AUGUST 1987

This month's NETWORK EXCHANGE highlights the "Under The Pipal Tree" gathering
which occurred here in Brussels 13-19 August. Over fifty people from twenty-
four nations participated in a spectrum of forums, workshops, dialogue and
training. One-quarter of the participants were from organisations other than
the ICAs. A list of all who attended has been included in this packet.

"Under The Pipal Tree" was an experiment in how the spirit of collaboration
might be practically translated into a conference setting. The mood was
participative...as was the operational mode. Someone remarked, "This is the
first 'do it yourself' conference I've ever been to!" True for most of us, it
turned out. At least three-quarters of the participants played guide roles
either as presentators, workshop facilitators, logistics whizzes, buzz
groupists, celebration planners.

Walking through the Brussels Centre for Human Development was a logistical feat
the majority of the time: small groups gathered in the lobby, the hallways, the
lounges, the dining room, the garden. Facilitation teams checking procedures,
course manuals being created, photocopied, coalated.

What happened?
The complexity which resulted from having such a variety of development
perspectives at a single event, helped an understanding of collaboration to
emerge. The group of twenty who participated in the Philosophy and Mission
course created the image of development partnerships springing out of a common
ethical understanding of the future.

The Pipal Tree was not a "quantitative" programme -- listening to report after
report...with a touch of competitiveness in the mood and mode of presentation. It was a
"qualitative" event. There was deep affirmation for the role each location has
been playing within this network and a feeling that every small exchange was
feeding into a greater whole. We discovered a thread of integrity weaving
through the diversity of our programmes.

Where do we go from here?
On several occasions images of an annual "Pipal Tree" -kind-of-event surfaced.
Several locations volunteered to host such a gathering, seeing its strategic
value in terms of being able to rally the leadership of national development
community networks. The necessity to concretise such a commitment at this time
was not an issue. What was concretised were the practical linkages between
locations. These linkages are being built on common programme directions,
similar strategy questions, alignments in research arenas.

Documentation for the gathering was also participative. The products generated
at the Pipal Tree are listed on the pages that follow, with information on how
they can be obtained. In the months that follow, we will continue the process
of discerning the implications of "Under The Pipal Tree" for the IDF
breakthrough team.

* We have also included an updated ICAI mailing list. There was some question
over ECONET numbers... those of you on ECONET; send us your number, please.

* A word about the name NETWORK EXCHANGE and this month's packet format:
consider this a means for stimulating conversation. What do we call this
thing? "IDF Monthly Packet" isn't overly imaginal. "Development Network
Exchange" seems too functional. "Network Exchange" may be too cryptic. An
evaluation form was included in last month's packet. We look forward to your
response and will continue building on your feedback.

WELCOME TO THE PIPAL TREE

Sir James Lindsay
President, ICA International

I welcome you to The Pipal Tree. To be sure that I understood the rather exotic title of the days we are spending together, I consulted some good references and I am sure that it is easier to say what it is not than what it is. To begin with, reference made in the shorter Oxford dictionary tells me that 'pipal' is a Surinam term. That doesn't take us very far. Another source tells me that a 'pipal' (either p-i-p-a-l or p-e-e-p-u-l) is, in fact, a tree—an Indian fig tree, which is a civilised cover-up. This is clearly not what we are about. We are interested in opening up our minds, as it were, to the world.

Another learned tome said that the 'Pipal' is the same as a Boa tree, which I suppose you all knew under which the Buddha taught his disciples. I have been looking around the group for a Buddha-like figure, and not finding one, we are not going to be listening to sermons from anyone. Nevertheless, in India and elsewhere, particularly in Asia, the Pipal is a large sacred tree with widespread branches where wayfarers might seek shelter from the weather and seek communion with each other. We here, then, are co-travellers in development gathered together in this benign, though not sacred space, and not so much to seek shelter from the inclemencies of the Brussels weather, but to learn from each other. Less romantically phrased, we are engaged in a networking event for practitioners in development.

I think all of us are experimenting with a participative mode of conferencing which many talk about, but which not too many do. The ICA International has designed a series of learning situations for us which, hopefully, will result in both cognitive, and probably more important, experiential learning, principally from each other but also from speakers.
It is very unusual for ICA to have speakers anyway, we have some on this occasion, and I hope we shall learn from them.

Under the Pipal Tree was originally designed for member Institutes of the ICAI which has over the past few years set up some really quite useful networking and nation exchange activities. The first of these was the International Exposition of Rural Development—a four year programme of sharing development approaches that are working among 55 nations. That was followed a year later by the collaboration by the GTZ (the German Technical Cooperation agency) and the ICA in a really rather important workshop for bilateral agecies and non-government organisations, held last year on "Practical Modes of Cooperation". The outcome was quite practical cooperation between participants, but then emerged a follow-on event which was not designed in the North, but in the South — in a particular country — Kenya. The conference was held earlier this year and there have been no less than 12 follow-up meetings. Several of this sort of events are planned for Jordon, Peru and the Philippines. This Kenya event was jointly sponsored by the Canadian CIDA, GTZ, the Aga Khan Foundation, Water Aid and the ICA International.

At a different level, now comes "The Pipal Tree". On reflection, we feel, that this event will be greatly enriched if it is shared with the larger NGO community, so I am now in the very happy position of greeting some 60 co-travellers from all five inhabited continents.

We have quite a varied mix of cultures, experience and resources that are going to be shared with each other.

To all of you, on behalf of the ICAI and on my own behalf, I believe that during the coming week, we will undergo an experience which is stimulating, enlightening and valuable to our future work in enabling the poor of our planet to break out and stay out of the cycle of poverty that enslaves them. If it is so successful, we believe that the process of doing this will be as important as the learning contents. So we will have made a contribution, however small, to a really important issue facing the development community: "How do we dialogue together?"

UNDER THE PIPAL TREE
The Participants

ALTON, Dick ICA International	ALTON, Linda ICA International	ARMAS, Zeny ICA: Manila	BARNES, Linda ICA: New York	BERGDALL, Pam ICA: Kenya
BERGDALL, Terry ICA: Nairobi	BHATTACHARYA, Laxmi ICA: Bombay	CHIMUSANYA, Ackim ICA: Lusaka	CRUMP, Patrick ICA: Cairo	EGLAND, Jill ICA International
FOLKARD, Adam ICA: UK	GAVAI, Mangla ICA: London	GILBERT, Ken ICA: Abidjan	HENWOOD, Cathy ICA: UK	HINKELMAN, Don ICA: Brussels
IKATUKU, Henry ICA: Brobo	KNUTSON, Joan ICA: Tokyo	KOKANE, Hiraman ICA: Calcutta	LANPHEAR, Fred ICA: Chikhale	LINDSAY, Sir James ICA International
MWAMOSE, Abdallah ICA: Brussels	MWAMOSE, Aminah ICA International	NORTON, Maxine ICA: Abidjan	NORTON, Bill ICA: Abidjan	OLATUNJI, Owolola ICA: Nigeria
PACHECO, Jacobo ICA: Caracas	PACKARD, Keith ICA: Nairobi	PHILBROOK, Larry ICA: Manila	POWELL, Sandra ICA: Nairobi	QUINN, Mary ICA: UK
SHAFIC, Soumaia ICA: Cairo	STRINGHAM, John ICA: Frankfurt	STRINGHAM, Yvonne ICA: Frankfurt	THOMSON, Adam ICA: Brussels	TROXEL, Jim ICA: Chicago
WAGNER, Donna ICA International	WEAVER, Norma ICA: Sydney	WEGNER, Susan D. ICA: Houston	WERE, Samuel ICA: Nairobi	WEST, George ICA: Lima
WEST, Richard ICA: Bombay	WIEGEL, Jim ICA: Brussels	WINTELER, Ursula ICA: Germany	WORDEN, Rose ICA: Mexico City	WORK, Mary ICA: Caracas
YALLOP, Anne ICA: Cairo	YOST, George ICA: Vienna	YOST, Ruthe ICA: Vienna	GUSKE, Richard ICA: Lima	GAZARIAN, Beverly ICA: Brussels

AGUILAR, Rosario Fundacion Mexicana para Deserollo Astronomos 120 Col Himno Nat San Luis Potosi, MEXICO	ARAMBANKUDY, Fr. Joy Joyar Santigram Society SHP House, Rajagiri PO Kalamassery 683104 Kerala, INDIA	ARCE, Juan + LANAO, Rocio Institute of Social Sciences Prins Mauritsplein 9 NB 2582 Den Haag NETHERLANDS	BIJL, Jan-Willem de Lichtbergh Voorstraat 29 4161 CS Heukelum NETHERLANDS
DONATIEN, Sr Mbuaya Sisters of Charity BP 301 Mbujimayi, ZAIRE	FRANCIS, Sr Millicent Agrimissio Palazzo San Calisto Vatican City, ITALY	GERADTS, Jeroen de Lightbergh (ICA: Holland) Eind 19, 5876 TD Haaren NETHERLANDS	HESLOP, David Help The Aged Flat E, 183 Evering Rd London N16 7BH, UK
OFFOR, Chief Raymond Shell Petrolium Devt Ltd Freeman House, 21-22 Marina PMB 2418, Lagos NIGERIA	PULIVELIL, Sr Anice Joyar Santigram Society SHP House, Rajagiri PO Kalamassery 683104 Kerala, INDIA	RAM LAL, Sr Geneieve Sacred Heart Convent Thornton Rd. PB 1369 Lahore 2 PAKISTAN	VAN DER HEIJDEN, H. "Le Peygrot" Meauix des Farbre Route de Claviers 83440 Seillans, FRANCE
SILCOX, Stephen C. Private Consultant Waversesteenweg 135 1990 Hoelaart BELGIUM	LURCHNAYA, Marie-Anne EEC Blvd. Locus Schmidt 52 1040 Brussels BELGIUM	VILLANON, Agaton J.Y. 12, Sulucan St. Malabon Metro Manila PHILIPPINES	DE SUREY, Andrea Sq. Hoedemaekers, 21 1140 Brussels BELGIUM

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Under The Pipal Tree

thursday 13	friday 14	saturday 15	sund

Registration/Opening
"Rooming" people and course preference inputting were handled separately. Formal "sion in" occurred 13th morning, but the process started as soon as people arrived.
 	
* Participants list (enc)
* D-Basell self-registration programme
* Opening format
* Sir James' talk (enc)
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Machakos Game
Thirty played, using five tables. Participants in the facilitators training held earlier in the week played a support role to facilitator Sue Wegner (Houston).
 	
* Facilitators trng construct
* Machakos Games
* Implications Statement
 	
Video - "The Africans"
As an additional option, part I of the BBC's 6-part series narrated by Ali Mazruli was shown.
 	
* 6 50-minute episodes on PAL VCR system.
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Video Fair
Videos from various locales were viewed informally in the evening.
 	
* "Nigeria -- From The Past To The Future"
* "The Brobo Project"
* "Chicago Works Together"
	Strengthening Indigenous Development Capacities
	
	Through presentations, mini-courses and plenary exchanges, the questions surrounding indigenousation were explored. The day began with Hendrick Van der Heijden's presentation which provided the contextual overview for the subsequent forum. Buzz groups were formed to reflect on presentation content and create questions which the speaker then answered. This process was repeated later in the afternoon with the other three presentors.
	
	Presentors
	* Handouts/transcriptions
	  -- Hendrick Van der Heijden
	  -- Sr. Millicent Francis
	  -- Sir James Lindsay
	  -- Dr. Hans Hedland
	* Plenary format
	
	Seminar Demonstrations
	* Integrated Rural Devel.
	  (Rose Warden, Mexico City)
	  -- Construct
	  -- Reflection statement
	* Consensus Management
	  (Larry Philbrook, Manila)
	  -- Construct
	  -- Reflection statement
	* IERD Vol II Book Seminar
	  (Jim Wiegel, Brussels)
	  -- Construct
	  -- Video of opening content
	  -- Reflection statement
		Course Demonstrations
		The three courses began Friday night following continued through Saturday and ended Sunday noo evaluations were conducted using focused discus approaches as well as a written form.
		
		Philosophy and Mission
		Based on the research and programme designs of in organisational transformation primarily with corporate sector. the course was adapted to acc development-focused context.
		Facilitators: Dick West, Bombay/Joan Knutson,
		
		* Manual
		* Workshop products
		* Course evaluation
		
		Proposal Writing
		The construct for this course utilised a propos from the Grantsmanship Centre in Washington, D. curriculum. All organisations represented used to build proposals over the five sessions.
		Facilitator: Jim Troxel, Chicago
		
		* Manual
		* Proposals from Nigeria, Cote d'Ivoire, Ind Vienna, Egypt
		* Course evaluation
		
		Participatory Evaluation
		Synthesising the theoretical framework of evalua the practical approaches being developed out of experience, this course utilised a multi-modal f explore the implications for both projects and e assessing the impact of development.
		Facilitators: Juan Arce and Rocio Lanao (Institu Social Sciences, The Netherlands)
		
		* Bibliography of resource materials
		* Manual (inc. participants' packet)
		* Course evaluation	

ough the general structure of "Under The Pipal Tree" remained true to the original
ept, the specific procedures evolved through a process of exchange among the the
icipants called on to play the various facilitation roles. The overview presented
reflects the final content. Starred (*) items represent the products generated in
various workshops, seminars and plenaries and are available through the IDF team (see
enclosed resource order form and the description of the document process on the back
. Additional reflections on procedure development and use should be sought through
t exchange with particular facilitators, whose names are parenthesed.

y 16		monday 17	tuesday 18	wednesday 19

Early Morning Sessions
Writing Workshops

An adaptation of the Progoff journal writing process explored in three 2-hour sessions the topics of community transformation, encounters with culture and relation to nature. Facilitator: Jim Campbell, Brussels
  * Manual (inc. example of writings)

A Heritage of Women

The Frankfurt programme experience was used in exploring the implications of the emerging feminist perspective on social change.   Facilitator: Yvonne Stringham, Frankfurt
  * "The Dinner Party" (slide show)
  * "Festival of 1000 Women" (video in German)

"Collaboration" Case Studies

Presentations were followed by brief question/answer periods. A summary of the final reflection is enclosed.
  * Plenary/reflection format
  * Case study handouts/transcriptions:
    - ICA/Swedish Cooperative Centre
      (Terry Bergdall, Nairobi)
    - ICA/Venezuelan national oil companies
      (Mary Work, Caracas)
    - ICA/Sanjivani Trust/Govt health agencies
      (Fred Lanphear, Chikhale)
    - Participation in the women's network
      (Yvonne Stringham, Frankfurt)
  - ICA/UNICEF (Anne Yallop, Bayad)
  - Shell Oil/Nigerian government agencies
    (Chief Raymond Olofa, Lagos)
  - ICA/Company plantation estates
    (Larry Philbrook, Manila)
  - ICA/FMDR (Rose Warden, Mexico City)
  - ICA/UNIDO (George West, Lima)
  - ICA/Local government agencies
    (Jim Troxel, Chicago)

Learning Labs

A voluntary sign-up system was used to assemble participants with common interests together for a three-hour focused discussion. A final plenary reflected on the process and served as the precursor to a multi-modal reflection/evaluation of "Under the Pipal Tree".
  * Lab statements
    - Leadership Development (Keith Packard, Nairobi)
    - Women's Advancement (Anne Yallop, Bayad)
    - Participative Methods (Sandy Powell, Nairobi)
    - Primary Health Care (Maxine Norton, Abidjan)
    - Economic Development (Adam Folkard, London)
    - Programme Design and Marketing (Dick West, Bombay)
    - Institutional Indigenousation (Joan Knutson, Tokyo)
  * Plenary format
  * Final evaluation format

Human Resource Empowerment

Two tracks of exercises were conducted on Monday and Tuesday — one based on the Human Capacity School experience and the other based on T'ai Chi. Meditative dance closed each evening by bringing the two tracks together. A final celebration was created by the participants and held Wednesday night.
  * Human Capacity exercises format

A SUMMARY STATEMENT ON COLLABORATIVE MODES
by Patrick Crump, ICA: Egypt

"The 1980s have seen a growing number of PVOs- in areas such as local development, health, and small-scale enterprise- become increasingly conscious of their potential for contributing to improved human well being by serving as catalysts in support of needed reforms in public policies and programmes." This quote, from David Korten's article "Private Aid Enters Third Phase" (NGO Forum, June 1986), expresses the sense within the development community that collaboration is currently the most effective way for NGOs to affect change. As we contemplate the unchanged plight of the masses still living in extreme poverty it becomes imperative that something be adopted beyond the small-scale experiments in which NGOs tend to involve themselves. Collaboration is a mode in which innovative developmental approaches can be applied with the support of established agencies.

Ten presentations were made at the "Pipal Tree" on the subject of collaboration (see previous pages).
From these presentations it became evident that the collaborative mode can involve many types of partnerships and agreements. Partnerships exist between individuals, between NGOs, NGOs and government agencies, NGOs and the private sector, NGOs and local organizations. These partnerships take the form of contracts with the NGO or with individuals within the NGO, involving "secunding" (a member of one organization working for another organization) and sub-contracting. This is the case in Kenya, in which Terry Bergdall of the ICA essentially became an employee of the Swedish Cooperative Centre. Another form of partnership involves agreements with government agencies, as in the collaborative effort between the ICA and a local government health agency, the Anjivali Primary Health Unit, India, to improve the quality of the services offered by the existing health structures. Other types of partnerships involve grants or contracts from donor agencies or companies. Examples of these are UNIDO's contract with ICA: Peru to set up a small business park, or ICA: Venezuela's contracts with oil companies to help them improve relations with the communities they are working with. A different sort of partnership involves an informal networking between individuals in Germany to bring "The Dinner Party", an art exhibit on the heritage of women, to that country.

CHARACTERISTICS: The nature of the partnerships and agreements points to some of the distinguishing characteristics of the collaborative mode. The relationship between partner organizations involves a common understanding between them; on goals and ideology, on methods and strategy, on style. An agreement is made, in which the partners decide upon a common set of goals, a methodology and style that suit them both. A common ground is found, slightly new and unfamiliar to each organization, and each partner must exhibit patience and flexibility, continuity and perseverence, and finally, humility and vulnerability. A certain loss of organizational identity and loss of monoply on credit occurs through a shared effort. The relationship is often covenantal, with partners doing more than is formally contracted.

Another characteristic of a collaboration is that it will most likely begin with a relationship between people. Trust between two organizations goes only so far as the trust that exists between members of those organizations, and its degree can vary greatly from place to place in the case of international organizations. Because of the personal element, collaborative relationships develop organically rather than mechanically. The effort undertaken evolves rather than ending up as it came off the planning board. The human element is not to be feared or suspected but rather used and cultivated.

PHASES: Although each collaboration is unique, several common phases are recognizable. The first phase may be called acquiring credibility. For an implementing agency such as the ICA this means having something on the ground or acquiring a track record through training, local project implementation or some other arena. For a multi-lateral agency this means having recognition, internationally, legally or financially. This applies to government or UN agencies, companies, or indigenous organizations. In the case of ICA:Egypt's partnership with UNICEF, it was ICA's Primary Health Programme, in which rural women are trained to provide basic health care services, that demonstrated its skills and experience. UNICEF's legal and international standing made it a consideration as a partner.

In developing a relationship, the mark of the second phase is that of discerning common interests and goals. Each party must have gifts that the other lacks, such that the collaboration allows these gifts to complement each other. UNICEF's interest in proving local midwives' potential in providing health care, and ICA's desire to document the impact of its Primary Health Programme, provided the common ground.

The third phase is that of formalizing the relationship. At this point the trust between individuals within the different organizations and the common interest is built upon, and an agreement is made clarifying the roles of each party, setting particular goals and objectives, and determining an implementation scheme. A committee was formed, with representatives from Ford Foundation, Population Council International, and Oxfam, as well as UNICEF and ICA: Egypt, providing the framework and content for the documentation process.

Implementation then begins, and a regular system of reporting is followed so that each party can monitor progress, and alterations can be decided upon as necessary. Reporting is essential to maintaining the trust between the organizations. Documenters chosen by the ICA/UNICEF committee collected the data for the documentation. Regular meetings allowed the committee to review the data and devise new methods for collecting missing data. One method was a questionnaire that the healthcaretakers administered themselves.

Future implications and relationships become evident, and each party finds itself in a new strategic position. A new phase of implementation might be decided upon, or links with other organizations might become possible. The results of the colllaboration might have policy implications for government. In the case of a group of people working together informally the collaboration could lead to more defined relationships or goals. UNICEF and ICA:Egypt hope that the documentation will be used by Egypt's Ministry of Health to delegate a greater role to local midwives in providing health care.

ADVANTAGES AND DISADVANTAGES: One arena of advantage relates to the strategic position that can result from a collaborative partnership. Working with more established organizations such as UN agencies can lead to greater visibility, credibility and broader authorization. Working with the private sector can put the partner in touch with a host of new contacts with many possibilities for marketing services. Work with government can have implications far beyond the immediate impact of the collaborative effort.

Close working relationships with other partners leads to a more flexible organizational stance. The necessity to articulate the organization's goals, methods and assumptions is a helpful exercise . Regular reporting, monitoring and evaluating becomes a discipline to be extended to programmes beyond the collaboration itself.

Collaborative efforts also strengthen and broaden an organization's skills and arenas of activity and relationships make available the partner's resources and knowledge. Remuneration can also be a benefit of collaboration. The self-support base of the organization becomes broader, and programmes are "packaged" in such a way that they are more easily marketed in the future.

Many of the disadvantages of the collaborative mode are simply the flip-side of the advantages. Increased visibility may be undesirable to an organization; it could mean increased competition with other agencies, or staff lured away by interested groups who become aware of the skills of the organization. Legal issues may arise that had previously gone unnoticed.

With a flexible stance comes a certain loss of organizational identity. As methods and style are adapted, they become less recognizably the organization's. In some cases the credit for a successful effort goes to one partner rather than both. The organization may cease to seem distinct from other agencies, with implications for staff for whom organizational identity is an important element of their commitment.

Work with more public agencies can be burdensome. It may involve bureaucratic procedures, slow implementation or unpredictable changes in plans and schedules. The partner can be led into embarrassing situations if it does not clearly understand the other organization's real aims. Also, because organizational relationships are built off human relationships the absence of those involved has implications for the collaboration itself. In some cases the formal partners are individuals within the organization, making the partnership subject to their commitment to that organization.

CONCLUSIONS AND IMPLICATIONS: Certain matters of organizational style must be addressed when considering a collaborative mode. Staff relationships (secunding, sub-contracting) must be considered. Assignment periods must be examined when individuals are foundational to the relationship. Methods may need to be adapted to fit the situation, and the organization must consider how much of its programmatic potential will be consumed by the collaboration.

To be effective in the collaborative mode, techniques and processes of the mode must be understood and developed. Reporting and informing partners becomes a challenge; objective criterea for inter-organizational understanding need to be created. Roles must be clearly defined and common evaluational standards set. With the lessening of organizational identity, the principle of selfless service takes on greater importance. If both credit and remuneration are insignificant what then is the reward? In this context publicity becomes strategic, so that the organization can continue to find opportunities for service.

These issues and concerns are all appropriate, as collaboration seems to be the current phase of the development community at this time. It is not an end, but rather a means toward greater impact of development efforts on society and on the policies that affect society. The time is right for collaboration, both for us and the world.

UNDER THE PIPAL TREE
The Documentation Process

As the "Pipal Tree" was a networking event, documentation was viewed as a two-fold challenge:

1. **Collecting the data.** Products generated from the labs and the courses were deposited to a central filing system. All plenary sessions and presentations were recorded on audio cassettes. Each gathering had an assigned "documenter" whose job it was to record the reflections and verbal evaluations and make sure copies of all handouts, wall charts, etc, found their way to their appropriate file. Transcribing, compiling and editing this material is being completed over the next two months; priority being given to specific requests (see the enclosed Resource Order Form).

2. **Recording the process.** As a research event, the "Pipal Tree" provided an active laboratory in which to view the processes of networking, collaboration and consensus-building. How does one begin to capture, to record with any sense of accuracy, a process? We experimented with several modes, most of which were new for us. Following the example of a recent GTZ-related conference in Germany, we photographed gestalts as they were emerging. We taped coordination meetings. The newly-acquired video camera was used to film several sessions in their entirety. Interviews were done with facilitators and participants. "What are we learning about networking?" was the initial focusing question. As the week progressed, this question began to weave itself around the even more provocative question of "What do we already know about networking -- but don't know we know?" As with the product-related documentation, the material generated which pertains to the "process" question will be edited and evaluated over the next two months.

THE VIDEO

A "Pipal Tree" video is being created. It will include sections of the plenaries, the presentations and the courses as well as interviews, "ambiance" shots and a word or two about the ICA. One image is that this film would be a type of visual annual report; reflecting our global face, our approach to polity and our development stance. Its estimated length is thirty minutes and it is being pulled together by Jill Egland in collaboration with a professional videotographer. The cost is $10.00 plus postage.

As with the Machakos Game, the "Pipal Tree" video has in reality several videos ready to surface:

* 15-minute marketing films on the Machakos Game, the IERD Vol. II book seminar, the Philosophy and Mission seminar, the Participatory Evaluation course, the Proposal Writing workshop.

* 30-minute presentation on ICA's multi-modal conferencing approach, emphasising small group work and other "total participation" methods.

* A 20-minute statement of our thinking as it pertains to collaboration -- the reflections throughout the course of the week reached an exciting depth and mirrored both the practical realities in which each of us live as well as an emerging vision which holds together our diversity.

We will keep you informed as these films continue taking shape.