church Network and the Technology of Participation (Eli Stock; Associate Executive of Pittsburgh Presbytery)
- Effective Working in Multicultural Groups: An Interactive Workshop (M. Tomlinson; ICA Chicago)
- Education Kinesiology: Moving Through Stress (Wanda Veraska; Macro International)
- Sharing What's Working in ToP Strategic Planning (Marilyn Oiler; ICA West)



The Share-A-Method Session was a fun plenary meant to allow people to interchange hints and short constructs that enable or otherwise add to the facilitator's bag of tricks. A short one page format for the introduction and explanation of the method to be shared was provided. Among the methods or techniques interchanged there was: * The Collaborative Floor Plan Design presented by Nancy S. Hewison, Perdue University Libraries * Win - Win Agreement - Peter Laux, * Indian Name - Rick Walters, * Clap, clap, Stomp, stomp - Wanda Veraska, * Neighborhood Cocreation Process - Nadine Bell, * Involvement in Decision Making - Ontario Ministry of Environment and Energy, * Designing a Long Range Conceptual Planning Framework - Jean Watts, * Earning What You are Worth - Mike Kirkwood, * Simple Feedback Form - Jim Wiegler, * A Coat of Arms * Good Meetings Can Change Lives - Ike Powell, * Healthy Community Daybook - Sharon Miller, * Forms of Citizen Involvement - Wayne Nelson, * Guide to Strategic Planning - Wayne Nelson, * Participation

Paradigm - Jo Nelson, * New Procedures for Naming Section of Workshop Method - Jo Nelson, * Getting to Know You - Eunice Shankland, * Human Machine - Fred Racey, * Toss Ball - Dorothea Jewell, * Pre-session Wake-up Exercise - Sandra True, * Assumptions in Conflict - Larry Philbrook, * Customer Bill of Rights - Cynthia Vance, * Demonstrating the Power of Vision with 15 meters of Elastic Band - Sylvia Vriesendorp, Mission Statement Format - Jim Traxel, * Using Screens to Describe Organizational Life Cycle - Marilyn Oiler, * Document Production - Walter Kargus, * Learning W.P. (software) as a Group as Well as an Individual Process - Ruth Gilbert, * Get Your Ship Together - Margaret Runchey, * Challenges and Opportunities Exercise - Carol Fleischman, * Marketplace Phasing - Karen Traxel.

Draft- MISSION STATEMENT:

Int. Association of Facilitation - Jan. 14 1994

PURPOSE: The Association provides resources and interchange to support and continuously improve the discipline and practice of facilitation through:

- Opportunities for methods exchange and professional growth
- Research in the tech. and art of facilitation
- Access to collegial support and networking
- Shared support services (e.g. Insurance)

OPERATING VALUES:

- *Cross Cultural scope which invites participation from all nations and sectors
- *An exclusive but not exclusionary organization...members have a unique and defined focus but anyone and everyone is invited to join
- *Operates with a practical and "organic" structure which is flexible, participative and driven by its mission, tasks and needs
- *Takes a Pro-Active role in shaping the emerging profession of facilitation
- *Activities and events strive to "walk the talk" declared in the evolving core values and competencies of quality facilitation
- *Promotes socially responsible change
- *Advocates participative technologies which build "bottom-up" ownership to shared decisions
- *Believes in an open future and has a bias towards hope
- *Celebrates life and humanness through spirit filled interchange, events and activities



ICA INTERNATIONAL U.N. LIAISON REPORT

by Vaughn O' Halloran

Vaughn O'Halloran ICA's liaison with the United Nations in New York recently filed this report.

I. United Nations Conferences

The UN Conference on Population & Development -

This conference will be held in Cairo in 1994 on the relationship between population and sustainable development. ICA's work in this area, e.g. Mexico and the Costa Rica InterAction conference, has a good opportunity to get into the dialogue. As an organization with consultative status we can participate in the conference. I am in contact with Dick Alton and Judy Hamje to coordinate our input and participation. I have participated in the lead up sessions in New York and through InterAction where I am a member of the Commission on the Advancement of Women. I have asked Joep van Arendonk (Deputy Executive Director of U.N. Fund for Population Activities UNFPA and ICA:I Global Advisory Board member) to attend a reception in his honor hosted by ICA, Cairo and he has agreed.



UN Fourth World Conference on Women - Also as a member of InterAction's Commission on the Advancement of Women I am participating in preparations for the UN Fourth World Conference on Women which is scheduled to take place in Beijing in September, 1995. Preparatory conferences are taking place at the UN in New York in March 1994. This conference will be a great opportunity for ICA to dialogue with others on crucial issues facing the globe in this area. If there is anyone interested in participating in the conference or preparatory activities please let me know.

UN World Conference on Social Development - Another conference that is important for ICA to participate in is the UN World Conference on Social Development which will take place in Copenhagen on 1-12 March, 1995. The conference will concentrate on three core issues: alleviation and reduction of poverty; expansion of productive employment; and, enhancement of social integration, particularly of the more marginalized and disadvantaged groups. Prepcoms or preparatory meetings will take place on regional basis around the world. As with all UN activities our strength and advantage is in local situations where we have relevant

programs and relationships with indigenous NGOs who will be asked to serve on committees leading up to the event. The International Council on Social Welfare (ICSW) of which ICA:I is a member is publishing an NGO newsletter and very helpful fact sheets on the conference. If anyone is interested I have materials available.

II. InterAction

InterAction is an association of 136 American Private voluntary organizations concerned with international development issues. ICA was a founding member of InterAction in 1984 and I have been our representative since the beginning. ICA was originally looked upon with some suspicion derived from our lack of contact with traditional agencies and old images and questions about who we are and what our agenda is. Through frequent contact and offers to design and facilitate meetings our methods are now looked upon as being highly successful and people who have seen our development projects talk positively about the work. I have recently stepped down as chair of the Development Assistance Committee (DAC), and now serve as Co-Chair of the Professional Organization Development Committee which has been renamed InterAction's Committee on Institutional Development (ICID). In addition to being ICA's representative on InterAction's board of directors I am a member of the Executive Committee and the Strategic Planning Committee.

The InterAction Annual Forum brings together member agencies, Southern NGOs, UN and US Government representatives to focus on topics related to international development. The annual forum will be held this year in Maryland. I have served on the Forum Planning Committee each year as a way of reinforcing ICA's reputation for participatory methods. This year I designed and will facilitate three workshops.

The ICID committee is formulating a proposal for funding which will support the delivery of organization development services to InterAction's member agencies. This will enable agencies to see how they are doing and develop strategies to deal with issues such as diversity and gender equity.

InterAction has sponsored two retreats related to women and gender issues for member agencies. Both have taken place in Grafton, Vermont and have resulted in a document called the Grafton Compact containing a number of recommendations on how agencies can promote the advancement of women to senior positions within their organization and on their board of directors.

Cont. on p6



THE WORK OF NIGERIA'S NIRADO

by *Abiodun Olagoke*

At the moment, Nirado has conducted quiet a number of programmes both in the rural and urban communities in Nigeria, using the ICA's participatory approach. We successfully conducted Local Planning and Training programmes in over sixty communities in Nigeria. We have also successfully trained local participants in the methods of participation and planning which NIRADO uses.

The principle aim of the training workshops is to enhance participants' skills to conduct their rural development activities, either in their own particular community groups or in broader development work; and to increase the number of trained people who could in the future use these methods outside their home areas.



The planning programmes are intended primarily to awaken the rural people to their possibilities through the participatory planning process and to sustain the process of awakening through training.

NIRADO has recently been working among others, with the International Fund for Agricultural Development on its Fisheries Development Micro-project in three riverine states of Nigeria.

Apart from conducting planning/training programmes, NIRADO also conduct customer service and Team-building workshops for groups which work with the public and with other groups.

At the moment, NIRADO has three major directions for the future. These include:

- I. A strategic evaluation of past programmes
- II. Strengthening our local human resource base
- III. Programme Diversification

NIRADO intends to also collaborate with other organizations which use approaches and methods which are similar. NIRADO's future programmes include follow-up programmes, more planning and training with local groups and other income-generating workshops.



ICA CANADA'S MISSION STATEMENT

THE PURPOSE: The purpose of ICA Canada is to develop a culture of participation in order to shape a new social transformation based on new planetary patterns, the myths of many cultures and the depths of the human spirit.

THE MISSION: The mission of the Facilitation and Consulting Team is to deliver the Technologies of Participation to organizations and communities through planning and consultation that demonstrates new modes of operating based on new planetary patterns.

The mission of the Training Team is to provide to individuals, organizations, and communities in-depth training in the practical technologies of participation and methods of motivation and deepening of spirit that allows new planetary patterns to be developed.

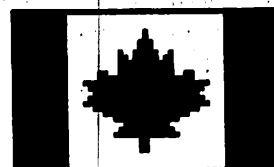
The mission of the Vocational Re-engagement Team is to provide to individuals in vocational transition the practical and spirit tools so they can claim control of and build their own vocational future within the emerging new planetary patterns.

The mission of the International Development team is to catalyse the strengthening of indigenous ICAs internationally to ensure that ICA technologies are available globally.

The mission of the Edges Team is to research and publish the new planetary patterns that are evolving in every sector of society in a form which is understandable by individuals, organizations and communities.

WHO ARE WE: ICA Canada is a non-profit, non-governmental organization committed to societal transformation. Its staff and members have 30 years of experience in grassroots community development and are part of a global network of ICA organizations.

PHILOSOPHY: ICA Canada's approach to societal transformation is based on openness towards the future and a commitment to locally based solutions. We believe that each individual brings a unique contribution to creating practical solutions. Our processes have been developed through years of action research and are grounded in a deep appreciation of the human spirit.





A GLOBAL ADVISORY BOARDMEMBER: A BRIEF UPDATE

by Dick Allon

Andrew Young, former mayor of Atlanta and US Ambassador to the United Nations, ICAI Global Advisory Member.

We met at his office in downtown Atlanta, Georgia. Let's say it is the 40th floor (I was very confused after switching elevators three times) of one of the tallest Buildings in downtown Atlanta. This is Mr. Young's office as the chairperson of the Atlanta Committee for the 1996 Olympics.



He had just returned from Africa (He is the vice-chairman of an international engineering firm). He started the appointment with the story of how he had been intercepted in Uganda by a phone call from Mr. Mbutu the president of Zaire. Mr. Mbutu wanted to discuss how to broker a new agreement to unblock Zaire's future.

Al Lingo and I spend the next thirty minutes discussing the "African democratic" initiatives and the difficulty of seeing democracy as one a dimensional dynamic.

When asked how he saw Africa's future, Mr. Young spoke of the need to build economic potential and at the same time give support to African leaders (such as Mugabe, President of Zimbabwe).

Andrew Young has been one of the Global Advisory Board of the Institute since its inception in 1983. In 1988 he gave the keynote address to the ICAI global meeting in Mexico.

Mr. Young has just written a new book (Jan. 1994) called A WAY OUT OF NO WAY: The Spirit Memories of Andrew Young. This book follows the testing of his faith in the tumultuous events of the civil rights movement. Young marched with Martin Luther King, Jr. and was a part of King's entourage when he was assassinated.

ICA Zagreb cont. from p1

divisions with a staff of 85. In addition to her experience in human resources, she is a writer, narrator, and television producer.

SUSAN YATES

Yates recently worked for the ICA in Egypt, using and refining many of their technologies adapted by FYI for use in Croatia. Her work in human resource development has been concentrated in the humanitarian field and spans 15 years and 5 countries, where she worked to increase the viability of indigenous groups as relief and development practitioners and to help individual realize their unique strengths and potential. She has experience in resettlement and rehabilitation programs, education and public relations.

For people wanting to contact them: ICA: Zagreb, TEL. 385 (41) 277-169, TEL.& FAX. 385 (41) 274-962 address 67b and 76 Kraljevec, 41,000 Zagreb, CROATIA

ICA: Zagreb will be presented at the ICAI Board Meeting, Sept 28, 29, 30 and Oct.1 in India.

ICA Liaison Cont. from p4

This year on February 10-11 Grafton-on-the-Potomac will take place in Northern Virginia. I will design and facilitate the conference. Mary Coggeshall who participated in the first Grafton retreat will attend representing ICA.

III. ICA Networking Activities

Leonard Appel is a Belgian consultant who works with UNICEF. He is planning to conduct hearings in Washington for the Population and Quality of Life Commission. He is looking for information on US NGO activities as well as assistance with organizing the hearings. I plan to meet with him in New York and Eunice Shankland will meet him in Washington to explore ICA's possible assistance and participation.



THE NETWORK EXCHANGE

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

Editing team: Tony Beltran, Jann Barr and Dick Seacord

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



ICAI BOARD MEMBER'S PROFILE: ABIODUN OLAGOKE

I have been working as the Executive Director of NIRADO now for over two years and I am enjoying every minute of my work. Prior to my present position, I had worked as a Senior research Economist with an Agricultural/Rural Development Consultancy Firm in Lagos, Nigeria and as a research fellow at the International Institute for Tropical Agriculture (IITA).

At the present moment, I, like everyone else at NIRADO perform a lot of functions, due principally to the growing appreciation of our efforts by Nigerians which, as expected, has created much demand for our services, especially in the rural areas. I spend a lot of time out on the field, doing training and planning programmes in various parts of my country. In the past three months alone I have been on two different training/planning trips in Imo, Akwa Ibom, Cross River and Rivers States all in the South-Eastern part of the country while the months of May and June were spent in the North and Middle Belt of Nigeria.

With sixteen years of training and job experience in various aspects of tropical agricultural production, as well as personnel management, I extend my experience and knowledge to my work, not only in the rural areas, but also in the urban communities where we do contracts to generate income to sustain NIRADO. Here we train and also plan with urban workers towards the enhancement of organizational productivity using the ICA's participatory methods.

One of the most interesting and challenging aspects of my job is seeing the positive fruits of NIRADO's efforts in the rural areas. Rural dwellers have been able to improve their socio-economic conditions through simple planning and implementation strategies. They have been brought to a realization of how possible it is to identify their problems and solve (most of) them through their own efforts, towards the achievement of their desired objectives.

I'm quite happy about the work we've done so far and happier that our efforts, especially those of the people who built NIRADO before I came on board, are being appreciated. The trainees at our programmes and workshops have demonstrated a high commitment to turning their communities around, and available evidence indicates a very bright future for our approach.

I was born 34 years ago in a small town, Modakeke, west of Nigeria. My decision to complete a Ph.D degree in Agricultural Economics before getting married delayed my wedding until 1991. My wife Yemi, a pretty

young lady from the same ethnic group as me, is an Electronics Engineer in private practice. I enjoy reading autobiographies and playing table tennis, although these are hobbies I hardly have time to indulge in, these days, because of my tight schedule.

I shall continue to do my best to emphasize the human factor in (rural/urban) development because, as we all in ICA believe if you develop the woman/man, you develop the world.

ICAI BOARD MEMBER'S PROFILE: DONGHAN YOON

I joined ICA Korea when as a medical student I was a part time surgeon. I consider joining ICA a great experience that will continue to influence me during my life. I always thank Larry and Dianne Greenwald for giving me the opportunity of seeing a new world. Through the interchange with ICA I developed a positive vision of how the world can be made a better place through the development of the human resource. I have participated in a number of different events such as LENS, Roundtables, etc..

I was never a full time staff but would have liked to have been one if the proper circumstances would have allowed it.

Now I am running a small company which manufactures ladies belts & Accessories for export. I would like to know where or how I can involve ICA effectively through my work. There has been a discontinuation of regular activities in Korea. Nevertheless on Dec. 28th 1993 we got together the people who loved ICA and began again to look into the future. If anyone would like to contact us we would welcome their call at (tel.) 82-2-516-6631 or (fax) 82-2-516-6630.



ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
AFRICA			
MARCH 8-26	STRATEGIC PLANNING FOR FISHING VILLAGES	NIGERIA	NIRADO
JULY 1-8	AFRICA STRATEGIC PLANNING	CAIRO	ICAI
JULY 7-20	FACILITATING PARTICIPATORY PLANNING	KENYA	ICA KENYA ICA BELGIUM
ASIA			
MARCH	GERIATRIC NURSING	PORTLAND OREGON	ICA JAPAN
MAY	SOCIAL WELFARE SYSTEM	SWEDEN	ICA JAPAN
JUNE	CLUBHOUSE MODEL OF REHAB.	WASHINGTON CALIFORNIA	ICA JAPAN
	SCHIZOPHRENIA AND THE FAMILY	CALIFORNIA	ICA JAPAN
SEPT 26-27	ICAI EXC. MEETING	BOMBAY	ICAI
SEPT 28-OCT 1	ICAI BOARD MEETING	BOMBAY	ICAI
OCT 3-OCT 9	GLOBAL GATHERING	LONAVALA	ICA INDIA
EURASIA			
*APRIL 29-MAY 2	ICAI EXEC. MEETING	BRUSSELS	ICAI
N. AMERICA			
JAN-MARCH	GROUP FACILITATION METHODS	18 N. AMERICAN CITIES + SAN LUIS, MEXICO	ICA USA
JAN-MARCH	PARTICIPATORY STRATEGIC PLANNING	6 N. AMERICAN CITIES	ICA USA
MARCH 22-23 APRIL 21-22	PHILOSOPHY OF PARTICIPATION	PHOENIX NEW ORLEANS	ICA WEST
MARCH 24	IMAGINAL LEARNING WORKSHOP	TORONTO	ICA CANADA

*Note: The ICA Executive Committee meeting in Brussels has been changed from May 7-9 as printed in February's issue of the NX to April 29 - 2 as appears above.

The Network Exchange



May 1994

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SPECIAL ISSUE

With the ICAI Board of Directors Meeting and the Global Gathering in India coming up in Lonavala, this issue of the Network Exchange is dedicated to India. In the pages that follow we hope to provide some information and images that will begin to focus our collective consciousness both on our host nation and on our own event.

LOOKING BACK AT INDIA

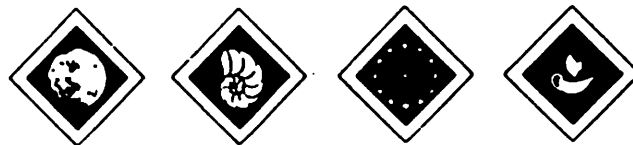
by Ursula Winteler

Afterwards, I realized I had enjoyed being in an Indian village as well as in an Indian city. Before my visit I had done my homework well, learning a lot about the culture shock I would encounter. Probably because of learning my lesson so well, I was better prepared. It is impossible to forget the poverty of many, many millions of people.

I learned to provide myself with less water and began to really love my one bucketful. It made me feel very glad when I got it. I slept wonderfully on the floor even when there were some other six-legged guests too. The two handkerchiefs which I bought there are still loved possessions. There are so many remembrances of the place attached to them. For example, I lost one and then it was returned some days later by a boy whose mother had washed it for me. In short, I learned to live with less and I did not miss a thing. Then it came time to leave.

I returned home to wait in a small room with lots of magazines about the newest things in fashion. I saw that you had to wear bigger plaid or check designs than before I left. The small ones had then been proper. I really was upset, seeing the uselessness of so many of the things we have and do. Truly, there I received my big culture shock. There are still memories left from that situation inside of me. I do not want to forget them! That feeling belongs to me.





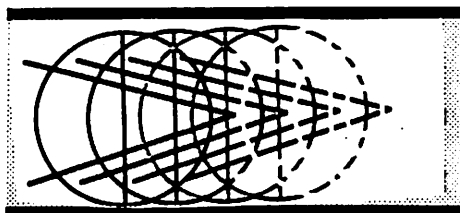
THE MISSING HEART BEAT AND THE ICA GLOBAL GATHERING

by Mary D'Souza

About a week ago, recalling how we worked with complex scriptural texts, I pondered on how we might use some method for early twentieth century spiritual writings by Sri Aurobindo to journey a group of teachers. The only word that kept coming to my mind was "transcribing". I mulled over it for several days and then decided to call James Wiegles in Phoenix to recall and ask for the process.

While dialling the Phoenix number I felt strange goings on in my chest. It was like "missing a heart beat". I found I was looking forward to connecting. Jim reminded me that I was looking for the "transposition" method. He suggested that I talk to Betty Pesek to get the details. The conversation was brief.

I read the "missing heart beat" as an important sign. It was full and throbbing with the life of the future and the common passion we have. Yes, it was also about getting in touch with the 20 years of having worked together. It was more because I sensed a common commitment to the next twenty or thirty years of work ahead of us - a responsiveness to and a passion for the deeper challenges of life on the planet.



The ICA network is in a time of profound creativity. The stuff we gave our lives to inventing over the last 30 to 40 years is continuing to blossom in strange and mysterious ways. We face unexpected challenges of society. It is taking all the courage we have to go beyond the barriers of security in addressing these challenges. In the last two months we have found ourselves going back to Sun Tzu and the Whistle Points. We have had to take care of ourselves and nurture our spirit. I suspect this is happening to all of us around the world.

As we, in India, prepare to host the ICA Global Gathering in October, we asked ourselves what is the ICA Global Gathering of 1994 about?

Our hope is that it will provide a platform for depth dialogue and building of "connections".

Our hope is that it will initiate a form of research that will allow us to address the needs of society in the next millennium.

Our hope is that it will be a time of honouring and celebrating our globality and our continued commitment to "the larger task".

Thinking along these lines, the following themes have become "evident" or have "revealed themselves":

GRASSROOTS APPROACHES IN TRANSFORMING EDUCATION

This would provide an occasion to "showcase" the work that has gone on for several years in the field of education. Chicago and Panvel have independently worked with the public school systems for several years. These experiments could provide learning and dialogue opportunities for approaches to transforming education.

BUILDING PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

Creative and sensitive work is currently going on in urban community development, disaster and crisis management, local institution building, tribal or aboriginal community development and women's advancement.

**RECOVERING DEPTH HUMAN CULTURE:
FACILITATING THE RECOVERY OF TRADITION,
MYTH AND RITUAL IN HUMAN EMPOWERMENT**
Work that is currently going on with native communities in the United States, concern for overcoming prejudices and bridging between communities in Australia would be the centre of this dialogue. Perhaps underlying all of this is the root concern for peace and goodwill among and in all life in the globe.

RESPONSIVE ORGANISATIONS AND SYSTEMS IN A GLOBAL COMPETITIVE MARKET PLACE

The organisational transformation work has demonstrations of a whole systems approach to institution building and to equipping leadership in supporting the change process in organisations that could provide study opportunities.

We are not suggesting that these are the only themes nor that they are exclusive domains. Simply these are clearly identifiable themes at this time.

As a participant it is hard for me to choose where I would want to be. Each theme has dimensions that I wish to explore for use in the work Delhi is engaged in.



The design of the event as it currently stands is as following:

Day 1: Oct 3

GLOBAL SHARING. A day of exchange as individuals and in groups, allowing for real listening. We encourage you to bring charts, audio-visuals, exhibition materials to communicate clearly the kind of work you are doing in projects, models, and the implications as you see it for the turn of the century. The day will conclude with a **STATE OF THE GLOBE REPORT** in artform which will point to the paradigmatic changes which have taken place.

Day 2-3, 5-6, Oct. 4-5, 7-8

THEMATIC WORK. Four full days, with a discontinuous day of reporting in-between, engaged in self-selected groups around the list discussed earlier in this article.

Day 4: Oct. 6

REPORTS AND LABS. This is the time to explore insights outside your arena - an exchange across groups and learning labs for those who wish to learn and/or teach something new. The Archive Project is ready to present the current state of their work. Come prepared with manuals and other materials to share.

Day 7: Oct 9 CLOSING RITUAL.

We are expecting participants to select their area of interest. There will be people who will prepare and assist with the dialogue. Each group would be self organising and will decide how to move and what their products might be.

A key to participation will be to listen and learn. We are in a time of research and exploration and dialogue.

We stand on the threshold of a new era of our work. The ICA in India looks forward to your presence and participation.



ICA India Profile

Panvel: Bhimrao Tupe
Residential School - 200 tribal children in Chikhale
New Approaches in Formal Education Programme
Women Entrepreneurship Development Centre
- recently opened for self-employment opportunities
Office: Plot 10-14, Road 1, Sector 19,
New Panvel 410 217
Tel: (91-22) 745-1542 Fax: (91-22) 745-1083

Pune: Shakuntala Jadhav
Malegaon Human Development Cluster project -
working in Partnership with Thermax Ltd.,
other agencies
Drinking Water Schemes, Cooperative Dairy
Leadership Development Courses
for youth and women
Education motivation training
Office: A5/11 Meena Nagar, Koregaon Park,
Pune 411 001
Tel: (91-212) 664 834 Fax: (91-212) 323 226
Attn: Jadhav

New Delhi: Mary Kurian D'Souza
Whole Systems Approach to Organisational
Development
Ecological Alternatives Demonstration
Self-Development/Growth Retreats
Integrated Learning Series
Office: 25 Nav Jivan Vihar, New Delhi 110 017
Tel: (91-11) 686 7534(o) 652 871 (r) Fax: 688 3369

Bombay: Hiranman Gavai and Judy Gilles
Transformational Leadership Lab - a three module
multiple-company programme with continuing
consultation in core development
Personal Mastery Programmes
Facilitation Skills Courses
Learning Organisation Research
Image Journal Publication
Office: 13, Sankli Street - 2nd Floor, Robinson
Memorial Church
Byculla, Bombay 400 008
Tel: (91-22) 308-7751/307-9968
Fax: (91-22) 307-2811 Attn: ICA



LONAVALA: VENUE FOR THE ICAI BOARD MEETING AND THE INDIA GLOBAL GATHERING

Lonavala is situated in Sahyadri Hills, at about 2000 feet (620 meters) above sea level, in the western ghats of Maharashtra State, India. It is a 2-3 hour drive from Bombay's Sahar International Airport and a one hour ride from the Pune Airport. It can be reached by car, train or taxi. The climate is pleasant throughout the year and particularly from October onwards when the monsoon rains of June to September have turned the colour of the countryside lush and green.

Travel costs from Bombay airport: The best conveyance is by private taxi. Full - 4 persons + 1 driver is approx. Rs 600 (\$20). You can negotiate this right at the airport. By train, you would have the cost of a taxi (Rs 120) to south Bombay to catch train at Victoria Terminus (VT). Reservations must be made in advance; 1st class Rs 120, 2nd class Rs 50.

There will be two events within the Global Gathering. The ICAI Board of Directors Meeting, September 28 - October 1, 1994 and The Conference, October 3 - 9, 1994.

THE ICAI BOARD MEETING

The Board of Directors is made up of one representative from each member ICA and the staff of the Secretariat. The meeting, if all members are present, will have 34 people. This Meeting will be held at the HDFC (Housing Development Finance Corporation) International Conference Centre near Lonavala. This Centre is small but smart and accommodating. The ICAI Board will be the only group in the centre. The total cost for the Board Meeting is \$160 US. This includes room, board (\$30/day X 4 days = \$120) and the fee (\$40). All payment will be on site.

THE GLOBAL GATHERING

The India Global Gathering is an ICA research event open to the public. (See article by Mary D'Souza on page 2 "The Missing Heart Beat") The Gathering will be held in the FARIYAS HOLIDAY RESORT, Lonavala. The fee for the Gathering is \$300 including lunches.

Hotel accommodations are available in Lonavala and in Khandala (4km away).

The cost below are PER PERSON for 8 days (arriving Oct. 2 and leaving Oct. 10).

FARIYAS HOLIDAY RESORT

All meals and taxes are covered in the hotel cost. If you stay at the Fariyas Holiday Resort, the Gathering's fee is \$250 (no lunches) instead of \$300.

HOTEL COST	FEE	TOTAL
Single Room		
\$50 per day	\$400 + 250 =	650
Double Room		
\$43 per day	\$344 + 250 =	594
Triple Room		
\$35 per day	\$280 + 250 =	530

THE DUKE'S RETREAT, Khandala (4km). Overlooks the valley with outside pool, bar, restaurant. **American plan - includes meal and taxes.** There would be transportation costs to and from the conference venue.

HOTEL COSTS	FEE	TOTAL
Single Room		
\$40 per day	\$320 + 300 =	620
Double Room		
\$30 per day	\$240 + 300 =	540

These hotels do not include meals. Breakfasts and dinners would be an added expense.

STAR RESIDENCY. New compact hotel. Television, restaurant, small pool. (2 km from the gathering venue). No meals. Taxes extra.

SPAN HOTEL Within short walking distance from Fariyas. Small pool, restaurant.

MOUNT VIEW HOTEL Also close to Fariyas. Small pool. Overlooking the hills.

HOTEL COSTS	FEE	TOTAL
Single Room		
\$20 per day	\$160 + 300 =	460
Double Room		
\$15 per day	\$120 + 300 =	420

For reservations and payment see information below:

(Please print)
 Name: _____ M ____ F ____ AGE ____
 Address: _____
 City: _____ Country: _____ Pin Code: _____
 Telephone: _____ Fax: _____
 Please make reservations in the name of _____
 _____ Fariyas _____ Single _____ Double _____ Triple
 _____ (other) _____ Single _____ Double
 Food Preference: Non-Veg _____ Veg _____
 Special dietary/other requirements _____
 Travel Date: Arrival date _____ Airline _____
 Departure date _____ Airline _____
 Enclosed: _____ Conference fee \$300 (US) covers materials, lunches, snacks
 _____ \$250 (US) - for those staying at Fariyas Holiday Resort only
 _____ \$50 - minimum required deposit, balance to be paid by 1 Aug. '94
 Cheque can be made out to: ICA: India A/C 11092
 Send registration to: ICA: India, 13 Sankdi St.-2nd Floor, Byculla, Bombay 400 008 India



ICAI SECRETARIAT ACTIVITIES REPORT

The following chart was created in the ICA International General Assembly Meeting in Prague in September 1992. It is the framework for the agenda of our coming ICAI Board Meeting in Lonavala, India.

92-96 WORKING GROUPS' DIRECTIONS		
EXTERNAL	PROCESSING	INTERNAL
EXTENSION Consulting UNCED Central & Eastern Europe	VISION Mission Task Engagement Chart	FORM Internal Proceedings Board GAS
CAPACITY BUILDING Membership Staff Funding	INTERCHANGE 94 India 94 Africa General Assembly	FINANCES Dues Budget Staff
	NETWORKING Global Report Network Exchange Directory	

Earlier this year, in March, the Secretariat and the President of ICAI reviewed the 1993 activities of the organization using the above chart as a screen. Their findings of what has occurred in each one of the chart's categories are listed below.

EXTENSION

* Work towards an ICAI consultancy division has continued including 1 page documents of ICA's work with the U.N., governments, donors, and other NGOs. C.V.s towards a consultant's roster have been requested and received along with a \$75 registration fee from various ICA colleagues.

* President Ursula Winteler has been active in following up with UNCED activities in Europe.

* Reports of reforestation projects financed by the Japanese government and assisted by local ICAs have been received and published along with reports from other countries on UNCED instigated projects.

* ICA staff from the US and Europe are involved in preparation for the UN Conference on Women to be held in 1995 in Peking. This year the UN Conference: Population, Sustainable Economic Growth and Sustainable Development will be held in Cairo (September 5 -13) with full participation of ICA Egypt. During the conference ICA Egypt will host a reception for the Deputy Director of UNFPA Joseph Van Arendonk. Mr. Van Arendonk serves on ICAI's Global Advisory Board.

Remaining items important to be done are:

* continuation of probes to promote the use of ICA methods in the Czech Republic, Russia and former Yugoslavia (where the charter is to work with all former Yugoslav territories).

* further promotion of Facilitation Methods training in Europe. This will include such target groups as migrant workers in Germany.

* completion of the ICAI Capability statement for the Consulting Profile.

* continued follow up on UNCED through more publication of our work.

* gain access to resources of the Global Environment Facility for use in local ICA follow-up activities.

CAPACITY BUILDING

* A trip to 4 Latin American ICAs (Guatemala, Venezuela, Peru and Brazil) by ICAI Communication Officer Tony Beltran to learn about and support funding efforts in Europe.

* Conscious and well directed efforts at organizational strengthening and indigenization of local ICAs in Africa. Victories include an Egyptian Co-director, Cote Ivoirian Director, new Kenyan Finance Manager, new Nigerian staff and Zambian Director.

* Funding for two year period for ICA: Middle East/North Africa and African ICAs to do joint Strategic Planning. International 1993 meeting in Zambia looked at ICA's role in the Bi-continent. 1994 Meeting in Cairo will look at organizational development.

* Started new section in Network Exchange of coming events called ICAs Event from Around the World".

* Coordinated ICA Egypt and ICA USA in building links with USAID.

VISION

* Sent ICA International Mission statement to all national ICAs. Encouraged each ICA to write their own mission statement. Network Exchange has published the mission statements sent from national ICAs.



* Wrote a proposal for "Global Library" and submitted to all the national ICAs.

* Sent out a survey about the services ICAI performs for all national ICAs. Compiled and distributed the data.

INTERCHANGE

* Supported India's work in preparing for '94 gathering.

* Executive Committee has worked at helping to focus preparation for Africa's '96 Global Conference. President Ursula Winteler visited Nigeria and Cote d'Ivoire. Secretary General Dick Alton participated in discussions at the Zambia bi-continent meeting.

* Mailed out the completed Prague General Assembly document to all ICAs.

* Participated in North American Meeting of the ex-ICA Network which has taken a new form as the International Association of Facilitators in Washington D.C. in January 1994.

NETWORKING

* Sent out a survey to research needs and criteria towards publishing a new Global Program Report.

* Published a list of all ICA Publications with prices in the Network Exchange.

* Have upgraded the design of the Network Exchange to make it more imaginal.

* Continued letters and dialogue with ICAI Board Members as principal contact people in each location. Printing of ICAI Board Member's Profile in the Network Exchange.

FORM

* Review status of present Global Advisory Board members and recommend additional GAB members. Added Dr. Hans Hedlund, University Stockholm, Sweden.

* Continue efforts to assure an active Board of Directors.

* The ICAI revised statutes have been accepted and registered by the Belgian government. The Executive Committee met from 30 April to 3 May 1993 and welcomed new members: Inga Bessin and Shizuyo Sato. Hala El Kholy sat in as proxy for Anne Yallop. Also present were Ray Caruso, John Walmsley and Ursula Winteler.

Notes on FORM:

1. The following Executive Committee members: John Walmsley (Vice President); Anne Yallop (Vice President) and Ursula Winteler (President) finish their term of office this year after the Lonvala ICAI Board Meeting when new officers will be named.

2. National ICAs must confirm who their selected representative to the ICAI Board of Directors is. If the Board Director named in Prague has since left, the local ICA must select a new Board Member, of their own organisation, to represent them in Lonvala.

FINANCES

* Questions of realistic dues are being resolved by members as can be seen by some new commitments and increased pledges.

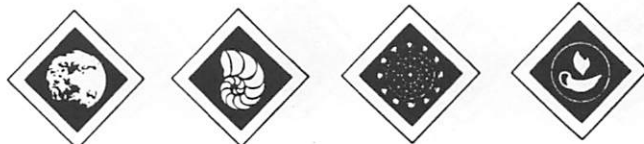
* An accounting of all income and expense components for the year 1992 was delivered to the 1993 meeting of the Executive Committee.

* The ICAI Secretariat has prepared job descriptions as part of the resume exercise for staff located in Brussels where a file of employment agreements signed by the ICAI president is maintained.



THE NETWORK EXCHANGE

Is a monthly publication (excluding August and December) of the Institute of Cultural Affairs International.
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Dick Seacord
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IMAGES OF INDIA

These images are excerpts from magazines and books.

India is the world's largest democracy. It is home to a wide range of cultures, traditions, religions and languages. It is also a land of dramatic contrasts in which modern industrial plants, including a nuclear industry, live side by side with a primitive rural economy unchanged in centuries.



Facts About India:

Name: Bharat or the Republic of India

Area: 3,166,829 km² or 1,223,242 mi² (about 1/3 the area of the USA)

Population: 781,374,000

Population Growth per Annum: 2.0%. Literacy: 42%

Life Expectancy at Birth: males 54 yrs., females 53 yrs.

Capital with Population: Delhi 5,714,000

Other Important Cities with Populations: Calcutta 9,166,000, Bombay 8,277,000, Madras 4,277,000

Languages: Hindi, English

Main Religions: Hindu, Islam

Currency: Rupee

(The World Map Book, Political Atlas, Interarts Ltd.)

INDIA'S IMPACT ON VISITORS

"Travellers rarely leave India with neutral feelings. There are too many extremes: poverty sits uncomfortably alongside opulence, and architectural wonders are surrounded by hovels.

Some visitors never come to terms with the beggars and rigid hierarchies. A few resort to theories about the need for population control; others are embarrassed by their own prosperity among such deprivation.

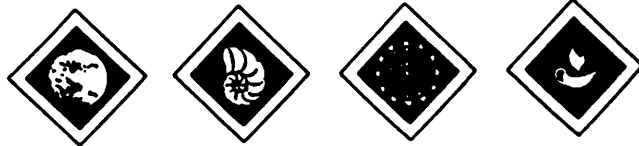
The best way to enjoy the country is to accept it on its own terms. Many Indians feel that too much attention is paid to their problems and too little to their achievements in modernising - and recently opening up - their economy while sustaining the largest democracy in the world." (ELAN, The European 18-24 March, Nigel Dudley, reporter)

INDIA'S MYSTICAL MILLENNIAL CULTURE

*You and I, Arjuna
Have lived many lives
I remember them all
You do not remember*

"Thus Lord Krishna counsels the hero Arjuna on the eve of battle in the Bhagavad Gita, "The Song of God", one of India's greatest religious epics. Its 701 Sanskrit couplets impart religious wisdom, conjure up the din of battle, but are only a part of a longer poem, the Mahabharata, with 90,000 couplets the longest single poem in world literature. Composed 2,000 years ago, it mixes theology, hints on statecraft, a stirring tale of dynastic struggle. Little wonder that the culture and history of India - five millennia old, complex, diverse - baffle us so often." (National Geographic; "Focus on India, Festivals Across U.S. Celebrate a Diverse Culture"; by John Putman; April 1985).





"In Indian textbooks of aesthetics four types of subject are recognized as appropriate for artistic treatment. They are: first, abstract qualities, such as goodness, truth, beauty, and the like; next, types of action and mood (the slaying of enemies or of monsters, the winning of a lover, moods of melancholy, bliss, and so on); third, human types (Bramins, mendicants, holy or wicked princes, merchants, lovers, outcastes, criminals, etc.); and finally, deities - all of which, we note, are abstract. For there is in the Orient no interest in the individual as such, or in unique, unprecedented facts or events. Accordingly, what the glorious spectacle of Oriental art mainly offers are repetitions, over and over, of certain tried and true themes and motifs. And when these are compared with the galleries of Renaissance and post-Renaissance Europe, what is perhaps most striking is the absence in the Oriental traditions of anything like significant portraiture. Consider the works of Rembrandt or Titian: the attention given in these to the representation of what we call character, personality, the uniqueness, at once physical and spiritual, of an individual presence. Such a concern for what is not enduring is utterly contrary to the informing spirit of Oriental art. Our (Western) respect for the individual as a unique phenomenon, not to be suppressed in its idiosyncrasies, but to be cultivated and brought to fulfilment as a gift to the world such as never before was seen on earth, nor will ever appear again, is contrary, *toto caelo*, to the spirit not only of Oriental art but also of Oriental life. And in keeping with this turn of mind, the individual is expected not to innovate or invent, but to perfect himself in the knowledge and rendition of norms". (Joseph Campbell; Myths to Live By, "The Inspiration of Oriental Art"; Paladin, 1971)

"The art is beautiful of itself, but it also instructs us. Sculptural motifs such as lotus flowers, fish, crocodiles echo a water cosmology older than man's memory, one that teaches: "All this world is woven warp and woof on water." The theme of an amorous couple appears in

every century, reminding us that the source of life is held sacred, auspicious." (National Geographic; "Focus on India, Festivals Across U.S. Celebrate a Diverse Culture"; by John Putman, April 1985).

SOCIETAL CHALLENGES AND SOCIAL CHANGE

"A recent Home Ministry study revealed that 80 percent of Harijan (Untouchable) men and 95 percent of women are illiterate. They predominate among the 2.6 million workers trapped in an agricultural system of bonded labour, and millions more are similarly bonded to brick-kiln owners, quarry masters, and contractors in Delhi and other urban centers, cheated of legal wages that would enable them to pay off loans made to them for food or travel.



Recently, in a landmark case, India's Supreme Court ordered the Madhya Pradesh state government to secure freedom for 639 bonded labourers in 55 villages, observing that they were virtual slaves for whom the constitutional promise of equality and egalitarianism had remained "an empty dream".

Today groups of young Indians are working to end this ancient system of discrimination in every state, according to Inder Mohan, president of the Delhi branch of the People's Union for Civil Liberties.

"They don't believe in violent protest", he told me. "They simply go out to the villages to teach people their constitutional rights.

Like Mahatma Gandhi, they believe that India must be reborn from the bottom up'.

One of them is a quiet young man named Mahant Ram Tiwari. I met him one night near the quarry where Hari and Savitri Singh live. He crouched by lamplight in a tiny mud schoolhouse, and around him were gathered 68 untouchable children whom he was teaching to read and write. They followed his words with a fierce and joyful



intensity that took my breath away. As I entered, they chanted what I took to be a greeting: 'Jai Hind! Jai Hind!'

It means 'All Hail to India'. It was the cry of the Freedom Movement that fought the British before World War II.

Mahant is a Brahman, descendant of a 3,000 - year-old line of priests and scholars who formed Hinduism's highest caste. Not so long ago he would have been required to wash six times to erase the stain of an untouchable's shadow. 'That would be a bit awkward nowadays', he told me. 'I wouldn't have time to do anything else. And besides, I am not an upper-crust Brahman. My family owns five acres in eastern Uttar Pradesh, but the land would only feed us, nothing more, and there were no jobs'.



Mahant came to Delhi in 1976, slept on the streets, and sold newspapers. Now he works with the Gandhi Peace Foundation.

'I had never understood poverty until I became poor myself,' he said. 'I began to study the teachings of Mahatma Gandhi. He urged Brahmans to embrace Harijans and all of India's poor. What else could I do?'

Mahant's profound commitment is echoed by members of Delhi's upper crust, who believe that reform must also come from the top down.

'In the Third World an elite is growing that has a stake only in its own prosperity', says Romesh Thapar, editor of scholarly Seminar magazine. 'In India that elite numbers about ten million, with perhaps another 200 million who benefit'. But our society effectively bars the remaining 500 million from real progress.'

INDIAN GENIUS

'Nearby I found a more eloquent monument to Indian genius. It is a 24 foot pillar of iron alloy, smelted by Indian metallurgists with such skill that it has remained rustless for 1,500 years.

These superb technicians were brethren of Indian thinkers who originated the concept of zero and infinity

and devised the inaccurately named Arabic numeral system, giving the science of mathematics to a world drenched in superstitious ignorance.

T. Ranganathan is of that brotherhood. He is general manager for the computer branch of Delhi Cloth and General Mills Co. Ltd.(D.M.C.), the city's oldest private firm, which has become a leader in India's burgeoning computer industry.

'There are about 20 companies in India producing 3,000 to 4,000 units a year', Mr. Ranganathan said. 'At DCM we manufacture Tandy machines, but we design a lot of our own hardware and software to adapt U.S. technology to Indian needs. . . Computer science now attracts the top 10 percent of our engineering students'." (National Geographic; "New Delhi, India's Mirror"; by Bryan Hogson, April 1985)



INDIA'S OLD FASHIONED SOLUTIONS

'The train badly needs to be improved, but of course the wonder of it - like the wonder of much else in India - is that it still operates. India is a complex place. The phones seldom work, the mail is unreliable, the electricity is subject to sudden stoppages. There are numerous natural disasters, and there are 700 million people. It seems almost inconceivable that this country is still viable, and yet there are times when one gets glimpses of its greatness. Near the end of my Indian journey I decided that India runs primarily because of the railways. It is an old-fashioned solution, but India has old-fashioned problems. (National Geographic; "India by Rail"; by Paul Theroux, June 1994).

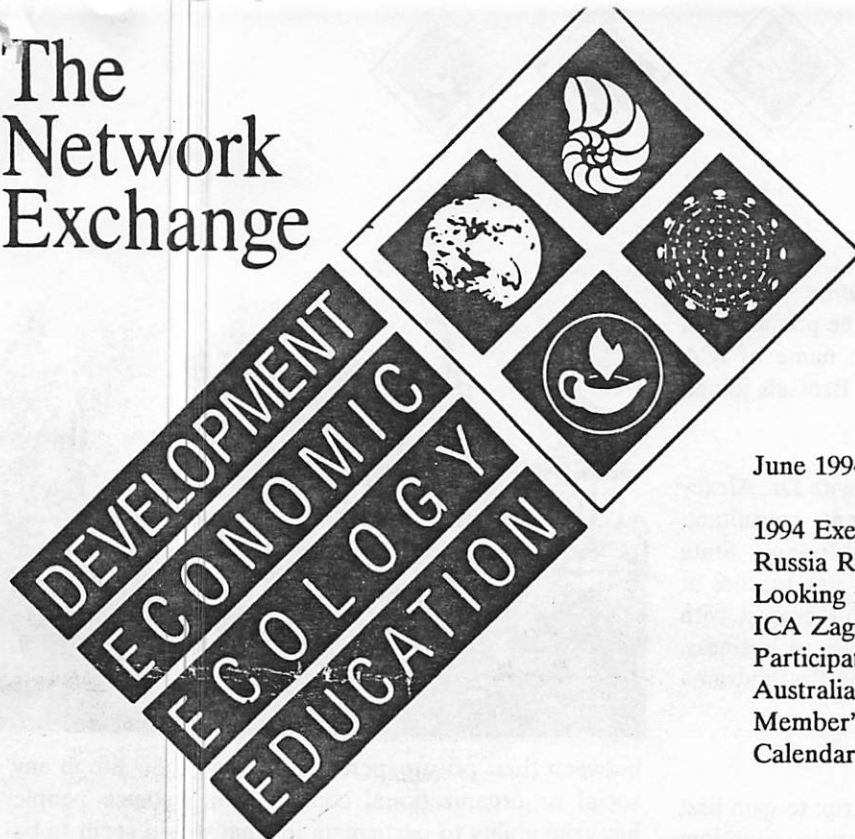
ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
AFRICA			
JUNE	NATIONAL STAFF INTERCHANGE MEETING	KENYA	ICA KENYA
JULY 1-8	AFRICA STRA- TEGIC PLANNING	CAIRO	ICAI
JULY 7-20	FACILITATING PARTICIPATORY PLANNING	KENYA	ICA KENYA ICA BELGIUM
ASIA			
MAY	SOCIAL WELFARE SYSTEM	SWEDEN	ICA JAPAN
JUNE	CLUBHOUSE MODEL OF REHAB.	WASHINGTON CALIFORNIA	ICA JAPAN
	SCHIZOPHRENIA AND THE FAMILY	CALIFORNIA	ICA JAPAN
SEPT 26-27	ICAI EXC. MEETING	LONAVALA	ICAI
SEPT 28-OCT 1	ICAI BOARD MEETING	LONAVALA	ICAI
OCT 3-OCT 9	GLOBAL GATHERING	LONAVALA	ICA INDIA
EURASIA			
APRIL 29-MAY 2	ICAI EXEC.	BRUSSELS	ICAI
APRIL-JUNE	2 GROUP FACILITATION METHODS COURSES	BRUSSELS	ICA BELGIUM
APRIL-SEPT.	INTERNATIONAL TRAINING PROGRAM (ITP)	BRUSSELS	ICA BELGIUM
N. AMERICA			
APRIL-JUNE	18 GROUP FACILITATION METHODS COURSES	13 N. AMERICAN CITIES	ICA USA
APRIL-JUNE	7 PARTICIPATORY STRATEGIC PLANNING SEMINARS	7 N. AMERICAN CITIES	ICA USA
MAY 5-9	TOP TRAINERS' MEETING	DENVER	ICA WEST
JUNE 10-26	LEADERSHIP OPTIONS	CHICAGO	ICA CHICAGO
JULY 18-22	LEARNING LAB	CHICAGO	ICA CHICAGO

The Network Exchange



June 1994

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ICAI 1994 EXECUTIVE COMMITTEE MEETING

The officers of the Board of Directors of ICAI (the Executive Committee) and the Secretariat of ICAI met in Brussels April 28 - May 2. Present from the Executive Committee were Ursula Winteler (President), John Walmsley (Secretary), Hala El-Kholy (proxy for Treasurer Anne Yallop), Shizuyo Sato (Vice-President), Inga Bessin (Vice President), and Ray Caruso (Vice-President). Representing the Secretariat were Dick Alton (Secretary General), Dick Seacord, Tony Beltran and Jann Barr.

The agenda featured follow up and development of '92 - '96 Working Directions of ICAI presented at Prague. These arenas, identified by the Secretariat and approved by the General Assembly of ICAI in Prague, are of vital importance to our international dimension. They include: Vision, Capacity Building, Interchange, Networking, Expansion, Form (Organizational), and Finances.

Agenda Items of the Executive Committee Meeting:

1) **Continental/country Reports:** This opening exercise was tremendously motivating and revealed the growing strength of quite a few national ICAs. Among the highlights shared:

- * Growing demand for ICA Guatemala's services in consulting and training. Funding for ICA Guatemala's rural development work from Misereor and Japan.
- * ICA Egypt's registration with USAID as well as mayor funding from USAID toward CDA (Egyptian local NGOs) Organizational Strengthening and autonomy.
- * ICA Australia's growing network, ToP methods consultants and 2nd Jean Houston tour.
- * ICA Japan's publications, its growing recognition in that country and Japan's strong funding of grassroots ICA projects in Latin America, Africa and Asia.
- * The work of ICA in Europe including Zagreb and Russia.
- * ICA USA's success in the F.M. series, book publishings, consulting with ToP methods

PRAGUE, SEPT 92		92-96 WORKING GROUPS' DIRECTIONS		GENERAL ASSEMBLY
EXTERNAL		PROCESSING		INTERNAL
EXTENSION		VISION		FORM
Consulting		Mission		Internal Proceedings
UNCED		Task		Board
Central & Eastern Europe		Engagement Chart		GAB
		INTERCHANGE		
		to India		
		to Africa		
		General Assembly		
CAPACITY BUILDING		NETWORKING		FINANCES
Membership				Good
Staff		Global Report		Budget
Funding		Network Exchange		Staff
		Directory		

The Rationale and Scheduling of Global Meetings

One stated concern was that our current schedule of global meetings every two years unduly stresses some national ICA's. The executive committee looked at a scheduling and venue rationale that would alleviate and compensate some pressures while adhering to the ICAI statutes on this matter. A proposal that balances General Assembly requirements, Board Meeting requirements, as well as venues and the fund raising possibilities these have for National ICA's attending these meetings was discussed. A proposal will be put forward to the ICAI Board in Lonavala.

cont. on p7



RUSSIAN RESEARCH TRIP

excerpts from a report by Vaughn O'Halloran

I spent three weeks in Russia exploring the possibility of establishing an ongoing program in the name of ICA International. Linda Alton from ICA in Brussels joined me for the last two weeks.

The trip was organized in collaboration with Dr. Alexey Morozov, an organization development consultant, psycho-therapist, and professor at Moscow State University. His wife, Lena Lopukhina, also teaches at Moscow State and is likewise a psycho-therapist with over 15 years experience training people in business. She is a founder and guiding force of the Psychodrama movement in Russia.

Objectives for the Trip

We had three major objectives for the trip: to gain first hand knowledge and experience of the Russian situation; to experience the application of ICA's participatory methods in a variety of contexts; and, to explore possible funding for a partnership relationship. An ancillary objective was to research the possibility of National Training Labs (NTL) working with Moscow State and other universities to develop the profession of Organization Development (OD) in Russia. NTL is recognized as a pioneer and world leader in the field. Ann Doshier ICA, U.S. board member, is an NTL member as is Jane Watkins - who has been accepted as an ICA U.S. board member but has asked for a leave of absence while she serves as the current NTL board chair. I became a professional member of NTL last year.

The Russian Contradiction

It is extremely difficult to understand the profound nature of the economic, social, and cultural change that has taken place in Russia. More importantly it is difficult to grasp the personal impact of the change on the national culture and individual psyche. In Russia an elite group had exclusive access to the resources of the society. However there was at the same time a highly educated population of millions of people. The average level of education of what would be considered the "intelligentsia" of the United States is much lower than it is among the same group in Russia. It is startling the amount of energy and creativity that was expended in controlling such a population.

One of the results of living and coping under (the system of control that such a system) has been that people have developed a defense mechanism of disassociation. Disassociation is a classical psychological response to abuse, i.e., "you can do this to my body but not to my mind." In the Russian context this can be seen as a dynamic where people see no relationship



between their private/personal life and their life in any social or organizational context. For instance people have the ability to participate in what would seem to be an exciting, stimulating, vision workshop and produce a creative vision or action plan which they never intend to carry out! ICA Organizational Development methods assume values of ownership and the capacity to control the organization's direction. There has been no body of experience for seventy years in Russian culture to support this assumption.

We taught a class on participatory methods at Moscow State U. to a group of future organizational consultants. After the class one of the students made a dramatic statement. He said, "You Americans are brought up to believe that you can realize your vision, that all you have to do is decide what it is and go after it, like the Nike ad which says -'Just Do It!'. For us Russians our vision is a very personal thing, you can't even say it out loud and never share it with anyone, let alone realize it." I said that he was the first generation where that was even a remote possibility and he smiled and said, "Yes but that will be much easier for my children than it is for me." It underscored for me the fact that it will take at least a generation for this to become part of their culture.

Future Possibilities

We visited a number of Russian NGOs, local government bureaus and other organizations. One experience was in consulting with an employment agency, another at the Moscow State University, a third with a local government district, and a fourth with the mayor of a small town.

From these visits and from talks with the directors of US AID and United Way International we sketched out a proposal to conduct a training of trainers program

cont. p5



LOOKING INTO THE RUSSIAN MIRROR

by David Dunn

Things in Russia are a mess. A new joke is circulating: "Fascism can't win in Russia. Communism and capitalism didn't win. Fascism can't win for the same reason."

I rehearse to myself that Zhiranovsky only gives you a headache if you expected the transformation of Russia in any less than another seventy years. How could it take less to undo the havoc of the last. The December 93 election is a set back, no doubt, but not surprising. The adequate context for this journey is "our lives, our children's lives and theirs after that." It's a worthy life work, sustaining the Russians on this journey of three generations.

Our colleagues on the Process Consulting Company team are coping. They are serious marketers and work from precisely disciplined strategic plans. They are a great example of the effectiveness of our strategic planning methods--as are their clients. Income has been sufficient to allow the purchase of two more PCs. All three of our colleagues (Alexey Kuzmin, Sasha, and Valodya) now have a PC in their homes. Alexey is on-line on the IGC e-mail network affiliate in Moscow--GlasNet (his e-mail address is pccmos@glas.apc.org). We have sometimes exchanged messages twice daily if we are working on a proposal or budget for a joint project.

Our Education Consultation in Siberia last August 1993 was well received. A hundred or so teachers and principals participated and were enthusiastic about the chance to meet international guests. Our team included a middle school classroom teacher from Hawaii, her daughter who shared experience with women's shelters, a high school principal from Denver, a fund raiser and lobbyist from three private colleges in Colorado, and a community college economics teacher from Seattle.

As of last September, we had expected that we would hold another interchange event with the Nefteyugansk educators in August, 1994. Now, of course, that seems unlikely; the situation is too tense.

Russia has a capacity of being both demonic and seductive. It takes tremendous energy and discipline not to have one's energy destroyed by the chaos all around. I'm convinced that one of the most effective ways to support constructive development in Russia is to share contacts, information and interchange with "sister" agencies, programs, organizations and communities in other nations--the more non-western nations, the better, given the present climate. The time

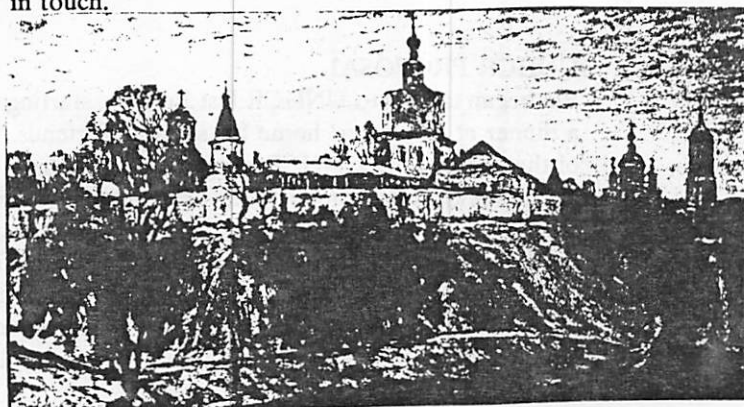


is critical for a new "sharing approaches that work" effort to support transformative efforts in the former Soviet Union. The impact of information, personal connections, and moral encouragement can not be underestimated.

I've spent the last year conceptualizing a consulting practice that integrates my work in America and Russia. Alexey and I are developing "cultural bridging" and "mirroring" technologies to handle the demands for interchange in a cultural climate hypersensitive about nationalism and inappropriate foreign influences. I'm beginning to wonder about funding for regular facilitator methods schools in Moscow that could involve our international network. I believe that we must conceptualize a publication and electronic network related to community and organizational transformation that would be accessible in the former Soviet Union and elsewhere.

Russian society is a provocative mirror for us--we can see our own warts boldly highlighted when we see ourselves mirrored in a Russian looking glass. Curiously enough, however, westerners, and especially Americans, are profoundly energizing and stabilizing for Russians. It's an historical moment, with unique energy gifts and dangers, that calls for immediate engagement on many levels.

Anyone interested in making connections in Russia and especially sharing information about projects or programs that have teaching/learning value, please get in touch.





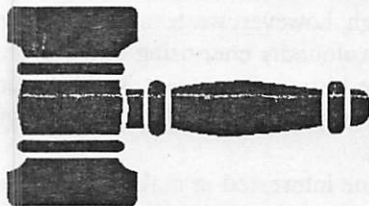
ICA ZAGREB SPEAKS

by Susan Fertig-Dyke

We completed FM-1 last November with a group of 12 Croatian attorneys, judges, law faculty, and law students, who went on to facilitate a Croatian Judges' Conference in December on the subject of judicial ethics and disciplinary process, successfully using methods adapted to the constraints of the conference. CEELI (the American Bar Association's Central & Eastern European Law Initiative) sponsored both the training and the conference.

CEELI then contracted with ICA Zagreb to provide advanced training for the FM-1 grads so that they could assist us in facilitating a Strategic Planning conference in May for the Croatian Bar Association. The FM-2 was held the first week of April and was a resounding success. Six of the original 12 participants were present. The focus question to facilitate the Strategic Planning component was "What Can We as the ICA/Fertig - Yates Associates Network Do to Promote Participation in Organization and Communities over the Next Four Years?"

What came out of the FM-2 weekend was a group of 6 who are calling themselves the ICA Zagreb Network and who have inspired our mission and vision, have taken ownership of our contradictions and strategic directions and have decided that they will be part of our implementation. Our immediate focus as a network is to continue the action plan of the Bar Association Strategic Planning Conference.



UNHCR PROPOSAL

We began talking to UNHCR last January, starting with a dinner at the Yates' home for some old friends. Two of the guests were UNHCR program officers here who were previously acquainted with the Yates in Pakistan and Thailand. This was followed by the 2 Susans visiting the UNHCR offices and meeting the program officers to assess their needs and determine how we might be able to help them. One officer was subsequently reassigned, but Wycliffe Songwa, from Kenya, has been our contact throughout.

Based on that first meeting we prepared a proposal and submitted it in February. The proposal is entitled BUILDING EFFECTIVE, DURABLE, SERVICE PROVIDERS FOR THE BALKAN CRISIS AND RECOVERY.

In early April pursuant to Wycliffe's recommendations we revised and re-submitted the proposal. We met with Wycliffe again on April 12. He was extremely disappointed that the deputy chief of mission, who had originally endorsed the concept, was now rejecting it believing that it no longer fit with UNHCR's present emergency mode. UNHCR is a very hard nut to crack precisely because their modes and needs are always in flux and because reaction often preempts innovation in the kind of crises in which they operate.

Wycliffe said he felt that this was his project as much as ours, and he had fully believed it would pass muster. "I was just so sure", he said. He wonders now, if the chief of mission, Jacques Mouchet, actually has the proposal or how it was presented to him. We have an appointment with Mr. Mouchet which should give us the chance to show him why, in fact, our project proposal fits very well with the current situation. We believe we can address any needs he raises with the existing proposal, since it would enable the organizations who manage the emergency to be more effective.

We will also try to get a handle on other ways we can be of assistance. I originally raised the question of working with the refugee communities because I have wanted to do that from the outset, knowing that our methods could help make the refugee collection centers more livable through development of participatory community structures inside the camps. We will have to do some research to determine that this isn't already being done, but since nobody works like the ICA I doubt we'll find duplication.

In a recent meeting, I reminded Wycliffe of his comment earlier this year that UNHCR grants usually include training funds, and that we might go directly to his grantees to try to provide them with training under existing grants or get them to apply for new funds for this purpose. He immediately gave us a couple of contacts with large UNHCR grant recipients with whom I have set up meetings.

It is a long process, and there is more than one road to Jerusalem, as they say. We will just keep trying to find that point at which UNHCR and ICA Zagreb can connect to get some good things accomplished for the people who need what we can offer.

ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
AFRICA			
SEPT 5-12	RECEPTION, NGO PREP COMMITTEE, INT. CONF. POP. DEV.	CAIRO	ICA EGYPT
OCT 15-NOV 1	EXCHANGE PROGRAMME	BENI SUEF	ICA EGYPT
NOVEMBER	ANNUAL STAFF INTERCHANGE MEETING	NAIROBI	ICA KENYA
ASIA			
SEPT 28-OCT 1	ICAI BOARD MEETING	LONAVALA	ICAI
OCT 3 - OCT 9	GLOBAL GATHERING	LONAVALA	ICA INDIA.
EURASIA			
JUNE-NOVEMBER	INTERNATIONAL TRAINING PROGRAMME (ITP)	BRUSSELS	ICA BELGIUM
AUGUST 17 - SEPTEMBER 2	DEVELOPMENT INTERCHANGE (PREREQUISITE FOR VOLUNTEERING ABROAD)	MONTEMURO	ICA PORTUGAL
SEPTEMBER 3-4	FM1	BRUSSELS	ICA BELGIUM
OCTOBER 20-21	FM1	BRUSSELS	ICA BELGIUM
NOVEMBER 4-5	EURO-NETWORK MEETING	BRUSSELS	ICA BELGIUM
NOVEMBER 5-6	FM2	BRUSSELS	ICA BELGIUM
N. AMERICA			
SEPT '94 - MAY '95	SYMPOSIUM SERIES (9 EVENTS)/SELF-IN-WORLD/WORLD-IN-SELF	CHICAGO	ICA CHICAGO LEADERSHIP DIVISION
SEPT 17	SERIES: EVENT 1 LIFE SIMPLIFICATION LAB	CHICAGO	ICA CHICAGO LEADERSHIP DIVISION
NOV 3-4	THE NEW PROFESSION (Seminar for Facilitators)	ST. PAUL, MINN.	ICA HEARTLAND
NOVEMBER 1-2	FM-1	GREENSBORO, N.C.	ICA GREENSBORO
NOVEMBER 11-12	LIFESTYLE SIMPLIFICATION LAB	GREENSBORO, N.C.	ICA GREENSBORO
NOVEMBER 18-20	LIFESTYLE SIMPLIFICATION WEEK-END	GREENSBORO, N.C.	ICA GREENSBORO
JAN 15 - FEB 4, 1995	INDIAN VILLAGE VISITATION	MAHARASHTRA, INDIA	ICA GREENSBORO



ICAI BOARD MEMBER'S PROFILE: FELIX N. AKPE

Banker, Management Expert and practitioner, Humanist, Scholar, Entrepreneur, Facilitator, Transformational Leader, Company Director, Rural Development Enthusiast, and Role Model for Disabled Nigerians.

Felix Akpe was born on 29 March, 1943 at Burutu in the Niger Delta, a company town and port from where steam boats travelled up the Niger to Onitsha, Agenebode, Baro, Lokoja and up the Benue to Yola and Garua to return laden with produce transshipped to ocean liners for export; and where various Nigerian ethnic groups and in fact West Africans lived and worked together in amity. All this made a lasting impression on the young Master Akpe who even at an early age already had a world-view of Nigeria as one nation, and a sense of the interdependence of nations.

After completing his primary education at St. Anna Catholic School, Burutu, he was admitted into the prestigious Government College, Ughelli in 1956 as a United African Company (UAC) Scholar. There he excelled in both academics and extra-curricular activities obtaining Grade One in the West African School Certificate in 1961 and the Higher School Certificate in 1963. The offices he held included School Prefect, Head of House, President of the Music Club, President of the Dramatic Society, President of Literary and Debating Society and President of the Science Club.

He proceeded to the United States of America in 1964 on scholarship of the African Scholarship Program of American Universities (ASPAU) to study at the University of California, Los Angeles, (ULCA) where he obtained a Bachelor of Arts Degree in Economics in 1967.

He was admitted to the Harvard University Graduate School of Business Administration, Cambridge, Massachusetts, in September 1967 to study for the Master of Business Administration Degree. At the end of the first year of the two year program, Mr. Akpe took ill in the summer of 1968 and has been wheelchair-bound since then. Undaunted, he returned to Harvard and obtained his Master of Business Administration (MBA) Degree in 1970.

On leaving Harvard, Mr. Akpe started in Cambridge, Massachusetts, "African Presence Inc." a company specialising in importing African Arts and Crafts into the United States. The artwork was distributed wholesale and through the Company's retail store SAFARI in Cambridge Massachusetts. When in 1973 Mr. Akpe decided to return to Nigeria to contribute his quota to our nation's development, he took up

employment with the United Bank for Africa and served the Bank until 1992.

In his eighteen years with United Bank for Africa (UBA), Mr. Akpe earned recognition as a key member of the Management team. He held senior Management positions in various functions: Administration, Corporate Development, Organisation and Methods, Computer Services and International Banking, retiring as executive Director for International Banking in 1992.

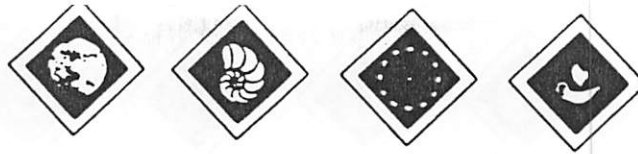
A transformational leader, Mr. Akpe has transformed every organisation he has headed by an exemplary management leadership style and versatility. He is currently Managing Director and Chief Executive of First Finance & Trust Limited, an Investment Banking company he founded.

A humanist and public-spirited citizen, Mr. Akpe has found time to engage in a number of voluntary activities in the national interest. He is founding member and President of Nigerian Integrated Accelerated Rural Development Organisation (NIRADO) - an association of volunteers in service to rural Nigeria emphasizing the human factor in development (founded in 1984). NIRADO predated the government's massive drive for rural development. It is Mr. Akpe's firm belief that rural development must be accorded the highest priority if we are to attain our full potentials. He served as a member of the Lagos State Rural Development Council, and as a Board Member of the Centre for Rural Development, Lagos State University. He is currently Chairman of The Nigerian Community Development Trust Fund.

Mr. Akpe is also the Chairman of the SPINAL CORD INJURIES ASSOCIATION OF NIGERIA (SCIAN) - a self-help association of physically disabled persons in Nigeria. International appointments include: Member of the International Advisory Board of Banking and Finance for Africa magazine and Board Member of Institute of Cultural Affairs International.

Mr. Akpe, a Fellow of the Nigerian Association of Masters in Business Administration, and a believer in life-long learning, is an avid reader with wide interests (History, Science, Religion, Philosophy and Management) who readily and enthusiastically shares his knowledge and ideas with all who come in contact with him. Publications and papers by him include:

1. Thoughts at Christmas
2. The General Managers - How Effective Executives Get Things Done
3. Where Excellence Reigns - The Achievable Utopia
4. Benefits of Employing the Disabled
5. Wealth Creation Strategies
6. New Ways of Thinking About Management



ICAI BOARD MEMBER'S PROFILE: R.W. LUKONA

I was born in a small town in Zambia called Kabwe. I was brought up by my mother's elder sister who did not have children of her own. My aunt worked hard for my education, she was a tough woman, she used to quarrel with my father who was totally against me going to school. His reason was that if I went to school I would be a prostitute and would not have children, then the family would therefore be disgraced. In those days, fathers could only allow their sons to go to school, and girls were denied chances of learning. My mother got married to my father at the age of 13, she was the only one in the family of 6 who was having children, but was too young to look after them and she used to have children every year. So it was an advantage for her other sisters to get some of the children to bring them up. That's how I was taken by my aunt when I was only one year old.

I went to Catholic schools throughout my education. When I completed Senior Secondary school all the girls who were with me that year were forced to take up teacher training course. I wanted to be a nurse, but our Parish priest took us all to one college in the Eastern part of Zambia, which was run by Catholic nuns because the church did not have female teachers and wanted to train more girls. When I completed teacher's course I was posted to an urban school under the Catholics. You see, anyone educated by the Catholic Church in those days was not allowed to work anywhere apart from Catholic schools until 1964, when Zambia attained political independence and all the schools and hospitals which were run by the missionaries came directly under government control.

I taught for a few years and when I got married I had to resign because my husband had to go and work in another province. Then I joined the "Zambia Preschool Association" as a staff development officer. I worked in liaison with the Ministry of Education to develop a curriculum for the preschool teacher training programme. In 1981 I was appointed the National Coordinator of the Association. I headed the organisation for 12 years. I came in contact with ICAZ when we trained the staff in preschool education. During my service with the association I went to Mauritius to train as a pre-school trainer, I also went on a study tour to Denmark, U.K., Zimbabwe and Malawi.

In 1988 I left the association and joined the Zambia Alliance of Women. The main reason for joining an exclusively women's organisation was to work with an NGO assisting the underprivileged women in the rural



What does 'development' do for my way of life?

areas, who were still denying their daughters' education, much as my own father had done in my childhood years. Mindful of that early frustration I looked for ways and opportunities of working with women. I worked for ZAW for two years but only with urban women. I was not satisfied as my aspirations were to work with the typical rural women. At this point I became interested in the work of ICAZ in the rural areas. Since I joined ICA we have developed a programme focusing on women's participation in development. I am now happy because I am doing what I wanted to do for so many years; working with the disadvantaged rural population in development. Besides my work with ICA I teach literacy classes at my parish church on weekends to fellow women, mostly from shanty towns, who had no opportunity of going to school.

THE NETWORK EXCHANGE

Is a monthly publication (excluding August and December) of the Institute of Cultural Affairs International. Editorial Staff: Tony Beltran, Jann Barr, Dick Seacord. Address all inquiries and comments to ICA International, Rue Amédée Lynen # 8, B-1030 Brussels



LETTERS: PARTICIPATION FOR SAFER CITIES

The participatory approach and methods of the ICA are beginning to go mainstream. The latest example comes from the Denver's "Safe City Summit" a series of recommendations for curbing youth violence in the inner city.

"I am an ICA volunteer, working in the Denver Region. I experienced the Martin Acres Town Meetings in Boulder in 1980 and think that the Town Meeting process is a necessary element of a more agreeable society.

Last year, after a rash of street shootings, Denver Mayor Wellington Webb announced a campaign to reduce street violence in the city. He and the Denver City Council formed the "Safe City Summit Youth and Violence Task Force" to study ways of improving public safety.

Six working committees met throughout the winter to analyze defects in the fabric of Denver's society and recommend solutions to correct them. I served on four

DENVER SAFE CITY SUMMIT (Recommendations)

6. CREATE/UPDATE A METRO-WIDE GANG INFORMATION HANDBOOK

Purpose: To develop a better understanding of the Denver area gangs so as to discourage parents, guardians, and friends from financially supporting the child's gang image.

- Update the 1989 Gang Information Handbook compiled by Lou Lopez of the Denver Police Department and distribute to parents and community.
- Coordinate effort with police, the newly-created resource liaison person, and other organizations working with gangs in the metropolitan area.
- Include how to identify certain gangs, neighborhoods, hand signals, colors, and graffiti.
- Sell this handbook in King Soopers and Safeway stores, distribute to recreation centers and public schools free to promote community involvement at these places. Have a "lift-out" section in each of the two Denver Sunday papers.

7. REVIEW DENVER PUBLIC SCHOOLS' SUSPENSION PROGRAMS

Purpose: Utilize suspension programs to get disruptive kids out of the classroom but not out of education.

- Ask DPS to revise suspension policies so that a group of kids in trouble for the same incident would not be suspended on the same day; have intense in-school detention vs. "day off."
- Find other programs for suspended kids (e.g. community service, trade schools, tutoring program) that is productive for kids and the community—not just put them on the streets. Utilize business volunteers for tutoring and other programs.
- Set district-wide guidelines

8. DEVELOP NEIGHBORHOOD ROUNDTABLE COUNCILS/NEIGHBORHOOD COALITIONS

Purpose: To help create "networks of responsibility" in neighborhoods.

- Create and/or support neighborhood "Centers" for neighborhood "councils"
- Have resources available to train facilitators in the neighborhood and/or bring in outside organizations in to conduct visioning, planning, and problem-solving processes (e.g. I.C.A. Town Meeting format).
- Utilize the model of the SouthEast Denver Community Coalition to structure community involvement with youth.

9. STAFF AND FUND ENFORCEMENT OF CODES AND LAWS

Purpose: A "tough-edged" enforcement of existing zoning laws and codes to assist communities attempting to provide safe, healthy, and more beautiful environments in which to raise children.

of these committees, attempting to put forth the neighborhood viewpoint. It was a strong sharing of ideas.

Members of the Denver ICA staff also played a strong role in the committee discussions. RosaLee Mitchell's article on "City-wide Publicity Campaign" was reprinted in full in the Community Resources recommendations.

We recently finished our study and the city published our findings. They will now allocate funding for programs to implement the recommendations.

I am enclosing a copy of the final Recommendations. I thought it necessary to inform you of this activity, since neighborhood use of ICA Methodology is listed as one of the recommendations

. . . I submitted a grant application to begin work on a Demonstration Neighborhood Center. The Denver ICA staff also submitted a proposal to do a series of Youth Forums. There is strong hope that both proposals will be approved. . . There are many social and physical aspects to consider. I thought perhaps the global ICA experience would add needed vision.

Do you have any knowledge which would be useful to expanding or refining the design?

Please note that the Denver program is not a completely local effort. In the back of the book, under "Federal Efforts", is a description of P.A.C.T. (Pulling America's Communities Together). It is a combined effort of five federal agencies to address youth violence in America.

The Denver Safe City effort is one of four U.S. pilot sites nationally which will serve as social demonstrations of crime-reducing techniques (see proposals attached). Spin-off programs will be started in many other U.S. cities.

I want to alert you to the fact that a great deal of federal funding for neighborhood empowerment projects will soon be spreading out to many cities across the United States. There should be an increase in money available for ICA Training and Facilitation services nationwide.

ICA wisdom will be vital to the success of the national program. The outcome may well depend on how well we shepherd the process. . . Do you think a coordinated ICA effort is needed to capture this strategic thrust?

Sincerely,
Denny Boydston
P.O. Box 128
Saratoga, Wyo, 82331



S.A.V.E. cont. from p 1.

Funding for the SAVE programme comes from a number of sources but principally from Japan, United Nations Development Programme (UNDP), Europe-Third World, Africare and Miserior. Trained personnel from the University of Zambia (UNZA), the Natural Resources Development College (NRDC), ministry of Agriculture and Africare have been giving specific inputs into both staff and farmers training.

Ideally, the whole purpose of SAVE is to re-orient the rural small scale farmers into adopting new ways of development that also take care of the environment so that future generations will not be left without resources.

Mr. Vingo said that besides SAVE, ICA also promotes a "Village Development Programme" in rural areas. The VDP, as it is called in abbreviation, started in 1986 in Sereje district.

VDP was successful in Sereje and it soon spread to other districts in the Eastern and Northern provinces. The main emphasis of this programme is empowering the local community to identify, plan and implement their own projects. To achieve this, workshops are organised at local community level with the help of ICAZ. Departing from traditional practice, meetings are meant not only for community headmen, chiefs and NGO representatives but for all the villagers. In this way all experiences and ideas are shared, thus providing direct motivation and important feedback to all involved.



Methods Training cont. from p 2.

I and my co-workers have been imposing our own ideas onto people. The journey from vision, through obstacles, strategic directions to implementation was a great inspiration."



TRAINING FOR TRANSFORMATION

We have received a number of inquiries about the possibility of organising future courses both for staff training in a particular organisation and from people interested in providing it to a wide range of local NGOs. In addition, the twenty-four participants from Uganda strongly urged the Institute in Kenya to consider setting up an office in Uganda. We intend to explore this later in the year. In addition we are exploring the holding of this course on a regional basis in other African regions. Finally, we envision that the FPPD could be the first and prerequisite course in a series of four courses that would contribute to the effectiveness and strengthening of local NGOs. These courses would be:

1. Facilitating Participatory Planning in Development
2. Project Cycle Management
3. Designing Supportive Partnerships
4. The NGO as a Learning Organisation.

The staff felt that the course has created a radical new possibility for the Institute to more effectively share its methods and impact development work currently going on in Africa. The rapid growth in the last ten years in the number of NGOs in Africa has begun to falter. This is primarily due to the lack of skilled personnel. The continued development of the NGO sector will depend upon the delivery of effective, affordable and practical training programmes. The FPPD is a step to meet this need.



many things, but no one is doing what we are doing in training leaders. They are very appreciative. We are very excited with what we are doing along the border because it has incredible potential.

We have also started a new relationship with the Garfield Neighbourhood. They invited us to work with the Spanish speaking people because they want to attract more Spanish speakers. Our role will be not to create a new organization but to create some kind of Spanish task-force.

CAL CORTEZ: The edict from top down has been participation. It's the new buzz word. We need to get people to give their input and to create their own plan. The only thing that's been missing so far has been the way to do it, the method. We are the trained facilitators. We have nothing to offer but the method; allowing people to create their own plans.

ANGELICA: The title of our work is Leadership Training for Communities and Organizations. Our focus for funding our work has been on companies and foundations in Arizona and local businesses in Yuma.

KATE: We are working on creating curriculum for the people in these communities. Last year, we started Neighbourhood Team Training. Our laboratory was the Garfield community where we have been working for some years. We developed several sessions on what it would mean to train inner city leaders in participative methods. It was very interesting. Scheduling was one of the major issues we faced. We did three weekend sessions. We also had a fluid group with people moving in and out. People weren't always clear on participation so our star participant was always inviting parliamentarians to come! At the end of the year, though, we had a format which people really loved.



One other thing. I have worked with kids from Yuma and San Luis and Nogales for three years in English as a Second Language class. There's a stability and strength and power in the border, which we have only just begun to tap into. Even if they're pouting and refuse to participate, once they get going, they're like a steamroller.





ICA MEXICO

by Rose Worden

ICA Mexico's Path

This year we have travelled the path opened by our late president Rogelio Cova and have marvelled at the achievements brought about by his total dedication to environmental renewal. The contracts that ICAM has for this year give us the opportunity to implement his concern for community participation in all environmental decisions.

ICA Mexico's New President

ICA Mexico held an Extraordinary General Assembly of Members on 3 March 1994 in order to elect a new president. Rafael San Martin V. is our new president. "Rafa" works for central office of the Mexican Foundation for Rural Development. Admitted as new members by the Assembly were Ofelia Cova, Fernando Garcia and Ernesto Martinez. The next meeting of ICAM members will be held in November of 1994.

Collaboration Programs

ICAM is working in collaboration with two other institutions, the Center for Environmental Education and Ecological Action A.C. (CEDUAM) in Calpulalpan, Tlaxcala, and the Mexican Foundation for Environmental Education (FUNDEA) in Tepozotlan, Mexico. In February, April, June, and July we worked with FUNDEA in a project entitled "Solutions to Environmental Problems". CEDUAM is offering its course "Participatory Methodology" as part of its regular courses offered in the Tlaxco Training Center.

ICAM's Sister Organization

ICAM is proud to introduce its sister organization, the for profit enterprise, "Casa Ecológicas S. de R. L." (Ecological Houses Lmted.) registered this year to build or design houses that utilize solar energy, rainwater catchment, and recycled water. The general manager of the enterprise is Julia Palma who lives in Bucerias, Nayarit. The engineer is Rod Worden who is working full time for the enterprise. The Research Center, Litibu Beach in Nayarit, serves as a model as the three houses there constructed are totally self-sufficient in energy and water.

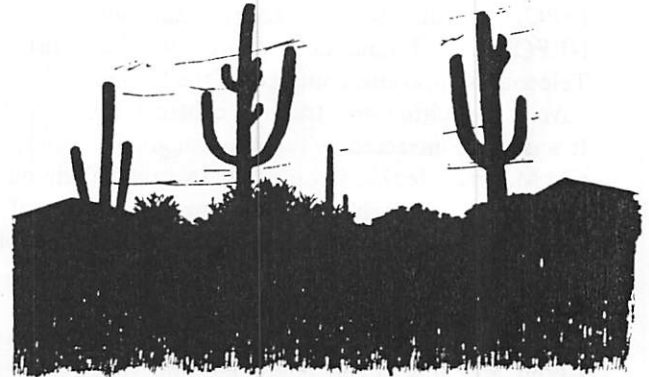
ICAM Baja California Field Office

Alberto Gomez Juarez and Lotti Gessner arrived at the Nayarit Research Center for a few days of sharing in January. They partake of several activities in Los Caobos in the Baja California, amongst these, in the organization "Jugando en Serio" (Serious Games), and the local settlers organization. They consider themselves a "regional office" of ICAM in the Baja California.

MEXICO/US BORDER COMMUNITY SERVICES

Interviews by John Burbidge

Raul Jorquera, Angelica Rodriguez de Jorquera (Raul's wife), Cal Cortez and Kate Ward head the Hispanic Services Team of ICA West. It is a bilingual service that strives, through participatory methods, to bridge the gap between the different communities of the border. Raul and Angelica have been on loan to ICA West, from their native Chile, for a number of years. They add a most useful Latin American perspective and Spanish language capability to ICA West's operations. Raul and Kevin Balm from Australia have very recently (August '94) helped facilitate a G.E.F. (Global Environment Fund) Small Grants "Country Coordinators Meeting" for Latin America, in San Jose, Costa Rica. This was the third of a series of meetings (Jakarta, Mombasa, San Jose) ICAI has facilitated for the GEF Small Grants Programme.

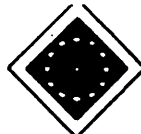


Interviews - RAUL: We are working in Yuma and San Luis on the Mexican side and Nogales on both the US and Mexican sides. We are providing an opportunity to the Spanish speaking community by sharing our methodologies. Our strategy is to do leadership training programs and then organize Town Meetings. Our work is focused on the local communities.

We have very good relations with the Migrant Education program in the Yuma area. They want us to help them work with parents to teach them how they can be leaders in the community and the neighbourhood.

The other reason why we are doing these programs is that the Spanish community has a very bad image. It is often associated with "problems." We want to show them how the Spanish community can be involved in programs and how it can be part of the solution and not the problem.

We had a good reception in both the Yuma area and in Nogales from organizations which are already working there, especially service organizations. They are doing



MANAGEMENT OF CHANGE BULGARIAN POSTAL COMPANY

by Jim Campbell



Bulgarian Postal Service

The first two weeks of June, I was privileged to help teach a two week course for a group of the middle management staff of the Bulgarian Postal Company (BPC). This was a course sponsored by the NEPOSTEL Foundation (part of the Post and Telecommunications complex) of the Netherlands. They have a consulting and training contract with the BPC. It was sub-contracted by them to Imaginal Training, Jon and Maureen Jenkin's company. Imaginal Training was contracted to teach three two week sessions of the course back to back. I helped with the last session of the course.

The BPC is going through a radical period of change. About a year ago the telephone and postal functions were separated and each was established as an independent company wholly owned by the government. The postal company is losing large sums of money and facing growing competition from various types of private delivery services. It is, by and large, unmechanized and still a labour intensive operation. No legal foundation has been established for the company and it is unclear what legal form it will take in the future (a private company, an autonomous government held company, a department of the government, etc.). Many of the senior and middle level staff are new in their positions and learning on the job. There is a strong tradition of decisions being taken at the top and everyone else simply implementing what they are told to do. All of this has created an atmosphere of crisis and grid lock which sees managers striving to keep operations going on a daily basis with little opportunity to concern themselves with the future.

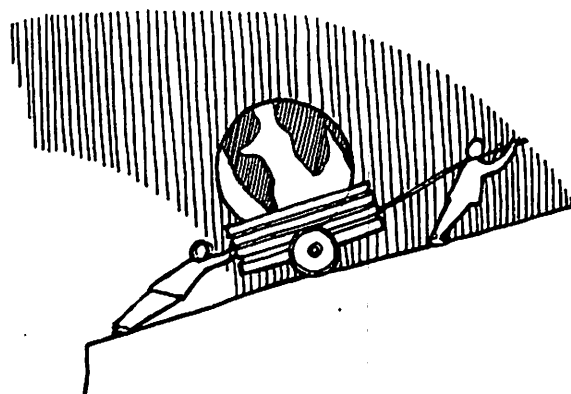
In the three two week courses about one hundred of the middle management (District Directors, Financial officers, etc.) participated. I was deeply impressed with their intelligence, dedication to the postal system, openness to change and new possibilities and general

willingness to consider new approaches to their problems.

The course consisted of five modules based on the five disciplines of the learning organisation that Peter Senge spells out in his book, The Fifth Discipline. These are: 1. Shared Vision; 2. Mental Models; 3. Systems Thinking; 4. Learning Team; 5. Personal Mastery. Each module sought to communicate the essential insights into the discipline, its role in a learning organisation and practical skills that could be used in implementing the discipline in an organisation. It combined material from Peter Senge, other references and the Institute's past and present work. Further work is being done on the modules to better integrate them and also so that they can become stand alone courses.

It was an exciting two weeks for both the staff and participants. The participants were constantly challenged and found themselves in a situation where their opinion was not only sought but honoured. In the evaluation they indicated that they felt deeply empowered to deal more effectively with the future in the company.

Perhaps the crowning moment was when the National President of the BPC visited the course on the last day. He asked the question, "What would be the first thing you would do if you were in my position?" Then he went around the room and got a response from each participant. The awe was thick. For two weeks we had been communicating to them that they had a significant role to play in the future of the company and here was a powerful demonstration that "maybe, just maybe" it was true.





METHODS TRAINING IN AFRICA

by Jim Campbell

In '94 ICA Belgium's Jim Campbell has been busy taking ICA participatory methodology around the world. In June he spent 2 weeks in Bulgaria where he helped facilitate a Strategic Planning Seminar with that country's Post Office (see "Management Change" article), in July he travelled to Kenya where he met Judy Hamje (ICA Egypt) and a number of ex-International Training Programme (ITP) graduates from Brussels, in order to provide other African NGO leaders with participatory know-how. He filed the following report.

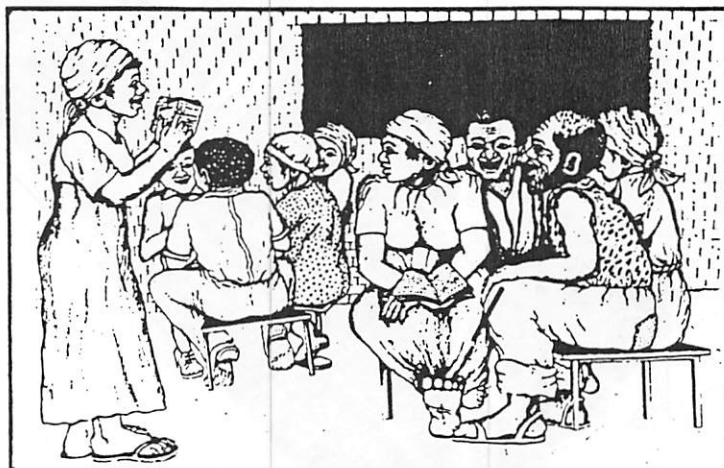
SAGANA, KENYA

07 - 20 JULY, 1994

Facilitating Participatory Planning in Development (FPPD) was a two week course in basic group methods for planning. It covered the discussion method, basic workshop steps and the strategic planning process. The course construct contained demonstrations of the methods, exercises to enable the participants to better understand the methods and practice sessions where the participants actually used the methods.

The course had sixty-five participants coming from eight countries (six in Eastern Africa and one participant each from the United Kingdom and the Netherlands). They represented twenty-nine organisations. All of them were working at the grassroots level in development. Their educational backgrounds ranged from a medical doctor to primary school graduates. One third of the group were women. Their religious background was Muslim and Christian (a wide variety of Christian churches were represented).

Seven staff facilitated the course. Two extra-nationals (Jim Campbell, Judith Hamje), four Kenyan (John Momanyi, Grace Muia, Edwin Ndonde, and Charles Kiragu) and one Tanzanian (Dennis Muchunguzi). The four Kenyan and one Tanzanian are all graduates of the International Training Programme for Development Practitioners (ITP).



The course was held in a Catholic Retreat Centre in Sagana, Kenya, which is about an hour and a half drive north of Nairobi. It proved to be an ideal facility for the course since there was little to distract the participants during the course.

Miserior in Germany funded the course. The participants paid a small registration fee and their own transport to the course. These are being counted as part of the matching funds required by the grant.

The course was recruited by mail. The Institute in Brussels sent a mailing to all of the people and organisations in Eastern Africa that have contacted us about the ITP in the last five years. The Institute in Kenya did a mailing to their contacts. In addition several of the organisations published information about the course in their newsletters, etc. Originally the intention was to have a maximum of forty participants but because of the overwhelming demand for the course we decided that we could take a maximum of sixty. Financially this was possible because of the low cost of the facility compared to what we had originally budgeted.

The response of the participants to the course was very positive. In the evaluation many of them wrote about the systematic approach of methods and their feeling that they could go home and actually begin using the methods. This has been confirmed by a number of letters from participants that we have received since the end of the course telling us of how they are using the methods. A typical comment in the evaluation was, "Essentially, I don't think there is any aspect of this course that I found least helpful." Another participant (a trainer for an NGO [Non-Governmental Organisation] in Uganda) wrote, "The discovery that people can chart out their own common destiny and that

Cont. P

The Network Exchange



September 1994

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S.A.V.E SERVES RURAL ZAMBIA

by Beenwell Mwale correspondant for the Zambia Daily Mail

The following article appearing in the "Zambia Daily Mail" bears witness to the timeliness and seminal nature of ICA Zambia's S.A.V.E. programme.

As a means of promoting sustainable agricultural development in the country, the Institute of Cultural Affairs Zambia (ICAZ), a non-governmental organisation, is carrying out what it calls Sustainable Agriculture Village Educators (SAVE) programme in rural areas.

Initiated in 1991, the programme is proving popular in rural communities. Through it they learn management techniques in intercropping of maize with sunhemp, crop rotation, disease control, compost making and crop marketing.

Voice Vingo, the institute's programme coordinator, said the first pilot projects were started in Mungule and Kutuba wards in Kabwe Rural with an initial 20 farmers.

Since then the number of membership has increased to over 100. The members have formed six groups (clubs) namely: Kapila, Kulima, Lubanga, Mwashinyambu, Nswana, and Umodzi. Since the programme also emphasises on the need for women's participation in such projects, Kapila and Nswana are both women's clubs.

The clubs receive training in sustainable agriculture in which special efforts are made to protect the

environment. Demonstration plots have been established by each club and the SAVE staff.

By being provided with seeds through SAVE, farmers learn new techniques through their own experience and pass on their knowledge gained to other farmers. The clubs act as multipliers who, after being exposed to a participatory training programme, in turn also train fellow villagers in what sustainable agriculture development entails one to do.

According to SAVE documents, the farmers fared very well in their vegetable plots individually and as clubs despite experiencing drought in the 1991-92 farming season. With the money realised from these plots, the farmers are expected to diversify their activities to include animal husbandry and possibly poultry.

SAVE programmes are expected to expand to the other provinces soon and a training centre and demonstration farm aimed at small scale farmers is likely to be established in Lusaka within a foreseeable future.

The main objective for SAVE is the formation of independent self supporting farmers clubs in which members can work cooperatively, exchange information and share their experiences with other farmers.

Also, to train farmers in club leadership, cost benefit analysis, agro-forestry, and the use of nitrogen fixing legumes to reduce their dependence on artificial fertiliser. This improves the long term soil fertility of the area and reduces soil erosion," says ICAZ in its documents.

cont. p 6.

ICA EVENTS FROM AROUND THE WORLD



CONTINENT

WHEN	EVENT	WHERE	RE
AFRICA			
JAN - AUG	COMPREHENSIVE COMMUNITY TRAINING PROGRAMME	LUSAKA	ICA ZAMBIA
AUGUST 2-8	AFRICA STRATEGIC PLANNING	CAIRO	ICAI
AUGUST 9-10	FMI	CAIRO	ICA EGYPT
AUGUST	FMI	NIAROB	ICA KENYA
AUGUST	FMI	LUSAKA	ICA ZAMBIA
SEPT 5-12	RECEPTION, NGO PREP COMMITTEE, INT. CONF. POP. DEV.	CAIRO	ICA EGYPT
NOVEMBER	ANNUAL STAFF INTERCHANGE MEETING	NAIROBI	ICA KENYA
ASIA			
SEPT 28-OCT 1	ICAI BOARD MEETING	LONAVALA	ICAI
OCT 3-OCT 9	GLOBAL GATHERING	LONAVALA	ICA INDIA
EURASIA			
JUNE-NOVEMBER	INTERNATIONAL TRAINING PROGRAMME (ITP)	BRUSSELS	ICA BELGIUM
AUGUST 27-28	FMI	BOCHUM, GERMANY	ICA GERMANY
AUGUST 17 - SEPTEMBER 2	DEVELOPMENT INTERCHANGE (PREREQUISITE FOR VOLUNTEERING ABROAD)	MONTEMURO, PORTUGAL	ICA PORTUGAL
SEPTEMBER 3-4	FMI	BRUSSELS	ICA BELGIUM
OCTOBER 20-21	FMI	BRUSSELS	ICA BELGIUM
NOVEMBER 5-6	FM2	BRUSSELS	ICA BELGIUM
N. AMERICA			
JULY 18-22	LEARNING LAB	CHICAGO	ICA CHICAGO
NOVEMBER 1-2	FM-1	GREENSBORO, N.C.	ICA GREENSBORO
NOVEMBER 11-12	LIFESTYLE SIMPLIFICATION LAB	GREENSBORO, N.C.	ICA GREENSBORO
NOVEMBER 18-20	LIFESTYLE SIMPLIFICATION WEEK-END	GREENSBORO, N.C.	ICA GREENSBORO
JAN 15 - FEB 4, 1995	INDIAN VILLAGE VISITATION	MAHARASHTRA, INDIA	ICA GREENSBORO

THE NETWORK EXCHANGE

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Brussels



have worked with over the last 7-8 years to see the impact of our work. In the same spirit, of pinpointing those elements of our work which have been the most successful, I also travelled to Australia in April to participate in the latest O.T. Network meeting. The data gleaned from these two trips will help us weave together new programmes.

So many Taiwan companies are moving operations to the People's Republic of China that ICA Taiwan is bound to follow. We have decided generally not to promote actively but rather to follow clients across. Taipei is a bustling city with only 1% unemployment, high costs, but also high salaries. We have found it a most interesting place and like being on a fast highway to China, or is China here, I have forgotten. Actually it is all China and it includes a lot of overseas Chinese also. We feel more like guests than we might have supposed. Gail and Dick are still embarrassed when younger people get up to give them seats on the bus.

BOARD MEMBER'S PROFILE: WILLIAM WEN-POR WANG

Many of you will remember Bill Wang from Council '84 in Chicago, the IERD Assembly in Delhi, the Asia-Pacific Regional Assembly in Taiwan, or the OCF in Taipei or in Prague. Still, many of you haven't met him, so a brief sketch of this remarkable man is in order.

Bill is a native Taiwanese, fifty three years old. We met him first as a participant in one of our global LENS treks in 1973. Bill has served in managerial positions with Admiral, Philips and Monsanto in Taiwan and for a while managed his own consulting organization. He is now Deputy General Manager for NCH, a large American Chemical conglomerate. He is also a member of the ICAI Board and Advisory Board of ICA Taiwan.

Bill was a member of Hai Ou HDP Consultation Team in 1977, a member of the IERD Steering Committee and official delegate to the India Event. He became a facilitator early in his relationship with us and has worked with us on programs for everything from Fortune 500 companies to social workers and 4-H Clubs. Most recently he has been active in the design and delivery of our Customer-Based selling seminar. He is the client manager for an advertising agency we work with. His great gift is truly understanding cultural connections and differences between east and west. His perceptions in this area continue to be highly innovative and profound.

He has encouraged and enjoyed the personal growth side of our work in Taiwan, participating in the series of

programs conducted by Jean Houston, the Eco-Cultural Tours and Taiwan Environmental Round Tables.

Bill is known as a man of remarkable creativity, deep vision, continual fresh perspectives and is a perpetual idea-generator who seems incapable of seeing anything but possibility in every situation.

ICAI SIGNS UNDP CONTRACT

In May, ICAI signed a contract with UNDP, New York, Global Environment Facility (GEF), NGO Small Projects Programme to design and provide facilitators for a series of continental workshops.

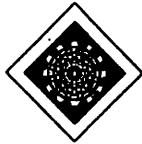
The Project Coordinator, Peter Hazelwood, spent two days in Brussels working with ICAI to design the five day workshop. Kevin Balm did the first workshop in Jakarta. The initial evaluation was that the methods and facilitator were superb. This workshop will be followed two workshops in Africa and one in Latin America.

NATURE OF THE PROGRAMME

The GEF NGO Small Grants Programme is a pilot programme of the GEF that awards grants to NGOs and community for small-scale activities which successfully address problems in the GEF thematic areas. The principle objective of the pilot programme is to identify and demonstrate effective community-based approaches and strategies that could reduce threats to the global environment if replicated successfully over time.

The GEF has chosen 32 pilot countries. The Small Grants Programme is being carried out in a very decentralized way. In each participating pilot country, projects submitted for awards are reviewed and acted upon by a local Nations Selection Committee (NSC). A national of the country serves as the National Coordinator of the programme.

A project must meet some of these criteria to award a grant: 1. Global warming, particularly the effects on the world's climate of greenhouse gas emissions resulting from the use of fossil fuels and the destruction of carbon-absorbing forest; 2. Destruction of biological diversity through the degradation of natural habitats and depletion of natural resources; 3. Pollution of international waters, including oceans and international river systems; and 4. Depletion of the stratospheric ozone layer from emissions of chloro-fluorocarbons, halons and other gasses.



ICA TAIWAN

by Gail West

A "Pacific Rim" office ICA Taiwan is very active on the Organizational Transformation arena. Already they have hosted two Asian Organizational Transformation Research Gatherings. For companies their programme menu offers ToP technology often within the current managerial contexts such as "Re-engineering". ICA Taiwan applies this same consulting know-how in their continued support of community development and ecological awareness programmes. Gail West reports:

ICA is completing its twenty-first year of service Taiwan. We are well known and established with the government through the Department of Social Affairs under the Ministry of Interior. All our expatriate staff have long-term visas which are easily renewable. Under current circumstances we have 3 such visa permits but we could easily get more if the occasion arose.

Currently there are 4 of us on the staff: Richard and Gail West, Larry Philbrook and Chu Yi-Ching. Working alongside of the staff in different programmes are our associates. These include Jo Tai, Mark Pixley, Evelyn Philbrook, Jennifer Wang, Huang Chao-Hsing and Ellen Levine. We also accommodate volunteers and currently include Nina Ku and Debbie Chien as such. Gordon Harper who did so much to position us so finely left December 1993 for the U.S. to re-locate with ICA Seattle. He is establishing a "Pacific Rim dynamic" which will relate back across to Asia.



Our work in Taiwan began in with a self-help rural development project called Hai Ou in Ping Tung

County. Over the years our planning and training programmes expanded to include services for government agencies and departments, educational institutions, voluntary organizations, business and industry, and the environmental network. Even though our livelihood depends principally on our work with companies we maintain strong ties in all the sectors.

Under the theme of the "Greening of the Mind" ICA facilitates ecological consciousness and dialogue. Through monthly "Roundtables" and "Ecological Tours" stakeholders from government, the private sector and local communities are brought together for constructive interchange. For this, as well as other not for profit activities such as local leadership training programmes, we receive contributions from some 75 firms. We write sponsorship letters and take materials to them each year or, in some cases, just call them and report to them over the phone.

Our O.T. work is most challenging and even faster growing. Our main objective is to facilitate a climate of transformation in organizations. Our strategies towards this end are 1) Recontexting with futuristic images, 2) Co-creating of participative processes, 3) Establishment of interactive learning relationships and 4) Empowering individual human capacities. These processes take companies on the journey of becoming "Learning Organizations".

In this context we facilitate a wide variety of LENS, Analysis, Alignment, Leadership and increasingly "Re-engineering" type programmes which include a) Individual and Organizational Readiness b) process Mapping c) Breakthroughs and d) Reintegrating Breakthroughs into Operational Strategies and Forms. Dick is working on a long-term basis with several CEO's of companies encouraging experimentation in Asia on behalf of the companies world-wide. Some of that is bearing fruit with two or three options for "re-engineering labs".

Another research topic we are exploring includes "Assumptions Programmes" in which we use group processes and brainstorm to clarify deeply held beliefs that may unwittingly cause mis-understandings and faulty expectations. Then too some companies here have experienced fast-moving change, so we are doing more programmes which might be called reality recognition in which we use scenarios, strategic planning and implementation methods to move through the fear and anger to practical solutions.

To put all these approaches in perspective I recently took a documentation trip to India to visit companies we



2000 USA ?

1996 CAIRO ?



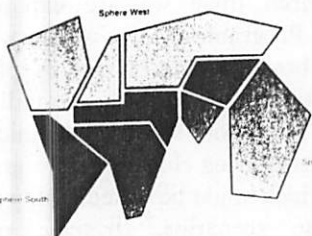
1992, PRAGUE,
first ICAI Global General
Assembly and conference
with workshops led
by local people



1989, BRUSSELS,
the first General Assembly,
created the practices
of a real global network

?????

1986, BILBAO,
named the People of the Question
by Joseph van Arendonk



1984, CHICAGO,
decision to become autonomous,
indigenous ICAs

1994 LONAVALA

second ICAI Board Meeting;
a Global Gathering, honouring,
deepening and bringing
into the Global Context the
work of local ICAs

尊敬

1990, TAIPEI

first ICAI Board Meeting
established the rhythm
for ICAI Global Meetings;
a Global Gathering, Our
Common Future



1988, OAXTEPEC,
workshop that created the
present form of ICAI and
scheduled the first General Assembly



1985, GRANTED UN
Consultancy status



1984, NEW DELHI, IERD,
first glimpse of a Global Network



BOARD MEMBER'S PROFILE: SHIRLEY ST JOHN

What of my life is relevant to this spin? Perhaps some of the things that surprise me will interest you.

First of all, how did an only child from Kankakee, Illinois who married a highschool friend at age 25 end up spending half of her adult life working outside the United States? It has to do with the Methodist Church which nurtured both Wendell, my husband, and me through great globalizing experiences in high school and at the Wesley Foundation at the University of Illinois. When the Ecumenical Institute came along in our lives in Lombard, Illinois in 1965, it made perfect sense to us. Many people thought it was "far out" but we thought it was "right on". Wendell and I joined the EI group and moved into the Chicago House on Blue Island Avenue with our three children who were 6, 8, and 10 years old. It was the beginning of a family experiment that both we and our children affirm as great training for living in the changing global paradigm.

When we were asked to go to Japan in 1973, I never intended to stay for four years then. I *certainly* never planned to return in 1984 and stay for another ten years. However, this 10 year sojourn has been far more gratifying than it would have been to stay a shorter time. Japanese culture reveals itself to the foreigner reluctantly, and is not known to say what it really wants. As a person who likes direct action and candor, I have bridled often under the style of indirection. However, not willing to leave a problem unsolved, we have finally been able to discern an underlying contradiction to which we can respond. The mentally ill and the aging are both disenfranchised here and world awareness creates pressure to deal with the issues. Providence kindly provided us with authorization in this field as well as our own network skills to develop a response which we call Travelling Seminars.

We are not sure how long we will continue in this relation with Japan. Life in our mid-sixties seems to beckon us all to some kind of transition. Phase IV needs to be honoured in its uniqueness just as we have honoured the other phases of our life. Exactly how will be revealed at the appropriate time, I'm sure. When and what are unclear, but where we will probably be is Bloomington, Indiana since all three of our children have married and settled there. It's hard for a wandering mid-westerner to imagine a finer place. Still the "Heartland", but much warmer than "Chicagoland". You can have four seasons in moderation.

Although Wendell and I have put our lives joyfully into the ICA, the wonder is *the* life that has been put into us by our colleagues in the ICA.



WALL OF WONDER



In 1984, ICA started on an *uncharted* journey into the global/local community. The IERD gave us a glimpse of a global network of Those Who Care at the local level. Knowing that "Care IS Everywhere", we made the decision to become autonomous local ICAs. Yet in the midst of this radical decision, we knew that without each other we could not survive and moved to create a global network to sustain all of us.

The 'Wall of Wonder' is a tool that enables us to see the growth of this global network. On the opposite page is a 'Wall' of ICAI in the past 10 years. There is only one item that is not an event: The designation of UN consultant status.

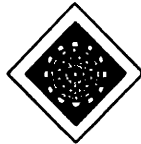
Please look at this beginning of a full blown 'Wall' to be completed at the Global Gathering in Lonavala. **Ask yourself:**

? What are other events, characters (people) or songs that I remember?

? When or where did I feel joyous, startled, sorrowful, or in awe?

? How do these past events prefigure the future for ICAI?

? What is the future calling us to do next?



* The expert must help local people discover various possibilities invisible to the ordinary eye: it usually is a hybrid of foreign and local technology that works best.

* Hardworking experts are especially appreciated by local people. Even though it is often resented at first, villagers ask that these people return.

Conclusion

Japan is in the process of re-defining its international roles. One important role it must not overlook is the sharing of both its natural technology and its human wisdom with the 70% of the world that currently are living in the villages. Only when this is successful, can the sharing of political wisdom and industrial technologies succeed in achieving their intended results.

ICA JAPAN SPONSORED PROJECTS

1993

Asia - India Village Water System, India Centers Renovation/Design, India Village Environmental Education

Africa - Zambia S.A.V.E. Project, Training Center Design

Latin America - Mexico Community Tree Nursery, Peru Youth Vocational Training, Brazil Nutrition and Training

1992

Asia - India Dairy Technology, India Village Water System

Africa - Zambia S.A.V.E. Project, Kenya Village Health Training

Latin America - Mexico Community Tree Nursery, Peru Rural Health Care

1991

Asia - India Dairy Technology, Philippine Environmental Project

Africa - Kenya Village Health Care

Latin America - Mexico Community Tree Nursery

1990

Asia - India Cattle Technology, India Village Well Water System, Philippine Reforestation

1990

Asia - Philippine Reforestation

KUALA LUMPUR

by Ann Epps

Our year has been incredibly busy so far. John and I go back and forth to Singapore every other week or so to conduct programmes in both Malaysia and Singapore. Syed Hamid, our LENS partner in Malaysia, anchors the work in Kuala Lumpur. Most of work is with the private sector.

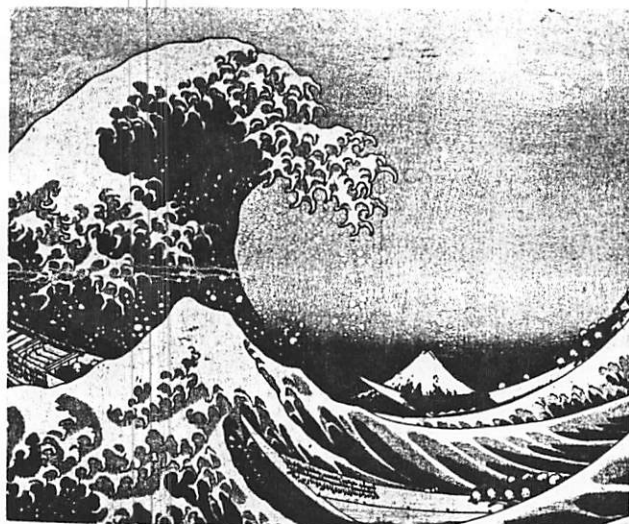
I may be helping the UNDP Asia 2000 regional group to do some planning in Penang in June. Approval is pending from New York. We have had a bit of work with the Red Cross. A recent strategic planning seminar for the National Institute of Education in Singapore (teacher training college) was most refreshing. John and I experienced a "homecoming" with our own academic background. John finally found someone who was interested in talking about chaos theory and I enjoyed hearing people quote Blake and other poets in choosing metaphors to name the card clusters, eg. "Manacles of the Mind" to describe a tunnel-vision perspective.

Our most exciting work so far this year has been to conduct an 8-day management development programme for newly appointed managers from AMP manufacturing from Korea, Thailand, Taiwan, Malaysia and Singapore. The mix of cultures and the desire from the AMP to inculcate a participatory management style made for some very interesting discussions.





Communities were also organized for leadership training and to teach the value of forest and soil conservation as well as self-reliance. ICA Japan collaborated by sponsoring Japanese experts and volunteers who provided technical assistance and social encouragement to the participants of this project.



Mexico: Village nursery

The rural villagers of Mexico identified that the denudation of their forests was a major threat to their survival. They decided to build a nursery for a variety of trees in the participating communities of Vicente Guerrero and El Seco. The construction of the nursery was assisted by two Japanese: a forester and an organic farming specialist. Thirty-three farmers from four communities were taught water and soil conservation, techniques of contour plowing, terracing, organic farming, crop rotation and care of future trees. Now, the nursery is selling thousands of seedlings of tamarix, white cedar and cypress to the nearby villages and distributing them free to the primary schools, churches, and other public spaces. The breakthrough for involvement has been the "Savings Club." They were taught resource management, courses on family gardens and the use of soya for food supplement in addition to farming and reforestation techniques. ICA Japan provided financial assistance and two staff for this project.

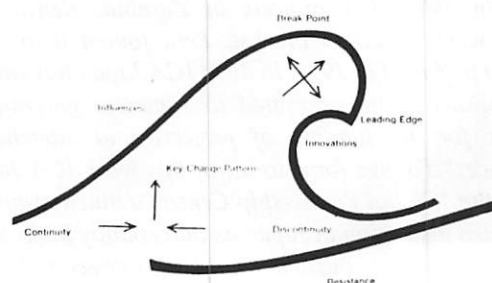
India: Village dairy and agriculture

Malegaon, an isolated and hilly village near Pune, is experiencing severe environmental deterioration. Soil and water erosion are aggravated by long droughts and heavy monsoons. This land, which can produce very little food, was given to these tribal villagers 50 years ago when they were relocated from their rich valley to make way for a large dam project. In 1989 ICA started a small scale Dairy and Agricultural Development Project and accomplished 1) training of 21 farmers in dairy management, 2) planting half an acre of stylo grass and

subabul for fodder, 3) training of 15 people on silage making, 4) arranging bank loans to seven farmers for cow purchase, 5) construction of a model cow shed and 6) introduction of the compost system. The people got first hand experience with Japanese experts who worked with them for three months each year.

Zambia: Sustainable Agriculture

Small scale farmers in Africa have limited access to agricultural technology and rely on growing a narrow variety of traditional low income crops. The full potential of their farming efforts is often never realized due to these inefficient methods. In order to counter this trend, ICA introduced the Sustainable Agriculture Village Educators (S.A.V.E.) program to the Chonge District in Zambia. S.A.V.E. first organized local farmers into self-sufficient clubs, then developed a model village with a sustainable system of rural development. The farmers attended workshops which strengthened their ability to manage projects and small businesses, and were provided new agricultural techniques, seeds, and materials. The S.A.V.E. program: 1) developed sustainable technologies at the village level, 2) conserved and enhanced land resources, 3) increased farm profits, food diversity and nutritional status and 4) encouraged farmers to be educators for other villages. At present 120 farmers from 13 villages of Mungule and Katuba wares in Kabwe rural district are involved.



Keys to success in technology delivery to partnership projects

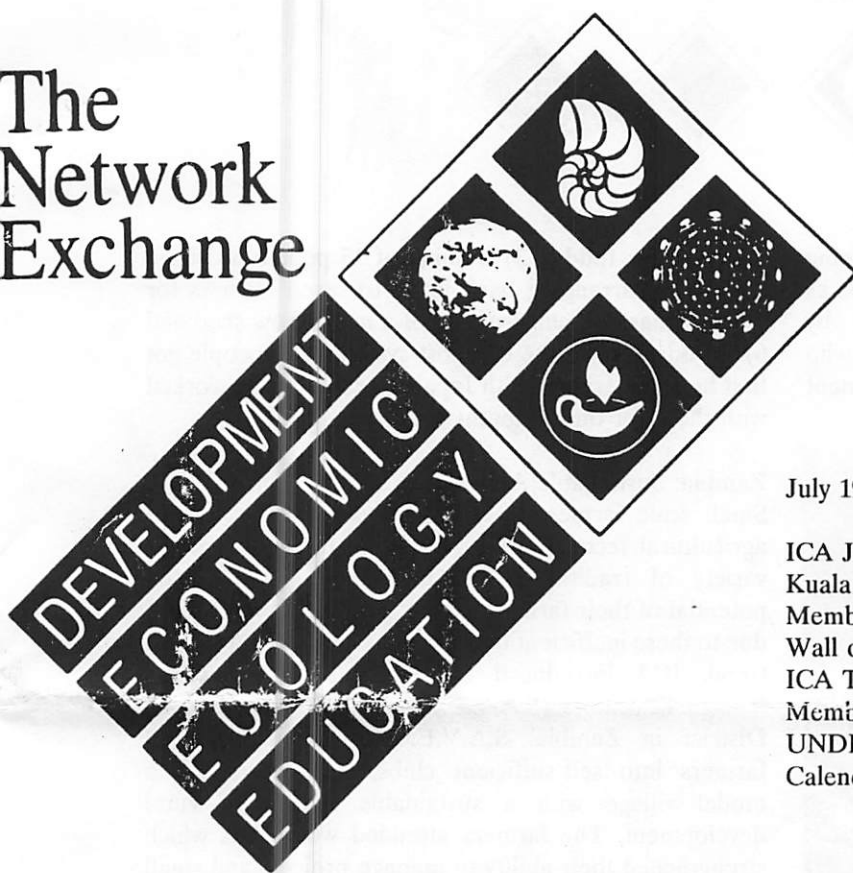
For technology to be successfully transferred to village settings, ICA had to adjust to the deeper yearnings of rural people. The key lessons were:

- * Begin every project with participatory planning with the potential recipients of the technology transfer.
- * Invite local technology resources to participate in the project both as learners and contributors, in addition to the Japanese experts.
- * Have a plan to handle the other social issues that may impede the acceptance and understanding of the new technology.

Of special importance is the clear understanding of the multiple roles of the technology team:

- * Understand that the team from outside creates a breakthrough in stalemated project by their stimulation.

The Network Exchange



July 1994

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ICA JAPAN'S GLOBAL PARTNERSHIP CENTER

In 1989 ICA Japan secured funding for a 100 hectare area in Miisi, near Mt. Mayon. It was ICA Japan's first overseas funding initiative. In 1990 funds were secured for a Cattle Technology and a Village Well Water System in India. In 1991 ICA projects in Zambia, Kenya and Mexico were added to the list. Peru joined it in 1992 followed by Brazil in 1993. In 1994 ICA Japan has written 13 proposals to be submitted to Japanese government agencies for the funding of projects and interchange experiences! To give form to all of this work ICA Japan created the "Global Partnership Center" a much respected and valued institution in Japan as that country looks to be of service to the outside world. Co-director Wayne Ellsworth talked about some of ICA Japan's experiences and learnings in "Farming Japan" a bimonthly publication of the Agriculture development department.

ICA was established in Japan in 1970 and conducted international training seminars for community planning, motivation, creativity, and social responsibility. In 1977, ICA helped plan and implement comprehensive development strategies for Oyubari, Hokkaido, using participatory methods involving hundreds of local citizens. Following this, over 300 community meetings were held across Japan, introducing citizen based community revitalization.

Around 1980, ICA Japan began work camps and exchange programmes with Asian countries. In 1989 it created the Global Partnership Center and intensified cooperation programmes in Asia. Shortly afterwards partnerships developed in India, Africa and South America.

ICA Japan's International Cooperation Activities in Agriculture and Forestry:

A strong concern of Japan's in the international arena is the environment and sustainable development. ICA Japan has developed a working relationship with Japan's Association for International Cooperation of Agriculture and Forestry (AICAF), the Ministry of Post and Telecommunications' Voluntary Deposit for International Aid and the Foreign Ministry's NGO Center. These agencies want to fund overseas sustainable development projects. In ICA Japan they have found an internationally linked organization with the know how and capacity to be of service.

ICA Japan enables Japanese technicians with appropriate skills to train local people in the different projects. The projects themselves are accessed with the help of ICA Japan's international network. Local ICAs have the necessary connections with business, government and other NGOs. Together the combination of foreign (Japanese) technicians and local ICA staff help to assure the success and spread worthy projects. Two such projects include Mexico and India:

Phillipines: Reforestation

The watersheds in the upland sloping areas of the Bicol provinces are rapidly deteriorating due to logging and shifting cultivation without effective reforestation and erosion control measures. To help reverse this trend, ICA Manila contracted with Department of Environmental and Natural Resources (DENR) to reforest a 100 hectare area in Miisi, near Mt. Mayon. The farmer participants planted a variety of tree species. ICA managed the projects, ensuring 80-95% survival and adequate erosion control, and nurtured tree growth.

ICAI BOARD MEMBER'S PROFILE: HALA el KHOLY

I started my professional career back in college. In 1978 when I was a junior student at the American University in Cairo (AUC), majoring in Mass Communication, I approached the head of the department asking for a job in the *Caravan*, AUC's weekly publication. He asked what kind of a job I was interested in and I immediately replied: "I want to be editor-in-chief." He looked up at me musingly but then ended up by giving me the job. Later on he commented that he had no choice but to give me the job because of my determination and ambitious attitude.

Getting that job enhanced my confidence and prompted me to work even harder to achieve both my academic and professional targets. I made dean's honour roll; received merit certificates for services rendered to the student community and I maintained High GPA's qualifying me for an honorary academic scholarship. Eventually, with a double minor in political science and psychology, I received my BA in Mass Communication with high honours in February 1980.

During my final semester, with a full academic load, I began working with TIME magazine in Cairo as a reporter, translator and office administrator. The job exposed me to international media. In October 1980, I joined United Press International (UPI) Cairo Bureau as an editor/reporter.

Although I resigned from UPI in 1981 to raise a family, I maintained a keen interest in public affairs and close links with my professional colleagues. I spent two years with my family in England where my husband was on a work assignment. The experience was both enjoyable and enriching. Living in a different culture provided a cherished learning experience.

Returning to Egypt by the end of 1990, I began looking for a job. My children were older and my need to pick up from where I had left was pressing. In March 1991 I started working for the Institute of Cultural Affairs M.E.N.A. (Middle East & North Africa). Hired to spear head a newly formed Media and Publications department, I culminated my first year establishing Ru'Ya as the first bilingual development publication in the region. Ru'Ya has since become a forum for the exchange of information and experiences to enhance development endeavours in the area.

From February 1992, and due to the absence of ICA's executive director, I became part of a coordinating team made up of the different heads of departments to run the organization. This led to my subsequent appointment as co-executive director of the ICA M.E.N.A. in February 1993. In such a position with all its challenging responsibilities, my interest and

enthusiasm to explore the various roles and obligations of NGOs in the development of the region has surfaced.



1994 Exec. Comm. Meeting cont. from p1

ICAI Board Member's tenure and Executive Committee rotation

The Executive Committee looked at the issue of its own rotation and the difficulties posed by the statutes' restrictions on the tenure of Board Members (4 years + 1 re-election). For reasons of wanting to balance experience with rotations on the Executive Committee and because Executive Committee officers are chosen from the board, it was suggested that current statute restrictions on tenure might better apply to the Executive Committee members rather than Board members. The tenure of Board Members might be left up to the National ICAs. A proposal in this respect will be presented to the Board in Lonavala to be approved in the General Assembly in 1996.

The Executive Committee also looked at nominees for the posts currently occupied by Ursula Winteler (president), John Walmsley (secretary) and Anne Yallop (treasurer). A slate will be presented for approval or modification to the ICAI Board in Lonavala.

The 1996 Global Conference

Following discussion with NIRADO (ICA in Nigeria), a joint decision was taken to change the venue of the 1996 Global Conference. The Executive Committee will present to the ICAI Board in Lonavala in September a proposal for a new conference site in Africa including a preliminary plan to implement that conference.

An ICAI book on Participation and Human Development around the World

The committee considered the opportunity presented by a publisher in the United States to produce and market a book on the global experiences of member ICAs in the field of human development. That publisher has recognized the demand for publications of this nature and encourages ICAI to take action to meet it. The committee intends to present a proposal to the Board at its September meeting in Lonavala to take action for this purpose.

The Agenda of the ICA Board Meeting in Lonavala

The Executive Committee designated a tentative agenda for the Board meeting to be held in Lonavala, India, from 28 September to 1 October 1994. It instructed the Secretary General to transmit this agenda to each member of the Board of Directors prior to 1 July 1994. This transmittal includes contextual material on the '92 - '94 Working directions decided in Prague (see chart above).



AUSTRALIA O. T. POINTS TO INDIA

Judy Gilles (ICA India) recently sent us a report about the latest Asia Organisational Transformation (OT) Network Meeting which was held in Australia. Judy is on the coordination team for the October '94 Global Gathering in India. She was excited by the creativity of ICA associates in Australia and reflected on their participation in the Global Gathering.

The OT Network was formed in 1987 in Hong Kong. Asian ICA staff and associates were looking for structural ways to work together. Since then the OT Network has gathered somewhere in the region twice a year. Each event has provided the opportunity to share models and processes. Each time a wider circle of associates in a particular geography has been drawn toward ICA activity. Together participants have focused on, and given life to, special projects. Amongst these are a "business academy" which eventually become the Transformational Leadership Lab (TLL) in India, the Lens Leadership Lab in Malaysia and the creation of a task force for assisting Taiwan in the preparations for the global meeting in 1990.

This time, in Australia, Kevin Balm, Anne Yallop, Justin Sheed (Dookie College) and John Telford were the team which put this meeting together. They really planned a fine event! It was a great gathering of colleagues including Garnet Banks, John Telford, Adrian Rhodes, Phil Dowsett, Charles Jago and Maria Maguire. Kevin and his team of Landcare and Agricultural Resources facilitators which he has been nurturing into a powerful movement towards greater involvement in ecological strategies and Anne Yallop's partners from her consulting firm, The Leading Edge. In all 27 people attended. Gail West (Taiwan) and I were the only ones attending from outside Australia.

It was great to find out what these colleagues have been doing. Phillip Dowsett has moved to Melbourne to pursue an advanced degree, leaving his consulting business in Catherine where he has been working on sustainable development models through a government grant. I was quite excited by the model he and several colleagues had worked on. I believe he is continuing to work on this as his master's thesis. I think this model could be important for the '94 meeting in October for the group working on sustainable development. I would like some ideas on how he could be in India to work further with us on his model.

John and Elaine Telford are NSW Coordinators for a fascinating program called 'Australians for Reconciliation' which will involve lots of local group

initiatives to work toward resolving the causes of disharmony and injustice among Aboriginal and Torres Strait Islander peoples and the larger community of Australia. One or both of them are planning to be in India in October. I think these kinds of models can really add a lot to the dialogue 'Recovering Depth Human Culture' along with the work Kim Epley and others are doing with Native American peoples.

It was fun seeing Garnet Banks again. Liz has a busy practice in a Melbourne suburb. Adrian Rhodes coordinates a SkillShare (like Training Inc.) program near Sydney. I have really encouraged him to strategise on models to come to India, perhaps through his Rotary connections (we'll work on this end) because he is applying lots of imaginal education models to job training and placement.

I enjoyed presenting the Transformational Lab work and Kevin has been developing a similar model for the Land Resources group. His "TLL" group are quite enthusiastic about applications for their work. Anne Yallop's work in customer service was presented by her colleague, Heather Adie. The October meeting, giving us four full days in these areas should produce some really fine products around the topic "Transformation designs for the 21st century organisations." Our team is thinking about having "TLL" grads come with working models to share and form a "mini Learning lab" on transformation models during the first two days of the four days' focus on the network. What do you think of this approach? We thought this might really give us focus as well as offer opportunities to hear what a lot of people are doing.

The most exciting conversation is developing around the education network theme - grassroots approaches to transforming education. Karen Troxel is bringing (hopefully) five "golden apple" winners from the Chicago school reform programs and the group in Panvel are hoping to share strategies. We are looking at the possibility of setting up a "Leader Lab" for teachers in Panvel/and or Delhi following the meeting.

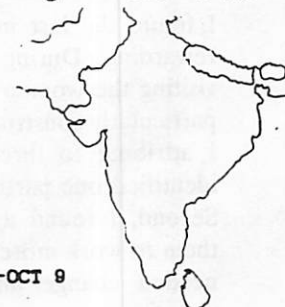
The '94 Meeting coordination team is meeting regularly to work on the next phase - creating momentum. We send greetings to all.

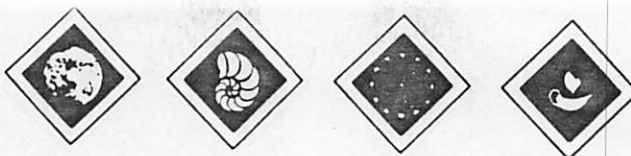
Judy Gilles

LONAVALA



OCT 3-OCT 9





PARTICIPATION WORKS

Karina Rosenberg is a University of Columbia student participated in ICA Portugal's Volunteer Training Course in the summer of 1992. Consequently she worked for one year with local women in Brazil with an American international development agency. Karina's ICA orientation was invaluable to her in the field. The following are extracts of a letter she wrote to ICA's Linda Alton.

My experience in Portugal had such a profound effect on me and is in many ways still fresh, it doesn't seem like a year and a half since we last met.

I am recently back from a year of field experience in Brazil. After spending one more semester at Columbia University, New York City to acquire a better foundation in Anthropology, I decided to just go to Sao Paulo and give it a try. I contacted several international organizations before leaving the U.S. in order to have a list of contacts in hand. ...Through these contacts I found an opportunity to develop a program for women at a day-care center on the edge of an inner city slum.

In Sao Paulo I found my training with ICA to be invaluable. The whole year was a most humbling experience. That sense of "surreal as real" I became aware of during those weeks in Portugal never seemed to leave in Brazil. I had many moments of... "what are you doing here and, what do you possibly have to offer these women?" In the middle of the year I started to run out of new approaches. I was overwhelmed by the fact that I was running these sessions without any previous experience. At one point I felt the program begin to stagnate. This happened when I allowed our brainstorming sessions to be taken over by the educational videos that I had acquired from a local women's organization. Without realizing what was happening, our meetings took on a traditional teaching structure with me as the teacher - God forbid! I realized that video showing needed its own time and place and that we couldn't give up our workshops as they were the driving force of the whole program. I went back to the techniques I learned with ICA and things took off again. It was exciting to watch it happen.....

I found the last months of my work to be especially rewarding. During these months I spent more time visiting the women where they lived and also noticed a particularly constructive energy in our group work which I attribute to three developments. First, the women identified one particular problem that mobilized them. Second, I found a facilitation structure that required them to work more actively with their reflections about needed change and that allowed them to see the

progression of their thoughts as well as the extent of their work together. Third, they visited a near by shantytown, Monte Azul, that is successfully addressing many of the same problems as they. This led them to ask a series of formative questions about ways to implement change. Although it is difficult for me to know exactly how our time together affected their lives, I observed that creating a new space with different rules about the sort of value that should be given to their reflections helped the women to develop a greater sense of confidence about and respect for their capabilities. This confidence and the growing awareness that it has to be cultivated will serve them well over the long term. Furthermore, the contact that they established with people who have years of experience fighting to improve the spiritual and physical conditions in which they live seems to have provided them with various forms of support. . .

Once again, thank you for the methods, sensitivity, and guidance of our training in Portugal, on the ground it made all the difference.

Sincerely,

Karina



Russian Research Trip cont. from p
which would train Russian trainers to strengthen the capacity of the many emerging nonprofit organizations. The concept was eagerly received because most of the Russian NGOs working in partnership with American agencies have nowhere near the level of organization necessary to work in authentic partnership.

We plan to submit a proposal to AID. As of the time of this report there is an unresolved argument between AID, Moscow and Washington. Moscow wants the next round of grants targeted to capacity building and Washington wants the funding to support entrepreneurial development.

Linda Alton has been pursuing possible support from European sources. A submission was made April 29 for a E.U. TACIS Democracy Program grant for the ICA U.K. and ICA Belgium to send trainers to Russia. She is also hoping to organize a trip to Belgium for Alexey and Lena in August.

We are planning another trip to Russia which will involve a demonstration training of trainers program. The curriculum will focus on capacity building. Anyone interested in the project can contact me via E-mail or telephone at 212-673-5984



**2nd ICA INTERNATIONAL
BOARD MEETING**



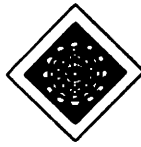
LONAVALA, INDIA, SEPT. 28 - OCT. 1, 1994



ICAI BOARD WORKING GROUPS
FINANCES

BUDGET		
Item	'94 budget	'95 budget
Income		
Statutory Member Contributions)		\$42,500
Associate Member Contributions.....)	\$47,150	6,500
Network Exchange	200	400
TOTALS	\$47,350	\$49,400
Expense		
Executive Committee Operations & Travel	\$7,500	\$9,880
President's Travel	2,000	2,000
Rent	2,400	2,400
Communications	5,800	5,800
Supplies	1,200	1,200
Equipment	700	700
Other	4,710	1,500
Secretarial Services(increase of \$100/mo for Secretary General Salary)	20,000	21,200
International Organizational Impact	2,420	2,420
UN Liaison	500	500
Network Exchange	2,400	1,800
TOTALS	\$49,630	\$49,400





ICAI BOARD WORKING GROUPS
FINANCES

PLEDGES FROM MEMBER ICAs

LOCATION	95 PLEDGE	PRESENT	BOARD MEMBER
Australia	Decide 1200 2/95	John Hutchinson	John Hutchinson
Belgium	4900	Dick Seacord	Andrea de Suray
Brazil	600	Cristian Nacht, Dulce Gabiate	Cristian Nacht
Canada	1000	Suzanne Jackson	Gaethorne Burns
Chile			
Cote d'Ivoire	600	Jann Barr	Jann Barr
Egypt	6600		Hala El Kholy
Germany	400	Ursula Winteler	Ursula Winteler
Guatemala	1100	Inga Bessin	Inga Bessin
Hong Kong	1000		Diane Greenwald
India	600	Mangla Gavai Bhimrao Tupe	Mangla Gavai
Jamaica			
Japan	3500	Shizuyo Sato	Shizuyo Sato
Kenya	1500	Edward Mutiso Sophia Donde	Edward Mutiso
Korea	500		Ju Yeon Wan
Malaysia	600		K. P. Choong
Mexico	1025	Rafael San Martin	Rafael San Martin
Netherlands	300		
Nigeria	600	Felix Akpe	Felix Akpe
Peru	1000		
Philippines	600		Jose Armas
Portugal	600		Catherine Bayer
Spain	500		Franco Voli
Taiwan	2000	Larry Philbrook	William Wen-Por Wang
United Kingdom	230		Cathy Henwood
USA - (East)	3300		Eunice Shankland
USA - (Heartland)	4500	Ken Otto	Ray Caruso
USA - (West)	3000	John Oyler Don Elliott	Don Elliott
Venezuela	500		John Lawton
Zagreb	600	Susan Fertig-Dykes Drazen Letica Zlata Pavic Vlatka Vedris	Susan Fertig-Dykes
Zambia	600	Ruth Lukona Voice Vingo	Ruth Lukona
Others KANBAY	1000	Shirley Imogene Heckman, USA (documenter) Dick Alton, Gen Secy	



ICAI WORKING GROUPS
FORM cont.

Topic 3: THE GLOBAL ADVISORY BOARD

Motion: Request the following be invited to sit on the ICAI Global Advisory Board -

Sandy Powell- Director of International Training, CARE, USA

Robertson Work- Senior Technical Coordinator, Urban Development Unit, UNDP, New York.

Konrad Verhagen- Secretary-General of CIDSE: European Catholic Funding Agencies, Brussels.

Jesse Sixkiller- founder of the Native American Insurance Company and past director of Action, Arizona, USA.

APPROVED

Data and Discussion Points: Global Advisory Board

* Current members = 36

* Selection Screen

- Prominence, prestige, willingness to work with us Directly
- Geographic diversity
- Response to local or global need

* Need and how to nurture the relationship

- Keep connected through sending Network

Exchange/Directory

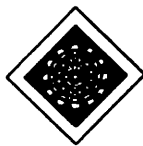
(appointing organization to pay the cost, or ICAI to pay or GAB member pays?)

- ICAI to monitor local contact to assure at least one annual contact
- Invite to global conferences or General Assemblies (speakers, special guests etc.)

* Role

- Call upon GAB members to speak/share at different meetings
- Actually ask their advice
- Provide credibility





**ICAI BOARD WORKING GROUPS
FORM**

TOPIC 1: THE OFFICERS OF THE BOARD

SHIZUYO SATO was voted the new president of ICAI. Term of office (1994 -1996) with the possibility of extension of the term (see Statute 17 amendment recommendation below).

Motion: That the following three members be elected for a four year term to the Executive Committee:

Bill Wang (Taiwan, Asia); Hala El Kholy (Egypt, MENA); Franco Voli (Spain, Europe) to replace three retiring members (Anne Yallop, John Walmsley, and Ursula Winteler).

APPROVED

The new Executive Committee is thus comprised of:

President Shizuyo Sato (Japan, Member-at-large, 1992-1996)
Secretary Ray Caruso (USA, North America, 1992-1996)
Treasurer Inga Bessin (Guatemala, Latin America, 1992-1996)
Vice President Bill Wang (Taiwan, Asia, 1994-1998)
Vice President Hala El Kholy (Egypt, MENA, 1994-1998)
Vice President Franco Voli (Spain, Europe, 1994-1998)

APPROVED

Topic 2. RECOMMENDATIONS TO THE STATUTES

The following recommendations were made by a special committee (including our Croatian Judges) of the ICAI board. They were approved in plenary. They are to be presented at the General Assembly meeting in Cairo (1996) for final approval and incorporation. They help match the statutes to our practice.

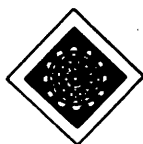
Statute 12 - The organization is administered by a Board of Directors comprising more than two members. At least one member of the Board must be of Belgian nationality.

. . . **APPROVED**

Statute 13 - Members of the Board of Directors are elected by the General Assembly for a period of four years. They are eligible for re-election for future terms but not for more than one consecutive term. They can be dismissed.

. . . **APPROVED**

Statute 17 - The President and five other members of the Executive Committee are elected by the Board of Directors from among the members of the Board, for a period of four years. The Executive Committee will designate (from among five members other than the president) 3 vice presidents, a secretary and a treasurer. Each officer's term will be 2 years with eligibility for further terms for a maximum of 8 years. If, through death. . . **APPROVED**



ICAI BOARD WORKING GROUPS NETWORKING

RECOMMENDATION: ICAI negotiate to get a \$30,000 interest free loan from ICA USA to finance a book on our global development work. **APPROVED** with one dissenting vote from Felix Akpe of Nigeria.

BACKGROUND:

A recommendation from the Executive Committee made at their meeting in Brussels, April 28 - May 2.

***Objective:** To publish a new ICA book.

***Reason:** Enable ICA to have a platform in the current dialogue taking place in development circles (U.N., bilateral and others) on governance. To serve as a future source of revenue for ICAI (ex. I.E.R.D. series).

***Questions for further consideration:**

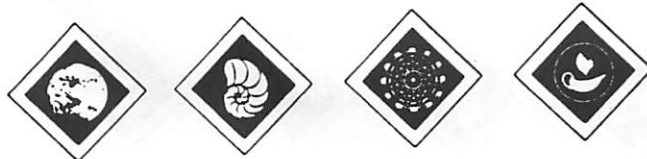
1. Utilization of book within ICA context; ex. presentation chapters at 1996 conference.
2. Role of the ICAI Secretariat as responsible party receiving the loan.
3. The process for selecting case studies.
4. Best marketing strategy.

LIST OF ICA RELATED BOOKS

1. IERD Volume I: Directory of Rural Development Projects (out of print)
2. IERD Volume II: Voices of Rural Practitioners (out of print)
3. IERD Volume III: Approaches That Work in Rural Development (out of print)
4. Between Two Worlds, Donnamarie West (in print)
5. Meet the Future, Gordon Harper
6. Winning Through Participation (in print)
7. Participation Works, Vol. 1 & 2, J. Troxel (in print)
8. Seven Ways of Knowing, David Lazear
9. Self-Esteem for the Educator, Franco Voli (Spanish, in print)
10. Self-Esteem for the Parent, Franco Voli (Spanish, in print)
11. More Than 50 Ways to Build Consensus, Bruce Williams

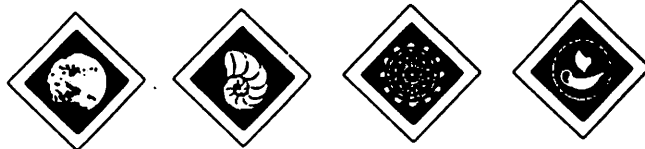
BOOKS IN THE MAKING

1. A History of ICA Work in Egypt, Hamad Alawid
2. Imaginal Education, Karen Troxel
3. A Pictorial History of the ICA, Ziggenhorn



ICAI BOARD WORKING GROUPS INTERCHANGE cont.		
EGYPT - 96	BRUSSELS - 98	USA - 2000
Conference/Board	General Assembly	Conference/Board
Theme: NGOs as Social Innovators	Theme: Building a New 4 Year ICAI Mandate	Theme: Launching the Third Millennium
Attend. - 100 people minimum. Every ICA send 2 reps.; 40 associates present	Attend. - 1 ICAI Board Member from each ICA	Attend. - Every ICA send 2 minimum + Associates
Thoughts: Government relations- Case study chapter from new book. Grass roots empowerment, building civic society UNDP Co-sponsor	Thoughts: General Assembly accompanied by other activities including: a) funding workshops, b) Eastern/Central European workshops, c)visitation to funding agencies	Thoughts: New Brochure 10-12 pages; Rediscover the Other World (package on spirituality); relooking at depth culture; New video (ICA in all its manifestations); Spirituality, How to do Depth Grounding.





**ICAI BOARD WORKING GROUPS
INTERCHANGE**

RECOMMENDATION: That the 1996 Global Conference be held in Egypt. **APPROVED**

RECOMMENDATION: That ICAI negotiate an interest-free \$ 30,000 loan for conference setup costs to be repaid from fees. **APPROVED**

RECOMMENDATION: That in:

- a. 1996: We hold a Global Conference with an ICAI Board meeting. **APPROVED**
- b. 1998: We hold an ICAI General Assembly in Brussels. **APPROVED**
- c. 2000: We hold a Global Conference in USA and an ICAI Board Meeting. **APPROVED**

Background #1

The first choice for the 1996 Global Conference, decided at the Prague General Assembly, was Nigeria. Unfortunately given a military coup in 1993 and political instability Nigeria declined as host. Egypt has agreed to be the host of the 1996 Global Conference. After the success of the U.N.'s International Conference on Population and Development Egypt appears an attractive location.

Background #2

An initial request from the Executive Committee of ICAI to the ICA USA Board for a \$ 30,000 loan, to upfront costs for the '96 Global Conference, was provisionally approved. The request was made at the time of the annual ICAI Executive Committee meeting in Brussels (April 28 - May 2 in 1994). The provisional YES is expected to be formalized at the Nov. '94 ICA USA Board Meeting. The loan is to be repaid from conference fees -- first 100 registrants @ \$300 = \$30,000.

Background #3

Alternate Global Conferences and ICAI General Assemblies. General Assemblies should be held in Brussels where there is economic accommodation for member ICAs and where European funders can be visited. Also travel to Europe is cheaper than travel to most other places in the world.

Global Conferences will be rotated geographically. ICAI Board Meetings will coincide with Global Conferences and are imaged as short one (maximum two) day meetings.

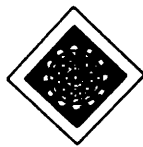
Other Thoughts:

Places where Global Meetings have been held:

1986 - Spain, 1988 - Mexico, 1990 - Taiwan, 1992 - Prague, 1994 - India

New locations proposed:

1996 - Egypt, 2,000 - USA, 2004 - Zagreb, 2008 - China, 2012 Latin America.



ICAI BOARD WORKING GROUPS VISION

RECOMMENDATION: To create an ICAI brochure that will be smaller than the one done in 1990. **APPROVED**

The discussion included the following suggestions a) that a list of the Global Advisory Board be printed on the back of the brochure b) that there be short paragraphs about each of the four arenas of endeavour, as in the 1990 version c) that there be a pocket on the right in which to insert examples of the four arenas.

The following paragraphs were suggested as possible text:

SIGNIFICANT INTERNATIONAL INTERACTION: ICA works to improve the quality of life for all people. This includes stimulating dialogue and cooperative action in the search for solutions to local and global needs. A strength of ICA programs is in valuing cultural and geographic diversity, and utilizing shared wisdom for common tasks. (Add to this text something like: In collaboration with international groupings such as the United Nations, Rotary International, ect.).

CREATIVE LIFE-LONG LEARNING: ICA uses innovative learning practices that enable broad participation in the process of deepening understanding. These methods are applied in training programs for communities, development agencies, government offices and companies. Advances have been made in exposing educators to new teaching approaches that respond to diverse learning styles that foster creative thinking. ICA is committed to life-changing learning as a precept of education.

SUSTAINABLE DEVELOPMENT: The ICA focuses on releasing the potential of every human being, enabling effective development based on local initiative and participation. Participatory methods assist local leadership to engage their communities in shared efforts, while fostering and sustaining motivation. Training gears its efforts as well to upgrading managerial skill, and opportunities are developed for collaborative efforts with other NGOs and existing government and private entities. ICA programs are designed for optimal use of existing resources and maximum care for the environment.

ENLIVENED ORGANIZATIONS: ICA methods enable any organization to encourage innovation, nourish leadership, develop consensus through participation at all levels and renew commitment within its human resources. ICA designs and conducts conferences, retreats, planning events, training systems for business, government and non-government organizations, and local community groups.



ICAI BOARD WORKING GROUPS
CAPACITY BUILDING
cont.

Country commentaries of the value of the F.M. Series as a means of "intensifying" capacity.

Brazil:

1. It is a way of independent financing
2. It is a method for spreading the seed of life-changing methods
3. It gives us public visibility and credibility
4. It strengthens the relationship with those organizations that send people to the course

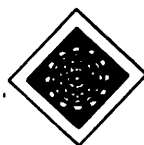
Kenya: We have been a community development organization. With these courses we could provide services to people for which they would pay. We could move from working primarily with local organizations by providing services to a variety of organizations and businesses. We will be learning as much as the participants.

Nigeria: We get people to pay for training in these methods. We establish credibility in the field using these methods.

India: We have been doing much programming in a variety of sectors. How is it going to be different from what we are doing? We will come into a common form across our national boundaries. It would break us out of our isolation of doing things our own way. It would provide a way of doing public courses rather than just working within given structures.

LIST OF PLACES THAT HAVE HAD TOP COURSES

USA - 3000 grads from public courses; 1000+ in-house courses, workbook translated into Spanish
Canada - Slightly different version to ICA West
Europe - Brussels; Bochum, Germany; Zagreb; Austria -- workbook translated into German
Africa - Kenya, Zambia, Egypt, Namibia, Nigeria. Egypt translated the workbooks into Arabic
Asia - Taiwan, Australia
Latin America - Guatemala



ICAI BOARD WORKING GROUPS CAPACITY BUILDING

RECOMMENDATION: That we intensify our global capacity by making it practically possible for each ICA to make ToP (Technology of Participation) available to their countries and staff. **APPROVED**

POINTS OF DISCUSSION:

What Can Involve ICAs

- List of marketing ideas, what has worked
- Write a story, a case study
- Highlight economic benefit
- Easy way to penetrate companies and agencies
- Set it up and work on funding as a global system
- Demonstration courses with other ICA people
- High quality material available - participants' workbook, brochure, instructor's manual with props
- System for mentoring and training
- Organize a "research assembly"
- Work toward being a recognized global institute

Suggested Journey of Introducing Courses

- Demonstration courses with mix of ICA and key colleagues representing networks to market to
- Schedule 2 or 3 public courses and market/advertise appropriately
 - * testimonies from demonstration course grads
 - * person to person
 - * Kenya - appeared as a newspaper story
- Demonstration course participants as key to in-house courses: own organization or people they know
- Hold 5 or 6 group facilitation methods courses before holding advanced courses
- Set up a facilitator's guild

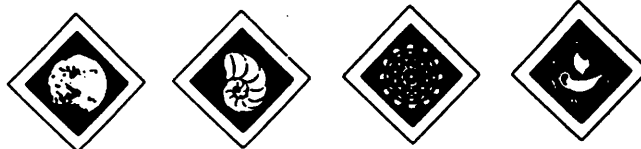
Suggested Journey of Leaders

Option to start:

- Send someone to Phoenix for minimum 4-6 weeks for intensive experience
- Bring mentor trainer to local site for 2-8 weeks
- Create a special 2 week pedagogy training (Phoenix)
- Find funding for global system of training trainers
- Follow journey guidelines from "Provisional" to "Qualified" to "Mentor" levels

Issues

- Translation & adaptations
- Familiarity with the idea (What is it? How does it work?)
- Realistic fees to charge
- Empowering the local staff as quickly as possible (so not dependent on outside trainers)
- Interchange and learning from one another



**ICAI BOARD WORKING GROUPS
EXTENSION**

TOPIC #1: EXPANSION OF ICAI

Recommended that the application of ICA: Zagreb to ICAI be accepted. **APPROVED**

Susan Fertig-Dykes received as a member of the Board of Directors.

FURTHER DISCUSSION: EMPOWERING ICA: ZAGREB with assistance from ICAI and ICA consultants. **PRIORITIES:** fund raising strategy; logistic support; methods of thinking, issues, and information exchange; building a strong network; information through regular internal reports and Network Exchange. **TRACKING PROCESS:** constant contact of ICA: Zagreb with ICAI and other ICAs.

GUIDELINES FOR NEW NATIONAL ICAs: 1. Concerned individual or group with ICA experience, 2. Contact address and phone number, 3. Initial training and activities, 4. Contact made with established ICA or ICAI, 5. Research need for national registration, 6. Application to ICAI, 7. Planning for the future, 8. To send staff for training or receive a trainer (3-6 months).

TOPIC #2: ICAs PARTICIPATION IN UN CONFERENCES

1. Recommended that Ursula Winteler be our delegate to the World Summit for Social Development in Copenhagen 6-12 March '95 and that the Secretariat consider approaching a 2nd person as well. **APPROVED**

2. Recommended that the Secretariat encourage national ICAs to consider sending people to the 4th World Council on Women in Beijing 4-15 September '95. **APPROVED**

3. Recommended that ICAI send a total of 2 formal delegates to the UN 4th World Council on Women with 1 delegate being from ICA: Zagreb. **APPROVED**

4. Recommend that Ursula Winteler attend the NGO Forum 13 August - 8 September in Beijing with assistance from the Secretariat for accommodation and application procedures. **APPROVED**

FURTHER DISCUSSION:

1. ICAs encouraged to attend UN Preparation Conferences of Sustainable Development, Vienna 94 & Women's Conference in New York 94. 2. Delegates to report back to ICAs through ICAI. 3. National ICAs to develop personal contact with UN personnel. 4. National ICAs to intensify co-operation with government and NGO organizations and significant accomplishments be reported to ICAI for information dissemination.

Future recommendations: 1. That ICAI continue to send delegates and observers to UN prep conferences and conferences. 2. ICAI staff do research on the rights and privileges that ICAI has on the basis of consultative status, ECOSOC and use all the possibilities.

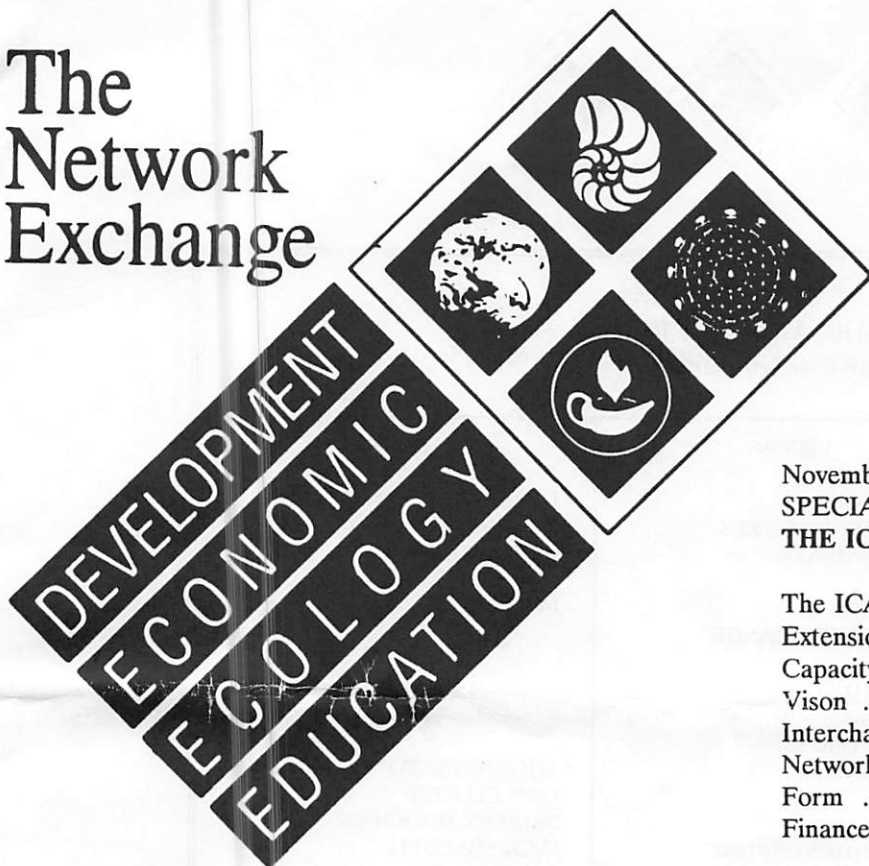


**ICAI BOARD MEETING 1994
WORKING GROUPS**

EXTENSION	VISION	FORM
<ul style="list-style-type: none">* URSULA WINTELERRUTH LUKONAJOHN HUTCHINSONVLATKA VEDRIS	<ul style="list-style-type: none">* INGA BESSINSUSAN FERTIG-DYKESDULCE GABIATE	<ul style="list-style-type: none">* LARRY PHILBROOKFELIX AKPESOPHIA DONDEDRAZEN LETICAJANN BARR
	INTERCHANGE	
CAPACITY BUILDING	<ul style="list-style-type: none">* KEN OTTORAFAEL SAN MARTINZLATA PAVICDICK ALTON	FINANCE
<ul style="list-style-type: none">* MANGLA GAVAICRISTIAN NACHTJOHN OYLEREDWARD MUTSIO	NETWORKING	<ul style="list-style-type: none">* SHIZUYO SATODON ELLIOTTSHIRLEY HECKMANDICK SEACORD
	<ul style="list-style-type: none">* SUZANNE JACKSONBHIMRAO TUPETONY BELTRAN	



The Network Exchange



November 1994
SPECIAL ISSUE
THE ICAI BOARD MEETING

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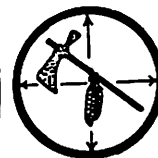
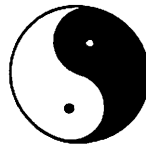
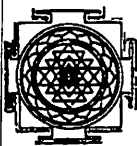
ICAI BOARD MEETING, LONAVALA, INDIA, SEPTEMBER 28 - OCTOBER 1, 1994

An ICAI Board Meeting preceeded the Global Gathering "Culture in the Process of Transformation" (October 3 -9). The content of the Board Meeting related to the ICA International dialogue begun in 1989 at the first ICAI General Assembly in Brussels, Belgium. The current issues format which includes 7 arenas of concerns was first brought to the attention of our membership by the Executive Committee at the Prague 1992 General Assembly. Since Prague both the Secretariat and the Executive Committe have used the chart, shown in page 2 under the title "ICAI Board Meeting 1994: Working Groups", as a screen for their meetings and deliberations.

The first General Assembly of ICAI was held in Brussels, September 1989. The second General Assembly was held in Prague, September 1992. There have also been two Board of Directors meetings, the first in Taiwan, 1990 and the second in Lonavala, India this year.

The Board Members present in Lonavala were: Australia, **JOHN HUTCHINSON**; Belgium, **DICK SEACORD** proxy for Andrea de Suray; Brazil, **CRISTIAN NACHT**; Canada, **SUZANNE JACKSON**; proxy for Gaethorne Burns; Cote d'Ivoire, **JANN BARR**; Germany, **URSULA WINTELER**; Guatemala, **INGA BESSIN**; India, **MANGLA GAVAI**; Japan, **SHIZUYO SATO**; Kenya, **EDWARD MUTISO**; Mexico, **RAFAEL SAN MARTIN**; Nigeria, **FELIX AKPE**; Taiwan, **LARRY PHILBROOK** proxy for William Wen-Por Wang; USA Heartland, **KEN OTTO** proxy for Ray Caruso; USA West, **DON ELLIOTT**; Zambia, **RUTH LUKONA**.

Others: ICAI General Secretary, Dick Alton; ICAI staff, Tony Beltran; Brazil, Dulce Gabiate; India, Bhimrao Tupe; Kenya, Sophia Donde; USA West, Shirley Heckman, John Oyler; Zagreb, Susan Fertig-Dykes, Drazen Letica, Zlata Pavic, Vlatka Vedris; Zambia, Voice Vingo.



individual and/or organizational consciousness. This critical awareness coincided with two anniversaries (dear to India in one case and to ICA in both) which conversely emphasize the possibilities inherent in our human condition. Present with us were the spirit and legacy of both Mahatma Gandhi, who would have celebrated his 125 birthday, and of Joe Mathews, who would have been 83. Thus Vishnu, the sustainer, and Shiva "the destroyer" informed the conference.

Also IN-forming our gathering, "Culture in the Transformation Process", was the Hotel Fariyas. If space houses spirit, then a finer setting than the Fariyas does not exist. Here the wonders of India, its traditional hospitality and gastronomy, meet modern exigencies of comfort and service. For us, the Hotel Fariyas has the feel of the Taj Mahal. For some of us, the Fariyas felt like the Taj Mahal.

Having just been dropped off by their black motorised rickshaws, participants were met at the door of the Fariyas by handsome red-turbaned porters in rich oriental garb and thick black beards. Inside, sari clad receptionists welcomed guests to a broad lobby/dining room. Open space and light abound. To the back, luscious terraced gardens. Above, a high V shaped ceiling covering not just the lobby/dining room deck but, on a lower level, a full length swimming pool. Light emanating from cubical skylights sparkles on the water's surface.

Meals served in this area on a long buffet table covered by a white tablecloth with red floor length trimmings were as abundant as they were spicy. Name your favourite Indian food.



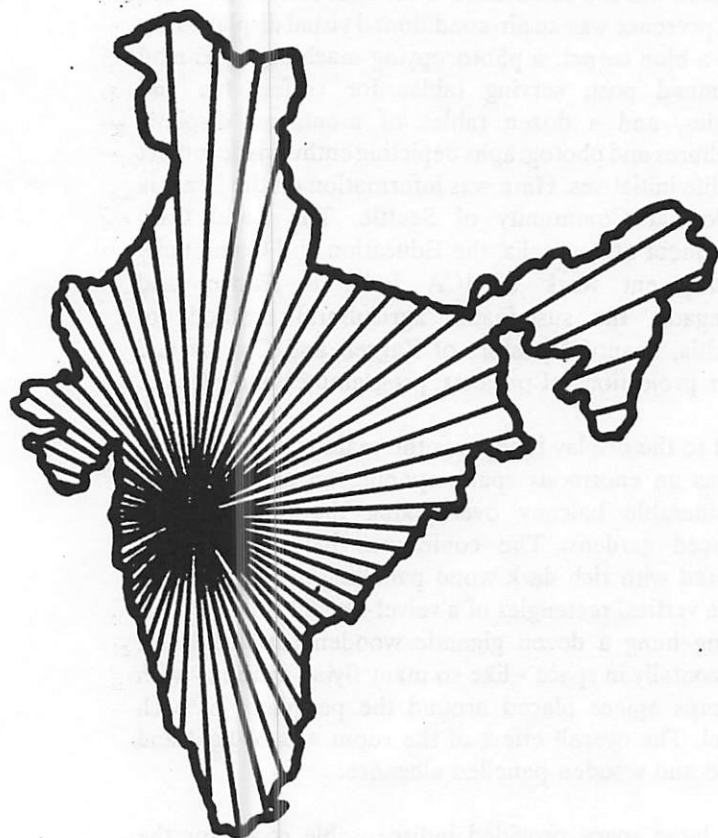
Beyond the dining room through a long, labyrinth like corridor was the conference area. First indication of the ICA presence was an air-conditioned visual display lobby with a blue carpet, a photocopying machine, an E-mail command post, serving tables for coffee, tea and cookies, and a dozen tables of montages, displays, brochures and photographs depicting enthusiastic project and life initiatives. Here was information on the Songaia Ecological Community of Seattle, The Land Care Movement of Australia, the Education and Community development work of ICA India in Panvel and Malegaon, the sustainable agricultural methods of Zambia, beautiful posters of Zagreb and Croatia and other projections of projects, programmes and places.

Next to the display lobby was the main conference hall. It was an enormous space opening on one side to a considerable balcony overlooking the hotel's green terraced gardens. The conference hall's walls were covered with rich dark wood panelling divided by long white vertical rectangles of a velvet-like fabric. From the ceiling hung a dozen gigantic wooden cartwheels set horizontally in space - like so many flying saucers - with 8 lamps apiece placed around the periphery of each wheel. The overall effect of the room was of light and space and wooden panelled elegance.

The large space provided indispensable room for the people and the creative arrangements of the following six days. During that time, to the constant clatter of the 3 lap top PCs charged with documenting the meeting, people and chairs permuted in a dazzling display of spacial mobility. Partitioned into one, two or three areas, the conference room frequently changed both orientation and focal points. Under the self-organizing principle large concentric circles of chairs would change into so many independent roundtables, then into a front focused room, later into a side configuration, still later into a U shape, further ahead into a single large circle, then back into roundtables

The opening ceremony focused our attention on the centre of the space where a bronze five foot tall ceremonial lamp, with four wicks representing the four compass points, stood. We began with a feast of lights. At the onset, our Indian colleague Mangla Gavai, dressed in the traditional sari, invited Leroy Philbrook, the longest member of the ICA present and Zlata Pavic, Zagreb, newest member present, to light the four wicks of the lamp honouring from where we came. At the centre of a large square with one-hundred souls in silent attention, Mangla passed a large bronze dish containing red and yellow powder. The dish was passed from person to person around the room; each one anointing the next person's forehead in red and yellow according

The Network Exchange



LONVALA '94

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THE GLOBAL GATHERING: CULTURE IN THE PROCESS OF TRANSFORMATION

A Harmonic Convergence of people, history, ideas and spirit united Oct.3 through Oct. 9 on the verdant hill top outside of the Indian resort town of Lonavala. Not since Prague in '92 had the extended ICA family come together for a check signals celebration of the life and work of its members and colleagues. What a celebration it was! With not just India but the whole of Asia as a backdrop, the conference was just the main dish in a "self service participant's menu" of travel and discovery.

Taking advantage of the occasion, people had long before initiated voyages of personal enrichment. Some used the occasion to intern themselves for 10 solid days of silence in an Indian Ashram; others had mapped out post-conference trips to Nepal and the Himalayas; some went high-tech bargain shopping in Singapore; others looked forward to visiting the countryside, business associates, development projects, or particular ashrams with particular Gurus. The gathering, beyond its stated agenda, signalled a time for East Asian "side dish sampling" and sharing. A time for more than just program reporting and planning; a time of intense personal discovery, of interchange and relationship building.

The meeting itself, the "central dish", marked the common journey of the participants' ways, both subtle and indelible. Our identity, the image of who we are (those strange people that create "global gatherings"), how we are and why we are, became sharply focused. How that imagery has changed and yet how consistent it remains! Once again we were revealed to ourselves and our image was rich indeed. We are the world. We are both fresh and familiar faces from many parts. We are from all of the continents - from Australia to South Africa; from Brazil to Canada; from Zambia to Zagreb; from Tokyo to New York City. We have long or short memories of our own individual endeavours and relationship with the ICA. One bit of commonality; we are global to the core and we are concerned, as always, with the human factor.

Our time together in India was auspicious in many ways. On the one hand, who would have ever imagined that at the time of our gathering a long lingering echo from a remote past, going by the name of "the plague" and "Black Death", would surface in the very state of Maharashtra. But surface it did, if principally as a product of global media hype. Nevertheless we were enthralled by "Shiva", the destroyer, who especially in times of transformation forms part and parcel of our very own

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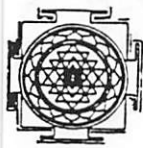
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cont. from p. 4

conversations with colleagues, we became world class learners.

At the beginning of the gathering Rob Work, (UNDP Officer) on behalf of the U.N., introduced the concept of "sustainable human development" (SHD). In the days that followed, our encounters with colleagues lent more and more credence to the idea that our four networks are linked inextricably and have at their core that very concept, (SHD). All are varying manifestations of the same theme, call it the human factor, human development, sustainable development, transformational development, participation or what have you. There exists in all of our work a basic unity linking people to possibility and potential. This basic idea is open to new inputs and accepting of the many mutations and permutations spun by the many around its theme.

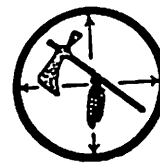
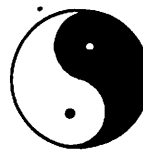
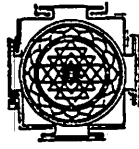
Strangely, or perhaps not, our 6 days coincided with yet one other event: the celebration of Navrati, "the prayer of the goddess". This celebration commemorates the severing of the 9 different heads of the demon Ravan. Each head represents a human vice. The hero Ram beheads the demon on nine consecutive nights. Joyous dancing and street celebration mark these events. The hero realizes on the tenth night that it is the demon's heart that must be slain. When the demon is dead, the reign of happiness can begin.

Our own celebration began one day before Navrati. Many of us danced in the streets of Lonavala to the

lights, the lively beat of the drums and the incantation of the trumpets. Surely we contributed our share to the realm of happiness.

To end the conference, again the lamp was brought to the centre of the room, this time with 9 wicks representing the 9 continents. Mangla Gavia invited a representative from each continent to come forward and light a candle. When the nine representatives were in place, Mangla then invited each person in the room to stand in a line behind the continent with which they identified. Each individual decided which continent and took her/his place in that continent's line. The Send Out was "Take from this conference, its knowledge, wisdom and spirit and carry it to the world". The continent representatives turned to the person behind them, handed them the lighted candle and repeated the Send Out, and so on down the line. After the last Send Out was said, we left in silence.





cont. from p. 14: Birthday Celebrations

sacrifice. The same thing happened in China and of course here in India with Gotama. In ancient Israel the same thing was happening. They learned that God demanded mercy, not sacrifice. It was internalized; it was ethicized; it was externalized again. But now it means to help, "help = sacrifice". That concept took place all over the world from the 8th century to the 6th century BC.

When we think of Gandhi, we think of the spinning wheel, the symbol of sacrifice, or the "Walk of Salt". The whole world heard of that trip. When he evaporated salt from sea water, he set a people free. The government had a monopoly on salt and there was a tax. We can't live without salt. This walk meant that everytime they tasted salt, they opposed British rule. So he called his salt walk Sacrifice. So salt is a great symbol. We have no one in the world today who comes close to that kind of political genius. You can't get along without salt, so he spoke for everybody.

He figured it would take 9 million weavers to make enough cloth and each weaver required 10 spinners. He said this was a symbol of independence for India. All those people employed. Daring! The boldness of saying your method is infallible. What did he mean? He didn't mean he was infallible, but that rather his method was infallible because it rested on a tripod of a great India. Truth must ever prevail. The British were clearly guilty

of untruth. Truth had to win. Austerity commends the God. Sacrifice. What am I driving at here? If the ICA programme is not seen as Sacrifice it will fail miserably. That raises a question? Whose sacrifice? Who pays the price? You do and those you train.

I've been talking about Gandhi but I have been talking about Joe because he too knew the meaning of sacrifice. He came along at the time and place that people like you are needed. Gandhi's programme was not merely to overthrow the British but renewal within India. So that when freedom came people would be able to receive and operate it. That is the genius of the ICA movement that my brother gave and it finally involved his very life. You will see his message. It is not static because you have developed.

One of Joe's teachers said, "Joe was the greatest teacher that he ever turned out." Others spoke of global. Joe spoke about the global and walked his talk. When you go to the villages and link hands with everybody everywhere, now maybe you see the connection. Joe and Gandhi knew what sacrifice means. If you don't learn that, throw in you badges. It isn't going to happen.

I want to say how pleased I have been here to stand in for Joe. I even brought the proper costume along. I hope I have been able to get into character. Like Suntatella here, the actors get into character, learn the lines, and put on the costumes and then - on with the show.



cont. from p. 15: Resources for the Future

right from the beginning, and asked if I could come see him. He was the priest at the "Lady of Sorrows" back when we first moved to the West Side. He said, "You have a treasure house in those files." That was all the permission that we needed, so we got started. . .

I am not an archivist. It is a science. Father Eagan sent me to see Brother Grace at Loyola, the DePaw University archivist. Jim Mathews made it possible for us to have an archivist to help us decide the record groups. It is a very flexible list but it would be great if around the world you would like to coordinate your files with ours.

L.E. Philbrook helped us find the archive programme. It is called the "Minaret" programme and is compatible with that of public libraries and universities. L.E. is our computer expert. Audrey Ayres, Dee Horn, Marge

Philbrook, Betty Pesek and I are all part of the team. Betty Pesek worked for years as Joe's secretary. In the future we should have a ceremony for sainthood. Betty is who I would nominate.

What is our frame of reference (for the archives). We have put this chart (a huge comprehensive archives chart) in threes, knowing, doing, being . . . What would be the product of Phase I of this effort? Taking all those files and bringing them into the data base. Someone sent a copy of the John Hopkins Archives. We have mocked up this catalogue and are using it as a model.

We are getting requests and we are filing them. We aren't in the mode of being of service yet but we will get there. We expect to have this catalog published in December 1995.



DEVELOPMENT



EDUCATION

cont. from p. 7

5. Participative Culture in Education: two types of leadership were singled out as more or less conducive to how followers or participants learn. These are:

The Hierarchical or Visionary Leader	The Leader as Facilitator
Demands and gets authority	Solicits and begets participation
Knows what needs to be done	Knows methods involving be others for getting things done
Seeks the right decision	Seeks a decision owned by the group.
Relies on individual ability	Relies on group wisdom

Both types of leadership may be used, depending on circumstances. "We need both kinds of leadership at different times" - excerpt from opening context of Group Facilitation Methods Course, Top Series ICA USA.

6) Measuring Change in Education: there are some difficulties in setting parameters for measuring change nevertheless it is comforting to see that funding sources are beginning to fund the invisible, not easily documented dynamics of human development as pointed out in the presentation by Rob Work on the UNDP and "Sustainable Human Development".

Breakthrough: Learning and Reflections: the need and value of sophisticated means of communicating our progress; the value of collaborative efforts: Africa/Japan/India.



cont. from p. 11

John Oyler - ICA West USA: John Oyler explained the nature of the FM series. Since 1986 they have had 5,000 grads. The courses were used to build partnerships. Currently these partnerships exist with Youth Workers, Emery University, the School Leadership of Arizona, with neighbourhood leaders. The FM-1 is a 2 day course. It teaches 3 methods 1) the Discussion Method, the Workshop Method (brainstorm, Gestalt) and Action Planning (one project, one campaign, etc.). All participants practice and this is the key to the course. Minimum participants, 20 (2 facilitators), maximum participants 30 (3 facilitators).



REFLECTION OF THE GROUP

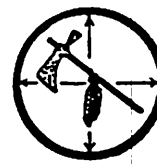
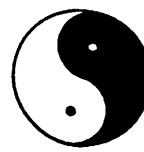
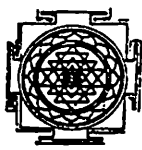
Reflecting on the work of the Network, the following questions were raised:

Implications: now until 2000

- 1) How is this different from what we have been doing?
- 2) What new openings/challenges are there?
- 3) What does this imply for our operating mode?
- 4) How to transfer understanding/responsibility to local people?
- 5) How to transfer/redefine governments, NGO's understanding?
- 6) How to continue dialogue on Sustainable Human Development after this conference?

Strategies for Continuing the Dialogue

- 1) Be conscious and follow the U.N. Social Conference in Copenhagen in March 1995.
- 2) Get more clarity on Rob Work's paper
- 3) Each location secure the Sustainable Human Development Indicators from local UNDP office. Know exactly the categories we are talking about.
- 4) Validate our interest in Sustainable Human Development through the Network Dialogue.
- 5) Tony Beltran (Brussels) to gather input from local groups on study/dialogue of Sustainable Human Development.
- 6) Pull our work through this mold
- 7) Take advantage of offer of ICA West to do "fast track" (hands on facilitation of an actual FM course) facilitator training in April for locations around the world.



RESOURCES FOR THE FUTURE

One of the most moving presentations, not the least for its wit and humour, of the Lonavala conference, was Lyn Mathews Edwards' talk about her team's work on the O.E./I.C.A. archives. Besides promising that in the future all relevant archives in Chicago will be computerized and available on call, Lyn's report brought forth a commitment from those ICAs with past records that they would collaborate in helping to pull together ICA history. Below are some excerpts from Lyn's presentation and Jack Gilles' context.

Jack Gilles - It is fortuitous that this work on the archives is being presented at this point in our time together. Rob Work's talk yesterday gave us a context in relationship to our future. There is today an opening and indeed a demand that the world is requiring of those of us who have insights of how local people participate, how the spirit is released and how humanness becomes the hall mark of all things. . .

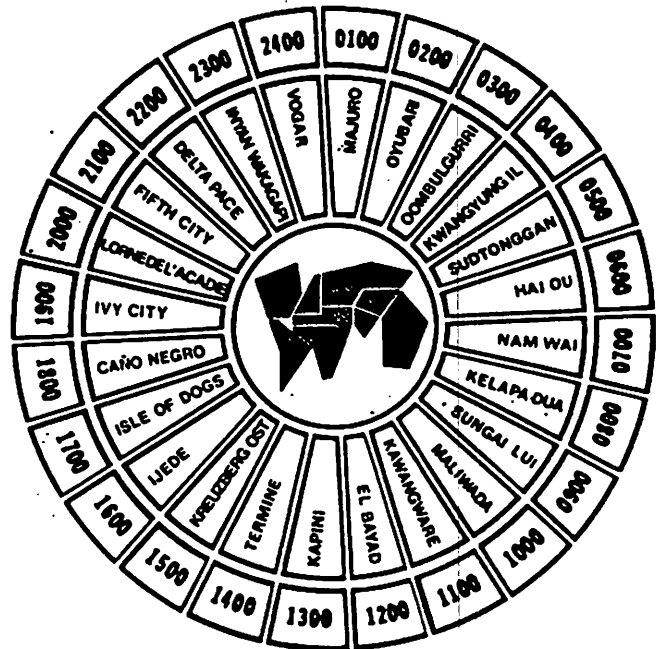
We have a chance now to ask the question of how we raise the collective wisdom of this body? The question really before us is; how do we mobilize, focus, and transmit the collective wisdom that resides in and through this body and its ever expanding associations?

Wheatley said organizations today need to understand that information is an energy system. It is an energy system that, as it encounters a human being, becomes enriched. As it passes through more minds it becomes more potent. So we need to enable many minds to be enriched by this wisdom. The capacity to build common wisdom and common memory is one of the touchstones of whatever power and achievement we have accomplished.

The archives are part of a process to keep vital our common wisdom. The issue is how to access this incredible wisdom. How do you run a 1,000 people meeting? (for example).

It is very rare that one has the opportunity to stand before a body to introduce a subject that has shaped one's whole life. This work that Lyn is going to present has made me what I am. . . Let me introduce the Number One Lady.

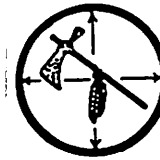
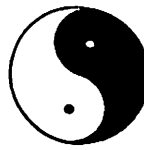
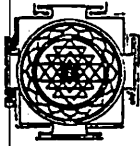
Lyn Mathews Edwards - I was recently in Toronto to teach RS-1. This was to celebrate Stan Gibson's 50th birthday and the 25th anniversary of the Toronto region. Pat Scott said, "This is home. Where home is, is with this group of people". I experience that. I am just delighted to be here.



Archives. What are archives? Documenting the past. And indeed that is what we are doing. We are taking 30 years of thousands of hours of creative energy and trying to harvest that wisdom so that it can become a part of the future. It is not just to take hold of the past, it is on behalf of the future. . . What I hear is that we live in exciting times. I can't imagine a greater time to live. It is so pain filled. It is so joy filled. The interrelatedness. The kind of evolving consciousness. I believe consciousness has reached a critical mass. Everyone knows we live in a global world. It is so painful. One of the ways to deny that is to retreat and make your world smaller. That is not a possible move for us. Our only relationship to what is happening in the world is to give it a Big YES. I like to say that only those people that can say the Big Yes can say the radical NO to the injustice that is going on. When I think of the Institute, it is just like the rest of the world; we have gone local. I think back, we were so corporate, we all knew our role. It is just a different kind of universe now. I think it is a great time. A time when we are demanded to be detached from the past and allow whatever the universe is bringing out to take form. The archives are allowing us to do that.

Now about the archives. There were 144 file cabinets in the basement of the Kemper Building in February 1993. Some of my colleagues began to call and say, what is going to happen to all those files. Sometimes it is hard to know the effective answer and so I called up Monsignor Eagan, who has been a mentor and guardian

Cont. p. 17



BIRTHDAY CELEBRATIONS

by Bishop Jim Mathews

Bishop Jim Mathews, of the Methodist Church, is the older brother of Joe Mathews, founder of the ICA. Bishop Jim served for many years in India with the Methodist Church. During that time he learned to speak Marati, a local language from the Bombay region.

Bishop Jim greeted the gathering in Marati . . . Marati is a beautiful language! In one language "Good morning" is the same as saying, "Do you remember that tomorrow we spoke of yesterday? Today we have arrived in that tomorrow." That is not so much an accomplishment as it is a gift. In Africa they would ask, "Did you sleep well?" They answer, "I did if you did." Do you see the wisdom? Our welfare depends on the welfare of our brothers and sisters. One cannot think of him/herself outside of community. That is ICA language, in one sense I have mastered it.

This is a particular day because it is the 83rd birthday of my brother Joe who was the founder of ICA. Someone was asking what Joe would look like. Take about 3 inches off me and you would have Joe. When he died in 1977, I asked Lyn for something of Joe's. She asked what I wanted. I said that I wanted his shirt and she gave it to me. It was this shirt. I am not clothed in my own garment but his. I hope some of that rubs off on me.

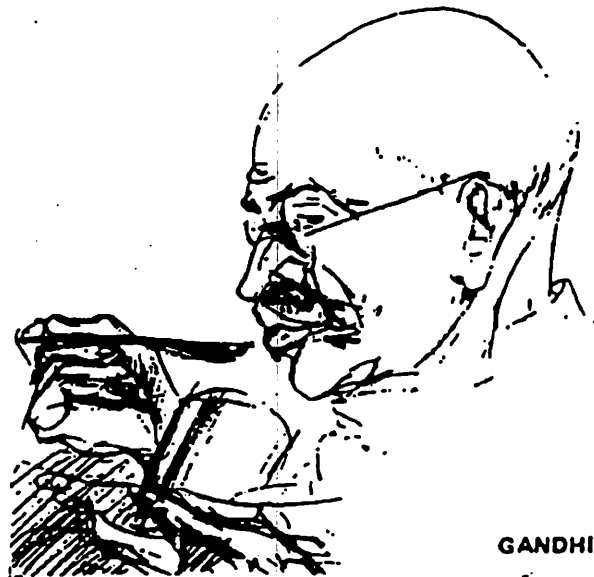
Joe was born in a little town in Pennsylvania. You could pass through it and never know it was a town. We had a large family and we were an undivided family. We grew up in Ohio, what we call the Midwest. If you are brought up in the midwest, you are a country person and unrefined. But that is no longer so. Now there is no extreme sectional accent and or behaviour. It is not bad to have grown up in the midwest.

For three years I was an itinerant teacher with Joe. We learned at the feet of a master teacher how to chart things. When you chart you read from left to right, unless we are from some other culture then it ought to go the other way.

I was asked, also, to say a word about Gandhi, the father of India. The anniversary of his birthday was on the 2nd of October. Gandhi was born 125 years ago in the same year that my father was born. Gandhi was born in Forbunda, a town on the Arabian sea. Forbunda is the name of the white stone found in that region. This white stone has a unique quality. When a house is built of white stone, as it ages the stone becomes more solid and the house become stronger.

There was a temple on either side of the house Gandhi lived in. His life, like that stone, became more solid as he grew older.

On Wednesday evening of this week, I met a young man, 3 1/2 years old. I met his father also. A week ago, I met that man's father, Aru. Exactly 40 years ago in South Africa, I met Aru's father. I stayed at his home; his wife spoke Marati. Exactly 55 years ago, I met the father of Aru's father. I have named 5 males in a family line. They all share the last name of Gandhi. So I stand before you as one who has known 5 generations of Gandhis.



GANDHI

Years ago, near Nagpur, south of Savagram, I visited an ashram. Its site was deliberately chosen because there was no road. You had to walk. On a cool December morning we arrived and were met by a little man 5 feet 5. He invited us to go on his morning walk, so for an hour I had the privilege of walking with the father of this country. We walked and talked together. Non violence was just starting to be the great Indian movement. One of the leaders, who was called India's walking saint had just been arrested. I said, "Don't you feel sad." He said, "No, if you offend against the law, you simply pay the penalty."

Some of you were late 15 minutes. If you had had an appointment with Gandhi, he would have looked at his dollar Ingersol watch, and said, "You have just delayed independence by 45 minutes."

In every religion of the world they have a concept of sacrifice. All kinds of things are sacrificed. But you know about 800 BC there came a critical movement that started in Iran. Zoroastra protested against blood



The challenge is to maintain the complementary interplay of these various social actors (government, private sector, community based organizations (CBOs) and NGOs). This is an emerging definition of governance - the facilitation of a healthy interaction of the social actors towards sustainable human development. Each of the social actors has a role to play in governance and a responsibility to seek good governance and to move the society towards SHD. . .

In the past few years the UN has sought the active participation of NGOs and CBOs in UN conferences and in UN programmes and projects. NGO presence was a powerful force at the Earth Summit in Rio in 1992 and will be a powerful force in the Social Summit in Copenhagen and the Women's Summit in Beijing in 1995 and the City Summit in Istanbul in 1996.

But participation in global and national dialogue is only part of the role of NGOs. As indicated earlier, the world community is reaching a high degree of consensus on what constitutes sustainable human development and NGOs have been involved in creating that consensus.

What is needed now is for NGOs to design their own strategies and action plans in order to implement the global consensus at the national and local levels. The battle is no longer at the conceptual level but has shifted to the placing of SHD into projects, programmes and policies. NGOs are being called to act as facilitators of the process of participatory partnerships towards sustainable human development. UNDP has recently prepared a strategy paper on the role of NGOs in development and is working to allow NGOs to not only implement UN programmes through sub-contracts but to act as an executing agency or the primary contractual party which heretofore has been reserved for UN agencies and national governments. This will mean that NGOs will be able to design and manage UN programmes.

This leads me to the role of the ICAI in facilitating processes of participation and partnership towards sustainable human development. As you know very well, the ICAI has a great legacy of approaches for which the world is desperately in need and is actively searching. UNDP for example, among many, many organizations, is beginning to utilize the Technology of Participation (ToP).

For example, when I left New York last week, Eunice Shankland was designing a training course at UNDP on Sustainable Human Development which will be a pilot for use with all of our 131 country offices and had just helped design and facilitate a briefing session for 18 new

Resident Representatives and a training course, along with Mirja Hansen, for our new Sustainable Development Advisers in 30 country offices, each of whom had a copy of *Winning Through Participation*. When I return I will facilitate the module in this course on Governance. Jan Sanders last month facilitated the International Workshop for the LIFE National Coordinators. The LIFE National Coordinators are asking for more training in participatory methods. Kevin Balm and Raul Jorquera recently facilitated a regional workshop for the Global Environment Facility's Small Grant Programme in Latin America and the Caribbean. Richard Alton and Brian Fischer facilitated a similar programme for GEF in Africa. And Kevin Balm also facilitated the GEF regional workshop for Asia and the Pacific. In January of this year, Mary D'Souza helped facilitate the Global Advisory Committee Workshop in Stockholm for the LIFE programme. Before that, Mary helped evaluate UNDP's global programme promoting the role of women in water and sanitation projects. ICA Egypt designed and trained the facilitators for the LIFE National Consultation in Suez last year. Vaughn O'Halloran has also recently facilitated two workshops at UNDP Headquarters. UNDP has been in discussion with John Patterson about strategic management programmes in Mongolia. Goran Hyden helped prepare a paper for UNDP entitled "A Practitioner's Guide to Operationalizing Sustainable Human Development" in which the critical concept of "social capital" was put forward - the building up of relationships among people, i.e., partnerships. UNDP is becoming more aware every day that it needs methods of facilitation if it is to help facilitate SHD in 131 programme countries and among the host of UN agencies.

In conclusion, I would like to say that the New Paradigm has arrived. We don't need to wait any longer. The only challenge worth taking is the challenge of the "how". How does each national ICA, each individual consultant and colleague within his or her particular context and assignment help operationalize sustainable human development?

Eight years ago Joep van Arendonk called the ICA the "People of the Question". Today I would like to expand on that by saying that the persons associated with the ICA are the "People of the Context, the Method, the Style and the Stance" - the people who will respond to the call to facilitate sustainable human development in every situation and opportunity.

This is the moment. We can do no other. Now is the time! We are the people!



DEVELOPMENT

Network

SUSTAINABLE HUMAN DEVELOPMENT:

A Process of Participatory Partnerships for Social Equity and Ecological Harmony

by *Robertson Work*

The following are excerpts from Robert Work's address to the ICA Global Gathering in Lonavala.

My dear colleagues, this is a very special opportunity to be together this week in Lonavala at the Global Gathering of persons associated with the "Institute of Cultural Affairs". Today I want to speak to you about international development, as an international civil servant, as a staff member of UNDP. UNDP is the central coordinating and funding body of the UN family of agencies and has offices in 131 developing countries.

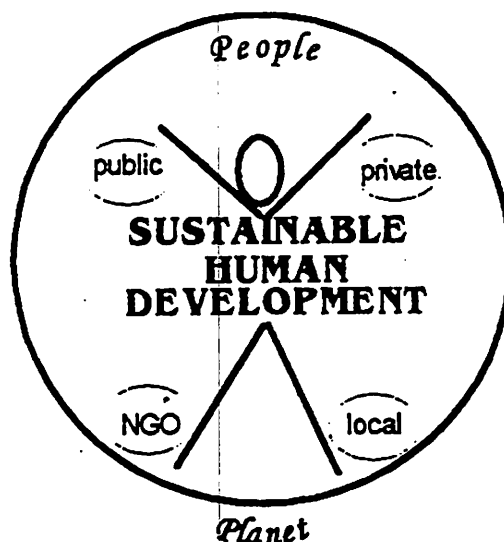
Sustainable Human Development (SHD): A New Paradigm of International Development Cooperation
At the beginning of this decade, UNDP began publishing the annual Human Development Report (HDR). This independent analysis raised the question of human development and began to shift the debate within the development establishment from a singular focus on macro economics indicators, such as GNP, which the World Bank and others had promoted, to a range of social and economic indicators, including longevity, literacy and adjusted GNP per capita. The HDR suggested that the question which must be raised is "how are the people faring?". . . The HDR suggested that human development has to do with increasing the capacity of people to make choices about their lives.

Then in May 1992 the Earth Summit took place. This event was a global wake up call to sustainable development. . . A new paradigm of development was being born on the global stage. As stated in the July 1992 high-level meeting of ECOSOC, there is an "emerging vision of development as human-centred, equitable and socially and environmentally sustainable". And as James Gustave Speth, the Administrator of UNDP said last year: "At UNDP we are calling this new vision 'sustainable human development (SHD)'. . . Sustainable Human Development is development that doesn't merely generate growth, but distributes its benefits equitably; it regenerates the environment . . . ; it empowers people . . . ; it enlarges their choices and opportunities and provides for people's participation in decisions affecting their lives . . . It stresses growth, but growth with employment, growth with environment, growth with empowerment, growth with equity. Sustainable Human Development is not just a UNDP slogan, it is a unifying concept for all of us engaged in the business of development cooperation.

Sustainable Human Development is people-centred development that is socially just, ecologically sustainable, politically participatory, economically productive and culturally vibrant. What is most significant about this is not that you and I agree with this statement but that it is the global consensus of the international community.

Within this comprehensive framework, UNDP has decided to focus its efforts on five impact areas - poverty alleviation, productive employment and livelihoods, advancement of women and other disadvantaged groups, environmental regeneration and participatory governance, which undergirds the other four. Within each country, strategic entry points are being identified by the government and the civil society. These can be, for example, HIV/AIDS, basic education, the urban environment, the role of the private sector, gender, public sector management, and so forth. From a given entry point, dialogue is stimulated among the relevant social actors concerning new policies, programmes and projects to link the five impact areas and move towards social equity and ecological balance.

But this vision is not just a UNDP vision. Because of the positive response of the other agencies of the UN system to this vision, the Secretary-General has asked the Administrator of UNDP to coordinate all UN development activities within an SHD framework. Once the concept of SHD is somewhat clear, the question becomes, how can it be operationalized?





SUSTAINABLE DEVELOPMENT

Some of the people present included: Dick Alton, Rob Work, Faustin Kaume, Ali An Zandstra, Ruth Lukona, Sophie Donde, Shizuyo Sato, Edward Mutiso, Wayne Ellsworth, Kouado Alli, Puthrika Moone Singhe

How the Network Organized: the first day reports were presented from the different groups that are working in sustainable development. Reports included the work of ICAs in Africa, Asia, Latin America, Australia, Europe and Phoenix in the USA.

The second day a fund raising panel consisting of D. Alton (ICAI), Shizuyo Sato (ICA Japan) and Robert Work (UNDP) presented their experiences and recommendations. In the following days other presenters were invited for substantive dialogue. These included Ms. Putrika with a report of her training project for women in micro-enterprises in Sri Lanka and John Oyler of ICA West US to talk about the FM series and how that may be put to use by local offices for marketing ICA know how and lessening their dependency on fund-raising.

FUND RAISING PANEL - Information and recommendations:

Rob Work (UNDP, small grants Urban Environment Programme, "LIFE" Project) - UNDP small grants program funds NGOs with up to US \$50,000. UNDP has drafted a strategy paper for its involvement with NGOs; these are recognized bona fide development actors. Besides small grants, there is a UNDP office in most countries with a Country Program (a larger program) which takes into account training and implementation. UNDP small grant programmes include:

1. PDP, Partners in Development
2. GEF, Global Environment Fund; interested in biodiversity, ozone depletion and other environmental indicators.
3. LIFE, Local Initiative Facility Urban Environment, Rob Work's project of urban development done in collaboration with NGOs and local city governments. Liquid-solid waste program disposal and others.
4. SANS, Sustainable Agriculture
5. Pulse, Basic Education UNICEF basic services, women and other programs

Procedures for application:

1. Contact UNDP office in country
2. Visit to provide briefing
3. Request application
4. Request site visit
5. Send reports

6. Invite to events
7. Secure government support

Accountability (if you receive grant):

1. First draw - progress reports and finance report (general no receipts)
2. Mid term - reports and finance
3. Final - report and finance

Address:

Urban Development Journey
1 UN Plaza
New York, NY 10017
Attn: Rob Work

Shizuyo Sato: ICA Japan has an ongoing relationship with the Foreign Ministry - the only government agency doing grants. The Foreign Ministry funds only 35% of projects but if ICA Japan can get a contract with them then the Post Office Ministry will kick in (interest from its Savings Account can be donated to development projects) and ICA Japan can fund 100% of a project. You may apply to ICA Japan. They are the granting agency.

Dick Alton: Dick does fund raising out of Belgium with the European Community. He helped ICA Egypt receive \$ 350,000 from USAID this year. His learnings:

1. There is more money coming to NGOs than ever, especially when donors become disenchanted with governments in the South. But there is also pressure on NGOs to have good management, be well structured and have good accounting systems.
2. When looking for a long-term partnership, don't just send in proposals to donors. First identify what you are good at and interested in, find out the guidelines and the pre-requisites.

The key to the process is listening: active listening, making sense of what theory is saying. Major theme since the end of the cold war is "Building Civil Society". Consulates and High Commissions are also good sources for funding.

OTHER PRESENTERS

Ms Putrika - Sri Lanka Report: Ms. Putrika works with an engineering firm and is involved in a partnership project with ICA India in training women in entrepreneurial skills for micro-enterprise development and literacy. She is not an employee of ICA but does consider herself a member. She is a social worker and her task is to provide loans not grants.

cont. p. 16



DEPTH HUMAN CULTURE

Some of the people present at this network included: *John and Elaine Telford, Alien King, Don Elliott, Nancy Lanphear, Tony Beltran, Margurite Theophil, Judy Gilyeart, Jann Barr, Homayun Taba, Srikanth Malladi, Gretchen Wegner*

How the Network Organized: the network asked its members, what they wanted to do, what their names and passions were, what topics did people have presentations for that they would like to give. A sequential arrangement of these topics of presentations formed the framework around which the work was organized. These topics included:

1. The Roots of Culture - a reflective conversation led by Susan Fertig-Dykes on personal and cultural identity. How the individual came to define him/herself culturally? What were the strategies utilized for overcoming difficulties and adjusting to the milieu? This conversation was very useful in getting to know each other's personal journey.

2. Shakti (feminine energy) - a presentation by Margurite Theophil on the often suppressed feminine principle and the journey of giving it an appropriate and helpful expression within the Indian context. This presentation enabled the different cultural groups present to talk about the principle of feminine energy in each one of their cultures. It laid the groundwork for thinking in terms of the dimension of finding balance within a culture. (A physical exercise demonstrated that a 50/50 balance is not necessarily the most effective. A 25/75 balance gives more flexibility.)

3. The Australian Reconciliation Movement - a presentation of the current work being done in Australia to reconcile European culture to that of the Aborigines. This presentation, based on the work of John and Elaine Telford, demonstrated the difficulty and deleterious effects of cultural misunderstandings even amongst well intentioned folk. The keys to Australian aboriginal culture were identified as functions of Time, Land, and Relationships.

4. Rites of Passage - a reflective dialogue led by Nancy Lanphear. Ways that high ritual signifies and informs an individual's life. We looked in depth at the components of rites of passage, how they function, how and where they are appropriate and how they might be utilized to give meaning to people's life. Rites of Passage are some of the programmes being offered to the public at the ecological residential community Songaia.

5. Successful Cross-Cultural Communication - a presentation by Chan Barksdale which laid out the hidden dimension of cultural differences, how individuals can become more sensitive and how they can flex to the culture of others. The presentation was Chan's first walk through of a seminar to be offered to companies. Today, the staff members of many companies come from many cultures. Cross cultural understandings improve staff effectiveness. The idea of culture as an iceberg showing only its tip was presented.

6. Two Cultural Models - a presentation by Tony Beltran showing the Cultural Models of Harrison Owen and Edward T. Hall as two different levels in the culture iceberg. Utilization of the Harrison Owen model to explore the cultural themes of both American and Indian cultures. The idea of cultures belonging to either a Control model (i.e. USA/Europe) or a Harmony model (i.e. India/traditional societies) was introduced.

7. Searching for Emerging Culture - a spontaneous research initiative utilizing the models of the Cultural Process Triangle and the symbol of the Yin/Yan to find how Control model and the Harmony model can be balanced in different cultural settings so as to reap the benefits of both. This research involved looking at culture through its myths, e.g. American rugged individualism. The question was asked, "Where are the myths not holding and what is emerging?"

Next Steps:

1. How to talk about, and become conscious of, and actively mold ICA methods so that they maintain a Control/Harmony balance (soft/hard methods)

2. Explore yin/yan (where is the dormant harmony in a control culture and vice versa?)

3. Develop methodology for multi-cultural understanding within particular countries.

4. Continue research on consequences and utilization of shifts within the parameters - time, land/space and relationships.

5. Create a new awareness in ourselves, in order to create a framework that we can call forth.

6. Year 2000 a "Future Search" conference in (ULURU, sacred aboriginal space in central Australia).

7. Story Teller exchange.

THE SUNRISE SEMINARS

Friday, Oct. 7

Landcare, Australia

John Chaffe explained the Landcare programme of the Dept. of Conservation and Natural Resources of the State of Victoria.

* Landcare began in 1986 in central Victoria to tackle land degradation, Australia's most serious environmental problem. Prime Minister Hawke declared in the 1990's the decade of Landcare and pledged \$320 million dollars to it.

* Some 500 Landcare groups are currently using a community development approach to help farmers and communities to manage change through participation.

* This has led to a new era of participation in group planning, community action and rural development by providing a means for broad community involvement. It is building a team approach between government and rural community to achieve agricultural productivity that is ecologically and economically sustainable.

* The Technology of Participation (ToP) facilitation skills have provided the framework for Landcare programmes in Victoria.

Landcare



COMMUNITIES SHAPING THE LAND
AND THE FUTURE



Friday, Oct. 7

The National Council for Aboriginal Reconciliation

Elaine and John Telford reported on the formation and work of this council

* The Council for Aboriginal Reconciliation first met in 1992 to build bridges of understanding between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

* The Council set up by the Federal Parliament, has 25 members, 12 are Aboriginal, 2 are Torres Strait Islanders and 11 are from the wider community. All major political groups are represented.

* The vision of the Council is "a united Australia which respects this land of ours; values the Aboriginal and Torres Strait Islander heritage; and provides justice an equity for all".

* 8 consultant/regional co-ordinators have been hired by the council. The Telford's are the co-ordinators for New South Wales.

* The ICA has been involved in aboriginal affairs since 1968. The Council of Aboriginal Reconciliation utilized ICA participatory methodology as an integral part of its work.



Saturday, Oct. 8

Songaia: A Co-Housing Community Doing ICA Rite of Passage Programmes and Demonstrating Sustainable Human Development. Carol Crow walked us through the Songaia initiative.

* Songaia is located on 11 acres of wooded hillside and pasture about 30 minutes from Seattle.

* It is a co-housing community currently inhabited by 15 people in two buildings, it is expected to grow to at least 12 individual home units arranged around common space and facilities.

* Co-housing is a concept in neighbourhood living which enables families to have the best features of private housing in an active community environment. It emphasizes a strong sense of security, neighbourliness, and extended family combined with affordable and environmentally responsible housing.

* The vision of Songaia is that of a relationship with all life, as co-inhabitants of Planet Earth. Partnership in Songaia is available to all interested people, whatever degree of commitment is possible. Unit owners are Full Partners, while other levels of partnership involve those who are supportive and want to stay connected. Contact the office (206) 486-2035 for more information.



Sunday, Oct. 9

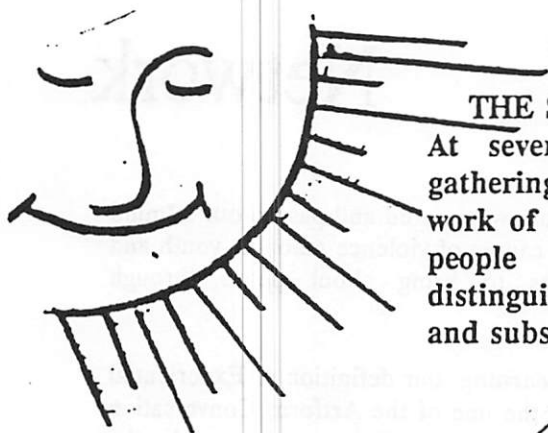
International Conference on Population and Development, Cairo, Egypt. Ursula Winteler officially represented ICAI at the September 1994 ICPD Conference in Cairo and gave a report on the conference. She, officially, will represent ICAI also in the Social Summit in Copenhagen early next year.

* Improving the quality of life of women is the necessary thrust.

* The South's population issue is inextricably linked to the North's resource exploitation/depletion issue.

* A partnership relationship between governments and NGOs is essential in the proper handling of the population issue.

* A partnership mode between men and women is necessary for the future.



THE SUNRISE SEMINARS

At seven o'clock each morning of the gathering a Sunrise Seminar highlighting the work of a particular person or a group of people was offered. These seminars distinguished themselves for being very rich and substantive.



Tuesday, Oct. 4

Dr. Shilpa Merchant; 'Aids' and Indian Perspective.

Dr. Shilpa Merchant is one of a handful of Indian researchers concerned about the effects of Aids in the city of Bombay and in India in general. What began as a scientific project to track the spread of the HIV virus has turned into a personal quest to draw awareness to the scope of the problem and implement safeguards throughout India to check the spread of Aids. So far significant advances in penetrating the intractable world of India's sex workers have yet to shock the system into defensive action.

Alarming Facts

- * Bombay's red light district houses over 10,000 sex workers concentrated in a well defined sector of the city. Conditions are deplorable and go from virtual incarceration of abducted girls to indentured labour. Sex mafias keep tight control over this commerce.

- * Over the course of the next few years deaths from HIV will rise astronomically rivaling Africa's AIDS plague.

- * 25% of all hospital patients in Bombay are HIV positive (by contrast in Calcutta only 3% of all hospital patients are infected with HIV)

- * Indian authorities are not only badly equipped to handle the coming crisis but the general mood of the establishment at large is one of denial.



Wednesday, Oct. 5

Agroforestry: A New Challenge for Ivorian Farmers

Faustin Kouame Kouadio of Cote D'Ivoire presented the work of the ICA in his country depicting what is being done towards developing a sustainable agricultural system.

- * Development of a structure, demonstration project + education, to introduce sustainable agricultural methods. Transition from shifting field (slash and burn) to fixed field agriculture (Agro-forestry).

- * Comprehensive use of the Agro-forestry (trees, bushes and crops) as a system for caring for the land, providing appropriate light building materials, fodder, fuel and other on-going needs.

- * Use of nitrogen fixing trees and crops, configuration planting and terracing for sustaining nutrient level of soil and for erosion control.

- * Technology being used was developed in Nigeria at the International Institute of Tropical Agriculture.

Thursday, Oct. 6th

The New Public Health: Healthy Communities, Health Promotion and Community Development in Canada

Suzanne Jackson, ICA Canada president and university researcher, presented edge aspects and innovations of the Canadian health care system.

Highlights

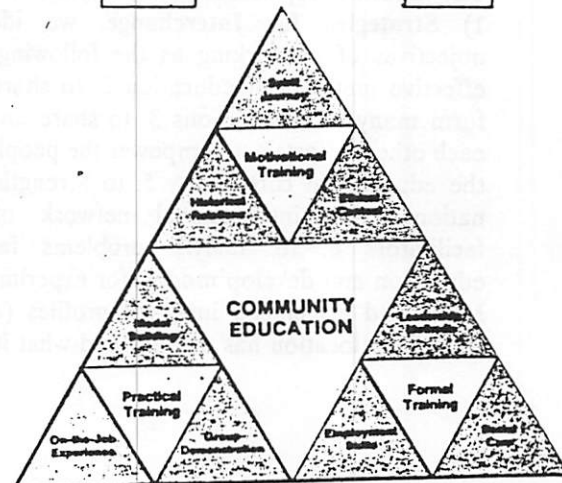
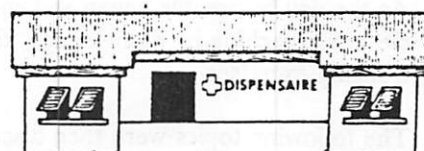
- * 1974 Canadian Health Minister Lalonde redefines health as "a state of complete physical, mental and social well-being". Health promotion is defined as a method of increasing peoples' control over their health.

- * 1986 Ottawa Charter, sponsored by W.H.O., C.P.H.A., and the Canadian Government lays out a preventive holistic health care concept that the nation is moving towards.

- * Health care measurements have changed to include both clinical and preventive modes. (i.e. Quality of Life indexes)

- * Orientation of health care workers (nurses and others) is experiencing an autonomous shift towards holistic practice.

- * Health care workers can propose projects that deal holistically with a community's health issues (i.e. community development is becoming part of their professional kit bag).





EDUCATION NETWORK

Some of the people present included: Suzanne Jackson, Bhimrao Tupe, Inga Bessin, Stan Crow, Sushant Bhattacharya, Shirley Heckman, Shoko Ishikawa, Ramesh Kherdekar, S. Krishnan, Arunar Abhakar, Rafael San Martin, Dulce Gabiate, Voice Vingo, Bridgette Vanrensburg, Wayne Ellsworth.

How the Network Organized: When we were in our network in the first day, both groups on the other sides were trying to figure out what we were doing because we were having so much fun. We decided to do our reports (on what each one of us is doing/has done) in the experiential mode. Our reports included the following initiatives:

- * A Youth Culture Programme in South Africa for sharing and learning of the challenges faced by Black, White and Coloured young people
- * A video on Sustainable African Village Educators from Zambia,
- * A slide show presentation taken by ICA Japan of education projects being funded in Zambia, Kenya and Mexico,
- * Work currently being done in Sri Lanka with micro-enterprises as learning organizations,
- * The Cross-Cultural educational experiences being done at the Kemper building in Chicago.

The second day we talked about approaches that are being used: Panvel: comprehensive use of methodology Learned over the past decade (ToP and many others); Seattle: Rites of Passage; Phoenix: Leadership Development through the use of ToP methods to train facilitators (going beyond the hierarchical approach in education); The experiential aspects of learning being utilized in different places.

As the day before, we began and ended practising what we are preaching by doing songs, kilo claps and multi-tracking exercises.

The following topics were then discussed:

- 1) Strategies for Interchange: we identified the objectives of networking as the following 1. to learn effective methods of education 2. to share experience form many local situations 3. to share and appreciate each others efforts 4. to empower the people engaged in the educational community 5. to Strengthen the local national and international network of education facilitators 6. to analyze problems facing school education and develop models for experimentation. Make and exchanged imaginal profiles (drawings) of what each location has to offer and what it needs.

2. Peace Education: we created and passed out a "mind map" of the root causes of violence amongst youth and potential avenues to bring about peace through education.

3. Experiential Learning: our definition of Experiential Learning follows the line of the Artform Conversation it is: group and individual interaction with the surrounding environment; a holistic involvement of body and spirit; reflective assimilation; assimilation of learning in light of future resolves.



Some of the methods we have utilized towards this end include: a. the ORID methodology, b. the use of the 7 intelligences to create innovative learning activity, c. mediated learning (reflection) from day to day d. simulation games and exercises e. Learning "skills" by doing.

A. Bibliography of Experiential Learning:

1. 7 Ways of Knowing by David Lazear
2. 7 Ways of Teaching
3. Teaching and Learning through 7 Intelligences by Lynda and Bruce Campbell
4. The Musical Brain by Don Campbell
5. Rhythm in Learning by Don Campbell/Chris Ruer
6. Activities for a Peaceful Classroom by Naomi Drew
7. Learning Through Experiences by Marie Montessori
8. "Anubharatun Shikshan" by Dr. Maralhi Naelikae
9. Seven Bullets by Project Adventure
10. the writings of Pfeifer Jones (10 books)
11. The Games Trainers Play
12. More Games Trainers Play

4. Our Definition of Education: "education is a life-long process of acquiring wisdom, experiences, skills and spirit so as to bring about change towards culturally civilized living".

cont. p. 16



HOW ICA METHODS MADE O.T. HAPPEN AT J.K. FIBRES

Ramapati Singhania, CEO of J.K. Synthetics, presented his company's Whole Systems Transformation case during the Lonavala gathering at the request of ToP facilitator and O.T. consultant Cyprian D'Souza.

A dramatic witness for the effectiveness of O.T., ToP methods and Human Centred Enterprise came on the Thursday, Oct. 6, when Ramapati Singhania recounted the case of J.K. Fibres.

In essence J.K. Fibres adopted a total identity turnabout when the company was faced with the prospect of going out of business, for lack of competitiveness, in 1990. On the verge of collapse, they accepted the advice and expertise of O.T. consultant Cyprian D'Souza and implemented a no holds barred O.T. programme.

First step in the process was to declare radical new possibility. J.K. did this out of an act of faith and absolute determination. Almost simultaneously management engaged both sceptical clients and incredulous employees in dialogue of reconciliation and radical change.

To an assembly of hostile clients, J.K. pleaded one year's grace in the form of guaranteed supplies at fixed prices in exchange for direct customer feedback in the form of a "Customer Satisfaction Index". From now on clients expectations would be the top priority of management while clients could determine what they thought J.K.'s product and service was worth. Thus the stage for company/clientele partnership was set.

To unbelieving employees and union bosses, management promised salary and bonuses based on customer ratings, complete transparency in communicating the salaries and bonuses of everyone on the payroll, elimination of job descriptions, a team based approach to production, state of the art training for all employees and not to fire anyone on the basis of "incompetence". Thus the old antagonism of management vs employees was shattered and a new paradigm of "autonomy with responsibility" came into being.

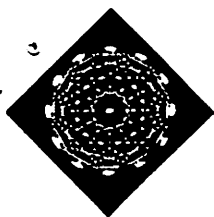
The results of this double whammy were soon in evidence. Sales from 1992-93 doubled over those from 1989-90. Costs on the other hand have declined. The company is in full expansion looking to new businesses, notably that of exporting Indian hospitals to "hardship" countries, to absorb the new spirit and creative energy it has set loose within its ranks. Having "made it

happen" once, J.K. Fibres is rearing to have a second go. Quite a witness for O.T. proponents!



THE NETWORK EXCHANGE

Is a monthly publication (excluding August and December) of the Institute of Cultural Affairs International.
Editorial Staff: Tony Beltran, Jann Barr
Dick Seacord
Address all inquiries and comments to ICA International, Rue Amédée Lynen #8, B-1030 Brussels



Leadership Training (6 days + quarterly follow up), Joint Venture Communication Module (1/2 day + 3 days + 1/2 day); National Think Tank (1 day); Future Mapping Process (8 days); FM1 (2 days); Assumption Process (2 days); Coaching (2 days)

India - FM1 (3 days); Strengthening the Communications Skills for Facilitators (6 days), V. Shankar; Executive Excellence and Leadership Development (3 days) V. Shankar; Self and Organizational Development modules (2 days) V. Shankar.

Croatia - FM 1 & 2; Croatian Judges Association contact; Croatian Bar Association contact;

Australia - Landcare Facilitation Leadership (11 days) Chaffe/Balm; Organizational Change: Facilitating Strategic Planning, Training in the Art and Practice of Facilitation; Empowerment in Integrative Leadership. Kevin Balm; Mentor's Guide (in development) Margaret Taylor.

Malaysia - Transforming Attitudes (2 days) LENS Malaysia; Participative Management for Supervisors (8 days) LENS Malaysia; Quality Service Company- Wide (2 days) Lens Malaysia; Strategic Planning (2 1/2 days) LENS Malaysia.

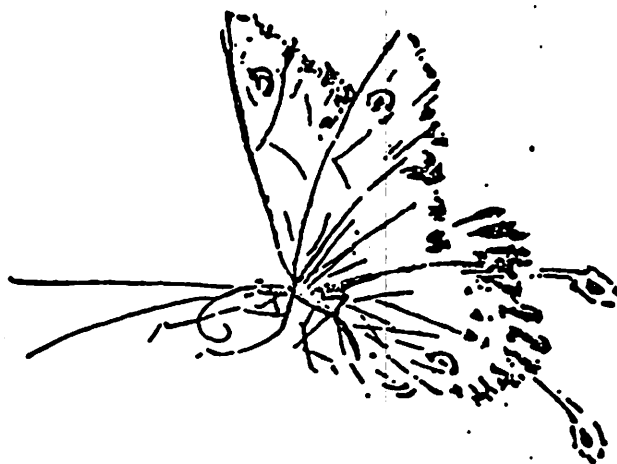
E. EDGE DISCUSSION: VAHANA MODEL - from Jack Gilles

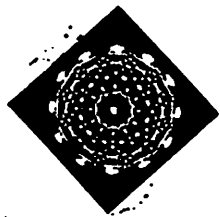
- * Organizations as living systems and organizational behaviours are determined by a field of energy
- * Quality of "aliveness" of organizations is related to social capital devoted to the core competencies of the organization.
- * Energy audit is a useful tool - When was it most alive around here? Why did the aliveness go away?
- * Two "strange attractors" resonate in the field of energy: Current Reality and Shared Vision.
- * Current Reality includes - common memory, depth values, and organizational form, shared vision includes - mission, high purpose and core competencies.
- * Between these two is an energy field.
- * Inside the field is Project Focused Management.
- * There are three types of Project Focused Management: themes (lasting several years), several themes (lasting over the life of the organization) and manoeuvres (lasting a few months).
- * Few organizations are able to carry out Project Focused Management effectively.
- * A way to access this living system is with a wall of wonder.
- * Underneath the objective level of events in the wall of wonder are questions referring to past changes in the

environment and values of the organization: What values did we cherish?, what were our core competencies? etc.
* The workshop closes with a reflective conversation.

F. OTHER EDGES DISCUSSIONS - Asked about EDGES, we identified 21 and grouped these into 5 arenas:

- 1) Whole Systems Approach to OT - contractual relationship with suppliers, appreciation of system relations, managing paradox, an organic approach to change (slash and burn is out of fashion).
- 2) Human Centred Enterprise - Produce PEOPLE as well as THINGS. jobless organization, personal commitment and attitude, employees as self-determining entrepreneurs
- 3) Redefining integrity (legitimacy and presence) - value of companies contribution (definition of social contribution), organizations' relationship to natural resources/ sustainability.
- 4) New Synthesis of World Views (E&W) - What is a global corporation? ISO 9000 = ticket into the game. Wheatley - fields of consciousness. Fascination with strategy, with the invisible and intangible.
- 5) Cohesive leadership patterns - social role of leadership - management relative to facilitation, social capital - cohesion/connection - key arenas, organizational chart based on relationship - mapping human systems.





THE FOUR NETWORKS' REPORTS

As with all of the small group meetings, the "Law of Two Feet" was applicable in the networks and people walked in and out of the sessions at will.

ORGANIZATIONAL TRANSFORMATION

Some of the people present included: Larry Philbrook, Gordon Harper, Fred Lanphear, Shanker (Vidergari), Kevin Balm, Kirath Gandhi, Cyprian D'Souza, Margaret Taylor, Felix Akpe, Robert Chaffe, Jack Gilles, Cristian Nacht, Dharmalingam, Ursula Winteler, Steve Harrington, L.E. Philbrook, and Henry Wang.

How the Network Organized: A brainstorm of possible topics included 1) Program Listing 2) Edges/Questions of the 21st century 3) Authentic Globality 4) Communications Across Networks 5) Images/ Maps Relative to Clients/ Expand in New Independent States/NGO's/Marketing Strategy 6) Spirit Methods Relationship 7) Learning from Cases 8) Quality Control vs Chaos 9) OT Network Future and Relationships 10) How to Enrol Academia.

The Following were the Topics Discussed -

A. Images/Maps Relative to Clients/Expand/Marketing Strategy.

Key question: How to Launch a Local ICA?

The discussion on how to do this supplied the following advice -

1. People/Team Development

- Do lots of facilitation for anyone interested
- Strategize with your team as to phases of development
- Match skills and passions with market demands
- Access training opportunities with nearby offices
- Announce in Network Exchange. Keep data flowing

2. Marketing

- Do something free for the "Chamber"
- Get associations, hotels or newspapers to sponsor public programs/ use the press
- Training options include - team building, customer service, supervisor's training, conflict resolution, communications skills, leadership retreat, strategic thinking or planning, customer based strategy.
- You have the option of separating marketing and delivery

3. Financing

- Trade costs with other co-sponsors (you provide the facilitation, they the expenses)
- Legal structures need to come as necessary, often early legalization can restrict rather than promote your growth.

4. Long Term Relationships

- The key is to continually prepare with the organization for the next step they need. This often requires collaboration with others who have particular skills that are different from ToP

5. Possible Global Responses

- * Database: journey, materials, processes, names/connections, contact with Brussels,
- * Sharing opportunities realizing that funding and skills will be needed
- * Keep in contact - Network Exchange, Econet
- * Ask Rob Work to fund fast track in Croatia

B. Comments on Facilitation:

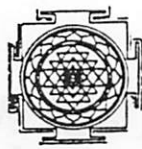
- * Cyprian D'Souza - We have been challenged not in skills but on how to incorporate the disciplines and practices in the context of the organization.
- * Chaffe & Balm - Give them (the participants) a framework: 6-12 days over 4 months for example. Hang your experience on hooks - FM (procedures and hints), Dialogue Prowess (ability to facilitate dialogues), Collaborative Paradigms (a framework to decide what to do and how to do it).

C. Conversations on the Human Spirit: Useful tips;

- * Pay attention to body work, not just brain work
- * Never do an entire program indoors
- * Ropes course is fun and physical
- * Remind them of their first manager, whose first manager are they?
- * Games:
 - Tower games. Let them build a cardboard tower corporately
 - Photo language. Show them photos and have them interpret them in relationship with themselves. The spirit will come out
- * Help them release emotion. psycho drama helps
- * One group decided to fast during a training event. They are now doing it the first Tuesday of every month. It helps them.
- * Expectation of exchange

D. Current Program List

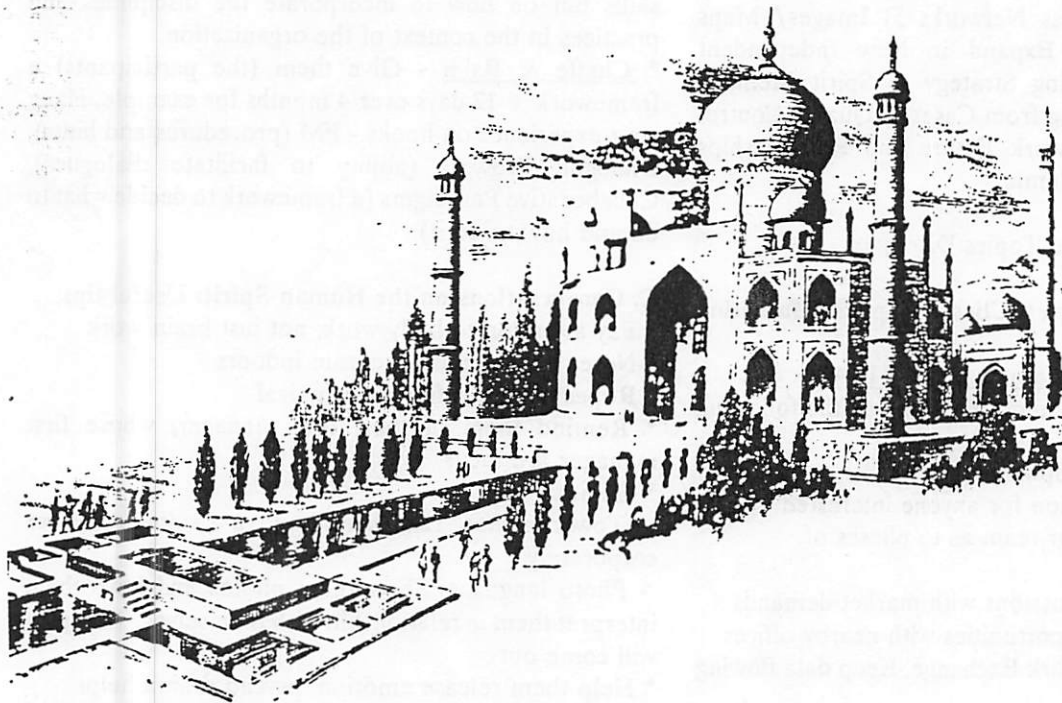
Taiwan - Current Process Analysis (Process Mapping 3 days); Creative Manoeuvres for Substantial Change (Breakthrough Process); Lens Series (6 days: 3 process and 3 follow up); Customer Service Excellence; Leadership Development Series; Dialogue/Discussion Process (2 days); Leadership Mentoring; Community Leadership Training (6 days + quarterly follow up), Joint Venture Communication Module (1/2 day + 3 days + 1/2 day); National Think Tank (1 day); Future Mapping Process (8 days); FM1 (2 days); Assumption Process (2 days); Coaching (2 days)



to Indian custom. Having completed the circle of anointments, we went around a second time declaring our names and the country we represented. We heard old and familiar place names known to us from both personal experience and from the songs of old song books. We also heard new names and place names of people who through different circumstances and events are now attracted to the ICA. Most of the names hailed from areas in which ICA is established and from which there were large contingents; principally from North America, Australia and India. Other names, like Zagreb and South Africa, were new geographical entries, still others (notably Cote D'Ivoire, Brazil, Canada, Venezuela and Mexico) called attention to new colleagues and associates.

seminars, Optimizing Learning Training programmes, De Bono (thinking) methods programme, Personality Development programmes, Leadership Development programme, Creating Learning Organization programmes, Participatory Evaluation and more. We learned about Australia's Land Care initiative, a massive ecological re-education which touches numerous municipalities and is championed by colleagues such as Kevin Balm and John Chaffe. We found out more about North America's Facilitation Methods series; how that is evolving and expanding and how it can be used to benefit ICAs in other parts of the world. We learned of the great work in sustainability and agriculture that is taking place on the Africa continent in locations such as Kenya, Cote D'Ivoire, and Zambia. We listened to

colleagues that are both lawyers and judges from Zagreb and the code of ethics they are helping to facilitate for a country in transition from communism to open space. We became intrigued by the work of Organizational Transformation that is taking place across the Asian continent and all the new insights and body of knowledge they are developing. We heard of the



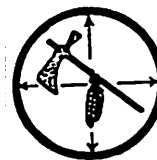
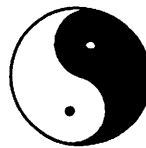
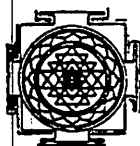
After the opening ritual we self-organized twice in "circles of chairs". The first go round had us introduce ourselves and tell an interesting anecdote. If up to this point the room had seemed slightly oversized for even the 100 odd persons present, we presently realized that the extra space was for accommodating an expanded collective psyche given to extraordinary visions and initiatives.

Thus we began to get a feel for the calibre and depth of our collective self. We began to discover the depth of the magnificent curriculum our Indian colleagues have developed in education - a spiral curriculum which journeys elementary students in a Tribal school through Education Motivation Programme, Strategic Planning for School Improvement, Philosophy and Mission

economic shifts taking place in Latin America and the possibilities open to new approaches in the region. Then too we began to be reminded, through the presence of elders in our midst, of the ICA's rich history and legacy and how it is that some of the lessons of the past (including the Chicago archives) can be utilized to enrich our future.

It was the beginning of a learning experience that was to deepen with the passage of each day. Starting with the excellent presentations of the "Sunrise Seminars", through our daily work in each of the four Networks (Education, Organizational Transformation, Sustainable Development, and Depth Human Culture), to scheduled field trips to the projects in Panvel and Malegaon and especially through informal encounters and

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individual and/or organizational consciousness. This critical awareness coincided with two anniversaries (dear to India in one case and to ICA in both) which conversely emphasize the possibilities inherent in our human condition. Present with us were the spirit and legacy of both Mahatma Gandhi, who would have celebrated his 125 birthday, and of Joe Mathews, who would have been 83. Thus Vishnu, the sustainer, and Shiva "the destroyer" informed the conference.

Also IN-forming our gathering, "Culture in the Transformation Process", was the Hotel Fariyas. If space houses spirit, then a finer setting than the Fariyas does not exist. Here the wonders of India, its traditional hospitality and gastronomy, meet modern exigencies of comfort and service. For us, the Hotel Fariyas has the feel of the Taj Mahal. For some of us, the Fariyas felt like the Taj Mahal.

Having just been dropped off by their black motorised rickshaws, participants were met at the door of the Fariyas by handsome red-turbaned porters in rich oriental garb and thick black beards. Inside, sari clad receptionists welcomed guests to a broad lobby/dining room. Open space and light abound. To the back, luscious terraced gardens. Above, a high V shaped ceiling covering not just the lobby/dining room deck but, on a lower level, a full length swimming pool. Light emanating from cubical skylights sparkles on the water's surface.

Meals served in this area on a long buffet table covered by a white tablecloth with red floor length trimmings were as abundant as they were spicy. Name your favourite Indian food.

Beyond the dining room through a long, labyrinth like corridor was the conference area. First indication of the ICA presence was an air-conditioned visual display lobby with a blue carpet, a photocopying machine, an E-mail command post, serving tables for coffee, tea and cookies, and a dozen tables of montages, displays, brochures and photographs depicting enthusiastic project and life initiatives. Here was information on the Songaia Ecological Community of Seattle, The Land Care Movement of Australia, the Education and Community development work of ICA India in Panvel and Malegaon, the sustainable agricultural methods of Zambia, beautiful posters of Zagreb and Croatia and other projections of projects, programmes and places.

Next to the display lobby was the main conference hall. It was an enormous space opening on one side to a considerable balcony overlooking the hotel's green terraced gardens. The conference hall's walls were covered with rich dark wood panelling divided by long white vertical rectangles of a velvet-like fabric. From the ceiling hung a dozen gigantic wooden cartwheels set horizontally in space - like so many flying saucers - with 8 lamps apiece placed around the periphery of each wheel. The overall effect of the room was of light and space and wooden panelled elegance.

The large space provided indispensable room for the people and the creative arrangements of the following six days. During that time, to the constant clatter of the 3 lap top PCs charged with documenting the meeting, people and chairs permutated in a dazzling display of spacial mobility. Partitioned into one, two or three areas, the conference room frequently changed both orientation and focal points. Under the self-organizing principle large concentric circles of chairs would change into so many independent roundtables, then into a front focused room, later into a side configuration, still later into a U shape, further ahead into a single large circle, then back into roundtables

The opening ceremony focused our attention on the centre of the space where a bronze five foot tall ceremonial lamp, with four wicks representing the four compass points, stood. We began with a feast of lights. At the onset, our Indian colleague Mangla Gavai, dressed in the traditional sari, invited Leroy Philbrook, the longest member of the ICA present and Zlata Pavic, Zagreb, newest member present, to light the four wicks of the lamp honouring from where we came. At the centre of a large square with one-hundred souls in silent attention, Mangla passed a large bronze dish containing red and yellow powder. The dish was passed from person to person around the room; each one anointing the next person's forehead in red and yellow according



The Network Exchange



LONVALA '94

OCTOBER 1994

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THE GLOBAL GATHERING: CULTURE IN THE PROCESS OF TRANSFORMATION

A Harmonic Convergence of people, history, ideas and spirit united Oct.3 through Oct. 9 on the verdant hill top outside of the Indian resort town of Lonavala. Not since Prague in '92 had the extended ICA family come together for a check signals celebration of the life and work of its members and colleagues. What a celebration it was! With not just India but the whole of Asia as a backdrop, the conference was just the main dish in a "self service participant's menu" of travel and discovery.

Taking advantage of the occasion, people had long before initiated voyages of personal enrichment. Some used the occasion to intern themselves for 10 solid days of silence in an Indian Ashram; others had mapped out post-conference trips to Nepal and the Himalayas; some went high-tech bargain shopping in Singapore; others looked forward to visiting the countryside, business associates, development projects, or particular ashrams with particular Gurus. The gathering, beyond its stated agenda, signalled a time for East Asian "side dish sampling" and sharing. A time for more than just program reporting and planning; a time of intense personal discovery, of interchange and relationship building.

The meeting itself, the "central dish", marked the common journey of the participants' ways, both subtle and indelible. Our identity, the image of who we are (those strange people that create "global gatherings"), how we are and why we are, became sharply focused. How that imagery has changed and yet how consistent it remains! Once again we were revealed to ourselves and our image was rich indeed. We are the world. We are both fresh and familiar faces from many parts. We are from all of the continents - from Australia to South Africa; from Brazil to Canada; from Zambia to Zagreb; from Tokyo to New York City. We have long or short memories of our own individual endeavours and relationship with the ICA. One bit of commonality, we are global to the core and we are concerned, as always, with the human factor.

Our time together in India was auspicious in many ways. On the one hand, who would have ever imagined that at the time of our gathering a long lingering echo from a remote past, going by the name of "the plague" and "Black Death", would surface in the very state of Maharashtra. But surface it did, if principally as a product of global media hype. Nevertheless we were enthralled by "Shiva", the destroyer, who especially in times of transformation forms part and parcel of our very own