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1992 PREPARATION MEETING -- 19-20 January 1991, Brussels Belgium

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

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

THEME FOR 1992

The planning group reviewed four thematic statements for the 1992 European Conference, each from a separate source.

From the Board of Directors:

Next Generation of Social Innovation

(also referred to as New Generation of Innovators)

From the Taipei Study Group:

Citizen's Forum Beyond the Year 2000

(we recommended substitution of the word Agenda for Forum)

From ICA Germany:

Cultural Diversity as a Chance - Unity in Diversity

(interpret Chance as Fortunate Opportunity)

From the previous meeting of this group:

Sustaining Change - Creating Global Responses from the Local Perspective

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

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

The mechanisms we will use to reach consensus on the theme are:

1. Publish sections of this report in the February issue of the Network Exchange with a call for responses from readers by end of March.
2. Prepare a draft statement of the theme incorporating responses received prior to the April Executive Committee meeting of the ICAI.
3. Make final decision at a combined meeting of the European Conference Team and the ICAI Executive Committee Meeting.

ORGANIZATIONAL PLAN FOR 1992 GLOBAL CONFERENCE

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

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

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

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

THE DATE OF THE GLOBAL 1992 CONFERENCE

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

SITE SELECTION

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

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

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

- * ICA:B offer of a \$12,000 start up loan might be used initially.
- * Conference registration form to include statement: "I will pay \$_____ to enable the cost of the conference but I will not be able to attend".

EXECUTIVE COMMITTEE -- 12-14 APRIL 1991
THINGS TO DO IN PREPARATION FOR THE 1992 CONFERENCE

1. Finances. Budget and mechanism for income. Study the proposal submitted at the November 1990 Board Meeting. Reach consensus regarding loan request. Consider research to be done on applying for EC funding for travel etc.
2. Discuss and consense on strategy, including timeline and preliminary work on selecting and securing guest and speakers.
3. Create regional recruitment/promotional teams.
4. Finalize theme and location.
5. Create initial conference design.
6. Decide how coordinator fits into model. Select coordinator.
7. Market event to international network.
8. Select, pursue international groups (partners) to provide scholarships, etc.
9. Discuss ICAIs affiliate organizations, and recruitment of their members and constituents.
10. Encourage position papers - depending on theme and intent.
11. 27-28 August 1992: General Assembly meets for 2 days. 29 August Board meets for 1 day. These meetings are scheduled to be quite brief. Therefore, how do we prepare adequately for that? Shall we all write position papers on each agenda item?
12. 9000 mailing list (for invitations to the 1992 meeting): how to manage mailings, how to ensure that recruitment is effective and that enough participaants attend for effective conclusions and that we remain solvent.
13. Joint global/local teams meet together April 14th. Come up with **real** assignments of global/local.

1992 PREPARATION LOCAL TEAM MEETING AGENDA
13-14 APRIL 1991

1. Work on the theme of the conference.
2. Create 1991 timeline toward the 1992 conference.
3. Work on budget and finance mechanism.
4. Make final location decision.
5. Take next step toward hiring someone.
6. Answer question - How to involve ICA Europe?
7. Finalize assignments.
8. Meet with the Executive Committee of the ICAI on April 14.

ATTENDANCE/PARTICIPANTS

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

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

Let us know by phone, fax, letter or courier before the teams ~~live~~leave for their site selection tour on March 1st.

Still unconsented upon, as a site selection criterion, is the issue of visa availability to everyone planning to attend the conference. It was thought, however, that with a 20-month interval between now and the conference date, the situation would probably ease for our African, Asian, and Latin American colleagues.

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

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

SELECTION CRITERIA

1. Visa availability re. diplomatic relations.
2. Ease of reaching site by public transport, particularly air.
3. Conference space for 500 people. Adaptable, moveable chairs.
4. Number of meeting rooms 10?
5. Translation facilities.
6. Copying/video/word procession capabilities.
7. Variety of nearby housing options from bed & breakfast to campgrounds.
8. Variety of nearby meal options/vegetarian. Food arrangements at conference especially lunch.
9. Available entertainment, walking tours, museums etc.
10. Swimming, play space, bicycling etc.
11. A message center for staff and participants.
12. Price/need cost of all things.
13. Conference management.
14. Opening/closing meal.
15. Electrical outlets.

FULL TIME CONFERENCE MANAGER HIRING STRATEGY

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

MECHANISM

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

BUDGET

- * Charge people/pay salary out of actual funds available.
- * \$25,000 is it salary only? Add costs?
- * Is \$25,000 the correct amount?
- * Spell out role and then decide the amount.
- * Mechanism: person paid as a professional conference manager.
- * Deadline: Person would be in place 30 August 1991.
- * One receives a gift/discount if he/she pays ahead of time.

ESTABLISHING A FINANCIAL SYSTEM FOR ENABLING A GLOBAL CONFERENCE

These reflections are based on my experience of enabling the financial operation of the Global Conference in Mexico in 1988 and doing the same for the various global meetings held in Brussels in the last five years. They are from the perspective of someone who has had to do the bookkeeping for such events and often as not manage the money and make recommendations to a decision-making finance committee. They are therefore concerned with effective and accountable ways to manage the finances of such events. They seek to take account of the new reality that we have and are becoming as a global reality. They seek to maximize our financial flexibility and at the same time reduce the financial exposure (risk) incurred by the hosting body. And finally, they seek to shift the initial financial burden to its appropriate location (from the hosting body to those groups sending people to the conference).

THE PAST

Essentially the model that has been used in our global conferences to date is the one that evolved during the days of our yearly global meetings in Chicago (the summer Research Assemblies). This model had more to do with a "Global Family Reunion" than with the holding of a global conference. Such things as roughing it relative to housing (in 1984 I slept in a room with 30 other people with no place to put my clothes and no security or privacy), meeting people at the airport, in-house bars, doing our own celebrations are all part of this old image. The local Institute assumed responsibility for everything from housing to copy machines to food service to medical care. Whether people brought money with them and paid a fee or the money was taken out of a "global fund" makes little difference to this image of the local group hosting the event and being responsible for its financial well-being. Numerous activities accompanying this image still take place today. Everything from in-kindling copy paper and food to cashing travellers checks for people are part of the family reunion image.

THE PRESENT

Our understanding of community dictated that we act in this way. Even after we stopped holding such events in our own facilities we still acted in the same way. Given our shift to being a global network of autonomous local organisations with the emphasis on our effectiveness as a NGO engaged in a wide and diverse range of activities it hardly seems appropriate to continue to stage our global events in the old mode. We are not a global community getting together for a reunion. We are a network of organisations that have decided to hold regularly scheduled global events.

Secondly, we are no longer interested in holding events for ourselves. Not only do we have people from other institutions and organisations come to share their expertise, we invite like

mind people whose relationship to us is very informal. These people rightly expect a professionally run conference event.

Thirdly, if we seriously intend to continue to hold these various types of global gatherings we must create a form that makes it possible for any local organisation to decide to hold them without jeopardizing their entire future. We will quickly run out of places and groups willing to host us if it means a year of no local programme and a close encounter with financial ruin.

These events are critical for our common future. As the diversity of our work increases and the interchange of our staff slows we must ensure that there is more to our network than two or three interchange publications. The viability of the network will depend upon these occasions when we see each other face to face and recreate our global commonality.

This does not mean that we have to join the hundreds of deadening conferences that are held each year. What we do at our conferences will continue to reflect our unique approach to participatory and other group methods. However, the planning, sponsoring and organising of such events must be reformed to allow any local group to decide to host such an event.

THE RECOMMENDATIONS

SPONSORSHIP: The question of sponsorship is critical because it determines the framework in which the event will be planned, enabled and actually come off. Currently we do what we have always done. A local organisation volunteers to hold a global event in their geography and then they are basically responsible for the whole event. This assumes that they have people with nothing else to do, or that local programme can be put on hold for six months to a year, and that they have people with the necessary skills to manage everything from finances to arranging a facility, etc. We have always used global planning teams, coordinators, recruiters, etc. and many of us have flown into a global event from half way around the world just to do enablement. But basically the local team was "it" once they said they would stage an event.

The following model is one that is used by many global organisations for the staging of their global sessions. It involves dividing responsibility for the event into two arenas.

a) The Local Organisation issues the invitation and assumes responsibility for making all the local arrangements. In many international organisations local organisations actually bid for the opportunity to host a global event. They prepare a proposal that includes an overview of available facilities, general information about the city or site, and a budget for the local costs of the event.

b) The International Association is responsible for coordinating the planning of the programme, securing

speakers, and marketing the event to its global network. Through a committee of some sort they approve the arrangements made by the local host and generally ensure the success of the event.

One advantage of this is that the local organisation can focus on the local arrangements and not have to concern itself with global recruitment, programme planning, etc. Presumably they know all of the in and outs of the local situation and can make the best deal for the success of the conference. Properly managed (see other suggestions) this should not be a full time job and would not require the local organisation to devote all of its staff time to the global event.

Another advantage is that the full-time staff of the international association can serve as a secretariat for the conference. They would be responsible for implementing decisions made by the various global planning and coordinating groups overseeing recruitment, enabling global interchange and generally ensuring that nothing is forgotten in preparing for the event. This could be part of their job description and thus not require the hiring of additional staff or the paying of salaries out of registration fees for the coordinators (which happened in Mexico).

Finally this scheme would enable the members of the network to more clearly understand the various fields of responsibility and to more effectively participate in the preparation and recruitment of the event. In a sense it actively embodies the motto, "think globally, act locally."

BUDGET AND FEE MANAGEMENT: Currently we expect the local organisation to work through the entire budget and to then manage that budget from beginning to end. This has meant that the local organisation is responsible for everything from the housing to the magic markers. Given all the variables when you include everything in one picture relative to the finances of a global conference there is really no way to build an accurate budget let alone manage it. Our experience in Mexico where half way through the event our projections indicated that we were going to lose money and thus we launched a fund raising effort and the final outcome where we had a healthy surplus (in excess of the amount raised in the fund raising effort which means we did not need to do the fund raising) demonstrates this point. Again I think that we should use the wisdom of other international organisations and divide the fees into two parts and manage each part differently.

a) Living Expenses should be completely eliminated from the concern of the local organisation. The question of living and eating arrangements should not be handled directly by the local organisation. There are several ways in which these arrangements can be facilitated. In many cities local tourist boards will make hotel reservations (in any given price range) for people coming to a conference. The people are advised to contact them directly and then pay the hotel

directly. Another way would be to publish a list of hotels in various price ranges and let people make their own arrangements. Many hotels will cooperate and give preference to people coming to a conference if they are contacted in advance and are expecting the business. The key is to facilitate the arrangements but not manage.

b) Actual Conference Expenses should be managed by a finance team that is responsible for all financial decisions concerning the conference. It should be instituted at the same time that the conference is decided upon. It should have representatives of the host organisation, programme coordinating groups, the international secretariat and others representing the network. In addition, the person who will do the actual financial management should be named at the same time. This person should have the ability to set up the financial systems and the time to work on them full time immediately before, during and immediately after the conference.

Registration fees can be paid directly to the local organisation (with a percentage to the international association to cover their expenses) or to the international association (then they pay out money to the local hosts for conference expenses).

While it is difficult to determine the budget for a programme before the programme has been designed, some operating images should be worked out between the finance team and the programme planning team. These images can then serve as guide lines for both groups (e.g. how many guest speakers are to be paid for, what is the amount of honorarium to be given, etc.).

Secondly the finance and programme teams must give some guidance to the host organisation concerning the nature of the conference facilities that they should arrange. They must be given guidance concerning the expected number of participants and the demands of the programme for different types of space. Flexible use is the key for space rental.

A survey of the network should establish what recruitment the network is willing to do in order to do a projection of attendance. It is very important that the local organisations in the network work through exactly what they are committing themselves to in agreeing to do the conference. It is a sure recipe for disaster if some group dreams up an abstract rationale and applies it to the network to assign quotas to the local organisations for recruitment. The estimates should always be conservative but realistic. It is easier to squeeze in a few more chairs than it is to pay for space for three hundred people with money from two hundred.

In addition people must be encouraged to decide about attending the conference early rather than close to the event. A reduction

in fees for early registration and a final registration date strictly enforced will enable people to decide their plans.

CONFERENCE MANAGEMENT: I think that any local organisation hosting a global event should not try to manage the event itself but rather should contract a conferencing agency to do the job professionally. Why we ask a person who can earn five hundred dollars a day as a consultant to go out and in-kind three copy machines is really beyond me. These agencies will take responsibility for everything that has to do with the practical arrangements for the conference, including the contract for the space. The key is to think through everything that is going to be required and to ensure that it is part of the original contract--add-ons cost money. If you are in a professional conferencing space and being practically facilitated by a conferencing agency you are then free to concentrate on your real job--hosting your colleagues from around the globe.

---James M. Campbell
14 September, 1990



THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

Brussels, 18 October 1991

Dear Friends and Colleagues,

We have a conference theme: "Exploring the Great Transition . . . Our One World".

We have conference dates and a facility: 30 August - 6 September 1992 at the Charles University in Prague (note: 8 Sept. - 11 Sept. 1992 are also dates to keep in mind as the ICAI General Assembly will take place directly following the 1992 Global Conference).

We have tentative Inscription Fees: [We await final pricing of the Charles University facility in Praha (the Czech name of Prague) by December at which time we will promptly notify the globe.] (Belgium Franks) BF 12.000 (US \$ 353 at current rates) for participants from Developed nations. BF 6.400 (US \$ 185.00 at current exchange rates) for participants from Developing nations and fulltime students.

We also have a coordinating team of 4 people working here in Brussels to make sure the Conference is a success. It is the "PRAHA '92" Team and it is comprised of Alice Rose (conference coordinator), Tony Beltran (communications officer), Ariane von Rümker (assistant coordinator), and Marcel Keij (communications assistant).

In January of 1992 we will send out an attractive brochure announcing the conference, its theme and agenda items.

We are sending you this information now so that you will begin to share it with your Board of Directors, Staff, and friends. Already we have been receiving requests from ICA locations, such as Nigeria, Venezuela and Japan, eager for information that can facilitate their plans for attending. It is, we think, none too soon as participants must not only budget expenses such as air fare, room/board, local transportation, and the conference fee but they must also make their reservations for inexpensive flights and accommodation. We will elaborate more about accommodations at a later mailing.

As its name implies the 1992 Global ICA Conference - The Great Transition . . . Our One World - holds great potential for the ICA, Eastern Europe and the World. We of the PRAHA '92 team are looking forward to collaborating with you and others around the world in order to develop its full potential.

Regarding the conference itself, its content and structure, 4 main images have been proposed thus far. These are:

I. AN AGENDA MADE UP OF ICA FACILITATED WORKSHOPS

A. This would require that each ICA location think about the theme and how its own work reflects "the Great Transition"

both from its own standpoint and that of the world. We ourselves have gone through a great transition. We had a great many skills to begin with and our skills have grown and diversified over the past 4 years. ICAs and people related to ICA, have a lot to contribute. We should use our very own participatory methods and think about how our learnings can be communicated to others. People are encouraged to be creative, follow their passion and create a workshop.

B. Out of their reflections of point A each location could prepare 1 or more workshops using the screen of the 4 networks.

C. Each location would bring its workshop(s) to Prague to be incorporated as part of the content of the Conference.

D. We would then have at least 1 workshop per location.

II. AN AGENDA MADE UP PARTIALLY OF NON-ICA WORKSHOPS AND KEY-NOTE SPEAKERS

A. Each ICA location help identify non-ICA facilitators, key-note speakers and workshop leaders to whom they have direct access, who would really contribute to the content of the conference, and who would be reasonably interested in actively participating in Prague. We would need this list as quickly as possible in order to make appropriate arrangements and invitations.

III. AN AGENDA THAT TAKES INTO ACCOUNT THE MANY GIFTS ALREADY EXISTING IN THE ICA NETWORK THAT WE WOULD LIKE TO SHARE WITH EACH OTHER AND WITH OTHER PARTICIPANTS:

A. Under this rubric ICAs are encouraged to bring to the conference prepared topical materials that could be used in a workshop setting or otherwise (i.e. Training videos, audio-visuals, etc.).

B. Cultural Presentations - Each ICA is urged to self-consciously contribute to the program and the ambience of the Conference by bringing with it plans and materials for indigenous presentations of food, music, folklore, etc.

IV. AN AGENDA THAT GOES OUTSIDE THE WALLS OF THE CONFERENCE FACILITY

A. This image proposed by the Asia Organizational Transformation Network would provide for "a series of site visits to programmes in or around Prague dealing with Education, Development, Environment and Business; include "something like Town Meetings to assist the momentum of the programmes"; facilitate "a series of grassroots community forums around Czechoslovakia; "conduct 4 Symposia with Czech representatives; "get colleagues with expertise in the four network arenas and have them meet with their Prague counterparts and develop practical scenarios for the future"; and to get away from the academic conference imagery we might do these symposia more like Consults: have the Education Network meet with Czech educators at/with a school, and create a demonstration -- and the same for business, development and

environment, so we would leave in place global signs of hope in Eastern Europe".

We realize that the above suggestions don't exhaust the possibilities of the Conference. There are some practical proposals here that we would like your input on at this time, and we would like an initial response by 15 November.

From the standpoint of ICA facilitated workshops we would like to know:

1. How can your location contribute to the Conference? What is your passion? What workshops would you be willing to design and facilitate at the conference?

From the standpoint of Non-ICA facilitators and speakers:

1. Who do you suggest be invited and what would they do?

From the standpoint of attending the Conference:

1. How much interest exists in your location? How many do you estimate might attend? How might we in Brussels be instrumental in helping you to generate even more interest?

As we have noted your expedient reply (by 15 November) would be most helpful. SEE YOU IN PRAGUE IN '92.

Very Truly Yours,

Alain D. Rose *Ariane v. Rumber*

PRAHA '92 TEAM

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[Signature]

P.D. This Information will be also printed in the November issue of Network Exchange.



Institute of Cultural Affairs

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Praha '92

THE PLACE TO BE

Historic Moment

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

Conference Focus

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

Sample Conference Opportunities

***Private Sector Symposium**

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

*** Learning About Learning Think Tank**

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

*** Rio de Janeiro State of the Environment Report and Workshop**

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

*** Global Civil Society Workshop**

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



Institute of Cultural Affairs

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Praha '92

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

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

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

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

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

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

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

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

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

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

ETHICS AND VALUES FOR A PLANETARY CIVILIZATION--Lawerence
Aurturo, BAHAI International Community, USA.

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

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

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

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

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

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

UPDATED SCHEDULE OF PRAHA '92:

EXPLORING THE GREAT TRANSITION . . . OUR ONE WORLD

30 August through 6 September 1992

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

- | | |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 29-30 August | Women's Event scheduled before the start of the conference to facilitate networking and interchange amongst women participants. |
| 30 August | All day Registration. Evening opening celebration featuring a BBQ, traditional folk dancing, and other delights. |
| 31 August | In the morning, official opening of the Conference and keynote speeches from the ICA Global Advisory Board and an official from the CSFR Government. In the afternoon, participants can choose from different workshops to attend. |
| 1-2 September | The offerings of workshops continue with morning and afternoon sessions each day. In all 30 to 75 workshops will have been presented. |
| 3 September | A day in the Milieu of Praha. Participants will be able to choose from an offering of trips to become more familiar with Prague and her people, past and present. The trips vary from a bus trip to the 19th Century library in a castle near Prague to a visit of a local environmental project in the city. |
| 4 September | Opening of the Self-Organising part of the conference and beginning of small group meetings. |
| 5 September | Small Group work continues. Closing Celebration that evening. |
| 6 September | Final Reports, Official Closing and Send Off from the conference. We will finish around 12 noon. |

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

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

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

Advance Registration Information

Conference Fee

- Registered before May 31 12,500 BF about US \$335*
- Registered after May 31 14,000 BF about US \$ 385*

*Price in US Dollars will vary with Exchange Rate

Payment Information

- Pay by credit card (American Express or Mastercard/Eurocard
- or pay by Bank Transfer
- or pay by personal check (add 500 BF or approximately US \$ 15 to cover bank fees. Send cheque to Praha '92.

Food, Accommodations and Excursions are Extra

- Cost of food is approximately US \$10 per day
- Three star Hotel Krystal nearby, per person approximately US \$48 single, US \$ 66 double per night or four star Hotel International US \$ 58 single, US \$ 84 double or five star Hotel Atrium in center of Prague at US \$ 163 single, US \$ 182 double per night.
- Other housing accommodations available, Hostel at US \$8 per person or camping at US \$ 9 per person per night. Send your housing request directly to Agentura Carolina (address is on housing card)
- Public transportation in the city of Prague is very inexpensive (US \$ 3 for a five-day pass)
- Make your own travel arrangements; some side trip options during conference will be extra. Post conference side trip information will be available.

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

- * East Dorcas Rose 518-273-6797
- * Heartland Dorothy Hackman 402-466-5697
- * West David Dunn 303-534-8742

OTHER INFORMATION

Scholarship Fund

Scholarship support is needed to insure participation for some Eastern European and Southern sphere countries. We are targeting 100 scholarships at US \$ 350 per participant. Send check payable to "I.C.A.", mark clearly on the check "Prague Conference Scholarship Fund". In order for your contribution to be tax deductible (in the U.S.A.) send check to ICA Phoenix (4220 N. 25th Street, Phoenix, AZ. 85016) they will forward to Brussels.

General Assembly Meeting

The General Assembly of ICAI will be one day earlier than previously communicated starting on the morning of September 7 and will close at the end of day on September 9. The price set for the Assembly is US \$ 85 per person. We are expecting at least 48 representatives to attend this important meeting. All ICA members are welcome to attend.

WHAT ARE PEOPLE SAYING ABOUT THE NEED OF THIS CONFERENCE . . .

"In a world undergoing rapid transformation, the challenge indeed is to transcend limitations and boundaries which have kept individuals and societies compartmentalized in its thinking and behaviour. Change indeed could be painful for some but presents great opportunities as well. We need a world ethos which is holistic and more attuned to real human and societal needs as the driving force of an evolving new world. I have no doubt that the conference will address these timely and relevant times."

Joseph Van Arendonk
Deputy Executive Director
United Nations Population Fund
and Assistant Secretary General
of the United Nations

MAKING THE GREAT TRANSITION: OUR ONE WORLD

by Alan AtKisson

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*Keynote presentation to the Institute for Cultural Affairs' International Conference of same title
Prague, Czech Republic
August 31, 1992*

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

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

* * *

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

For while I believe Prof. Maathai and I to be working for the same cause, the contrast between our worlds could hardly be more great. The contrast is instructive, and relevant to our theme: Wangari Maathai is an indigenous African woman, educated abroad, but loyal to the culture and the soil of her native Kenya. I, on the other hand, am a North American man of mixed European ancestry, a descendant of conquerors, colonizers, and enslavers, born into a restless tribe of contemporary urbanites who uproot themselves and move, on average, every four years.

Wangari's work involves empowering village women of small economic means to heal the Earth and to elevate themselves, and she does this in the context of an authoritarian

and male-dominated society that is violently opposed to her actions and principles. My task, in stark contrast, involves trying to empower the comfortable to confront some very uncomfortable realities, and I perform this work in one of the most liberal, egalitarian, environmentally aware cities in the United States.

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

Now, I do not draw this comparison to elevate Wangari to sainthood – though we have need of saints in these times, and she would certainly qualify. Nor do I believe my own work to be trivial. I spell out these differences because I believe that part of making the great transition to a one-world, global society involves an ever-increasing sensitivity to the many *different* worlds, the many different spheres of culture and experience in which we are all struggling to create a better life for ourselves and our descendants.

It is true that because of our increasing economic interdependence, transboundary threats to our shared natural environment, and the fact that we can now communicate with each other instantaneously via an enormous array of media, there is a growing sense that “we are all in this together.” But what, exactly, are we “in”? Where is it going? And what must we do to ensure that we make it through this increasingly bumpy transition with all our pieces intact?

Big questions, indeed – and big questions such as these do not give up their answers easily. Out of a deep respect for the creative, interdisciplinary nature of these proceedings, and for the extraordinary quality of these times, I have decided to approach them wearing several different guises: as storyteller, trend analyst, social innovator, and even songwriter. First, the story. It is a story rich with allegory, yet I assure you, every word of it is true.

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

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

It was with that knowledge that I settled into my seat and began chatting – rather

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

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

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

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

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

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

No longer were any of us shouting "Jalan, jalan". The whole bus was silent. I looked around me, and nearly all the passengers were sitting bolt upright, frozen in their seats. However, in the feeble glow from the the cars behind us, I could see as much exhilaration as fear in the faces around me. People's eyes gleamed with attention and anticipation. Whatever the outcome, there was no stopping now. I felt terribly afraid, and began to prepare myself for death or, worse, for becoming one among many mangled bodies.

The ensuing minutes were among the longest of my life. Once, the bus swerved and almost spun across the road, but somehow recovered. More than once, an oncoming

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

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

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

Some of us in the front of the bus, trying to speak to the other first-class passengers about the obvious threat to our survival. Others of us are in the rear seats, too concerned with working to get ahead, or waging wars for supremacy, or fighting off starvation to care about whether the bus itself is safe. Some rare souls, like Wangari Maathai, are managing to inspire a few people at both ends to wake up and question the driver.

But most of us, no matter where we're sitting, have not yet come to terms with the fact that we are all on the same bus. Every row of seats believes itself to be an independent vehicle. And meanwhile, the rear door of the bus has been left open, and many of us are simply falling out onto the road behind.

My Malaysian bus story has a happy ending. It might be more entertaining to report that we were rescued by Rambo, or that supernatural beings appeared to guide us down the highway. But the truth is rather anticlimactic, as happy endings often are. Somehow the bus made it to the next town without a scratch. We all cheered, though somewhat halfheartedly. We were too exhausted to celebrate the miracle of our survival. Feeling rather subdued, I found a taxi to take me the rest of the way home.

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

Today, at the end of the 20th century by the Christian calendar, and at the end of an era by anyone's reckoning, it is hard to paint an optimistic picture of our world's future. Any coolly rational analysis of current global trends leads to a mixed outlook at best, an apocalyptic nightmare at worst. I will not recite to you the litany of global facts and numbers that comprises the chronicle of the problems we face; I will assume these numbers are familiar and available to you. Instead, I will simply remind you to think, when you next encounter them, about the very real people and the very real places they represent. The words, again, of Bernard Shaw: "The mark of a truly educated [person] is to be deeply moved by statistics."

I first encountered those statistics in college, in a book called *The Limits to Growth*, and it is a tribute to my teachers that I was indeed deeply moved by them. The original *Limits to Growth*, published twenty years ago by the Club of Rome, was the first computer analysis of world population, pollution, and resource trends. Computers are excellent devices for analyzing trends, because unlike their human programmers, they are incapable of willful denial.

So of course I paid attention when, in 1991, the team responsible for *The Limits to Growth* reconvened, updated their computer models, and ran their study again. The results were published this year in a new book called *Beyond the Limits: Confronting Global Collapse, Envisioning a Sustainable Future* [Chelsea Green Publishing Co., PO Box 130, Post Mills, VT 05058, USA]. Their conclusions were surprising, even to them. In 1971 the models had predicted that the physical limits to the growth of human civilization were many decades ahead. In 1991, however, despite significant advances in awareness, technology, and environmental protection, authors Donella Meadows, Dennis Meadows, and Jørgen Randers were forced to conclude that human civilization had already surpassed several of the planet's limits to growth.

We need only check our own media-enhanced experience of the world to know intuitively that this is true. Hotter summers and faster sunburns announce the presence of global warming and ozone depletion. Every species that becomes extinct serves notice that we are crowding out more and more of the natural world. And we recently experienced, in the Persian Gulf, our first contemporary war fought primarily over access to scarce resources, in this case oil.

These and other global realities are enormously difficult to face. To confront them is to confront death – the death of species, the death of people, the death of a way of life. Such words threaten to bleach us of not only our sense of hope, but what is perhaps a greater loss, our sense of humor. For if there is one thing that makes humans unique among species, it is our capacity to laugh in the teeth of adversity.

Such philosophizing permits me, at least, to introduce the following, rather irreverent song. It was written after spending days at a large international conference on "sustainable development" – a conference which was was ludicrously opulent, and which was housed at a fancy Los Angeles hotel bearing the ironic name, "Biltmore." All the high-flying talk of saving the planet for future generations, while we dined on

hors d'œuvres and admired the ice sculptures, was just bizarre. It ultimately led me to compose something I call the "Dead Planet Blues."

Dead Planet Blues

Words and music © 1990 by Alan AtKisson [*lines in italics are spoken asides*]

Well hey there! Haven't seen you in a while! Let me buy you a drink. Uh, what did you say your name was again? Oh, right. My name? Well, my friends used to call me ... God.

Pull up a star and hear my tale of woe
I built a planet just a few billion years ago
It was a lovely little blue-green ball ...
One of my life-forms became self-aware
They started messing with my recipe for air
And now that planet's got no life at all! Yeah, it's a ...

Dead Planet

Yeah, I'm just gettin' back from the funeral ...

Dead Planet

Don'tcha hate it when they leave the casket open?

I got them old Dead Planet Blues

Them little life-forms were a hungry bunch
They'd eat top-soil for breakfast, they'd eat r-r-rainforests for lunch
And they drank up all my fossil fuels (*Let out one heck of a burp ...*)
You've never seen a more destructive race
Yeah, they rigged up these nuclear suicide buttons all over the place
And they kept pourin' out that CO₂ (*Well, it wasn't in my recipe ...*) Now it's a ...

Dead Planet

Hey, anybody seen Jupiter lately?

Dead Planet

Tell 'im I got a great deal on a used moon ...

I got them old Dead Planet Blues

Here comes the sad part ...

All their refrigerators

Ate up the ozone layer

And flushed my food chain down the tubes!

I tried to warn them of the risks they took
I sent droughts, plagues, famines – did the whole thing straight by the book
But they just kept watchin' re-runs on TV
Hey, I've never seen the starship "Enterprise" out here!
When things got bad they asked for mercy and grace
Said I'd made them in My image ... They insulted Me to My face!
So I revoked the lifetime guarantee ... *Now what do I do with a ...*

Dead Planet

Use it as a cosmic doorstep?

Dead Planet

Hey, we can go bowling in the Pleiades!

I got them old Dead Planet –
It ain't nothin' but a lifeless hunk of granite –
I got them old Dead Planet Blues

* * *

But of course, the *planet* is still very much alive – and is likely to remain so. More accurately, according to some scientists, the life forms on it conspire together to keep it livable. The matrix of earth, air, and water are shot through with the fire of life; and while we humans have done much to cause some dimming of that flame, it would take a good deal more than even our current industrial juggernaut to quench it completely.

No, the question is not whether the Earth will survive this “great transition,” but whether we will – more specifically, whether the body of humanity can learn to steer itself wisely through the coming decades, soon enough that our dreams of a good life for all people are not abandoned. Soon enough that our potential as an evolving, self-conscious species is not squandered. Soon enough that we can still protect and restore much of what has been lost of our natural inheritance. Soon enough that our current intolerable level of global suffering is not multiplied terribly, and many more of our sisters and brothers doomed to premature and painful ends.

We face tremendous challenges, absolutely unprecedented in our history. But I believe firmly that an optimistic and creative response to these challenges is not only possible – it is an absolute necessity. As American industrialist Henry Ford said, “Those who believe they can do something and those who believe they can't are both right.”

This pragmatic, very American brand of optimism – the belief that we *give ourselves* the power to respond – is not the same as expecting things to simply get better. It is closer to what Vaclav Havel defined as hope: “Hope,” said Havel, “is ... not the conviction that something will turn out well, but the conviction that something makes sense, regardless of how it turns out.”

The wisdom of Havel's insight has been illustrated recently by a series of head-spinning events, not least of which was his own ascendancy to, and recent departure from, the Czech presidency. In the mid-1980s, if you had been promoting the idea that the Berlin Wall would soon be torn down, Germany reunified, the Soviet winter in Eastern Europe made to thaw, you would have been dismissed as a dreamer. These days, promoting the memory of the extraordinary events of 1989 and 90 as a symbol of historical optimism is practically dismissed as cliché. Czechoslovakia's Velvet Revolution has become the Velvet Divorce. In the former USSR, *glasnost* and *perestroika* have evolved into McDonald's and the mafia. Throughout Eastern Europe, the taste of freedom is already being overpowered by the hunger for affluence. Without question, dismantling communist dictatorship made sense; but if we had known how it would turn out in Yugoslavia, would we have looked forward to it with such anticipation? Even Nelson

Mandela's release seems in danger of being recast historically not as the beginning of a new, democratic South Africa, but as the beginning of a bloody civil war.
practical violence

What, then, should we be hoping for now? What changes "make sense, regardless of how they turn out"? What should a group of committed social innovators and world change-agents, such as this group assembled here, set its sights on helping to achieve? Let me offer you my analysis of the four key challenges, four imperatives, facing us in these transitional decades, and invite you to consider your work in relation to them.

CHALLENGE #1: The Technology-Weds-Nature Imperative

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

Entertaining such notions may satisfy a certain nostalgia. But to dismiss technology in such terms – often through the agency of telephones, computers, photocopiers, etc. – is a dangerous denial of our situation. Pandora's box is open. Prometheus cannot give back the fire. The fate of Nature's technology and of human technology are now inextricably linked. Our responsibility to future generations is not to abandon technology, but to completely transform it in Nature's image.

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

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

We absolutely have no choice but to support the development of increasingly

sophisticated technologies – both scientific and social – to ensure that our enormous stockpiles of plutonium and other substances are either rendered harmless or kept out of Nature's way for a span of time far longer than all of recorded history. Such a responsibility argues not for the abandonment of our nuclear installations, but for their conversion into long-term storage sites and centers of intensive research. Joanna Macy and others have suggested that they must eventually become places of guardianship, contemplation, and intergenerational teaching on right relationship to technology.

Other aspects of the technological challenge are less daunting, but no less necessary. In many cases the task is to facilitate implementation rather than invention. Solar energy is now readily convertible into usable power at reasonable prices, most elegantly by conversion into hydrogen fuel (by the photovoltaic splitting of water molecules). Systems for waste water treatment that use only living things like plants, fish and snails have been available for years. Similar strides have been made in energy efficiency, materials recycling, and a host of other areas, and more strides must both be made and spread evenly about the globe. Even biotechnology and genetic engineering, currently raising very serious and troubling questions about the ethics of scientific endeavor, must continue to be developed for the promise they hold out in areas such as AIDS research and cleaning up toxic waste – two of the many legacies we cannot afford to bequeath to the future.

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

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

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

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

Despite the horrifying and unnecessary violence now happening in places like Bosnia, Afghanistan, or Sri Lanka, I would argue that the world's increasing Balkanization is – paradoxically – a necessary, or at least an inevitable, step toward global unity. In other words, in order to become one world, we may first have to split into smaller pieces.

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

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

Instead of "divide and conquer," our path may be "divide and coalesce." If all goes well and these trends continue, we could see in our lifetimes the emergence of a true global village, in the form of a globe of true villages.

CHALLENGE #3: The Economic-Therapy Imperative

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

Consider, for example, the primary oracle of this cult of economics: the Gross National Product, a measure of all the monetized economic productivity in a country. People are waking up to the fact that the GNP sometimes does best when things are at their worst. Walk to work for your health, and your contribution to the GNP stays flat, which is supposedly bad. Drive a car to work in rush hour and GNP rises – supposedly a good sign despite the fact that the world is more polluted and you're all stressed out. But to make the GNP *really* look good, have an accident. You'll spend thousands of dollars on medical bills and auto repairs, and send our primary signal of economic health soaring.

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

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

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

CHALLENGE #4: The Human-Transformation Imperative

Recently Edward Demming, the elderly dean of consultants and an architect of Japan’s post-war success, appeared on a Seattle TV talk show. It was reported to me that Demming, now in his 90s, was a terrible interview subject, refusing to engage in the requisite chit-chat. Instead, he wanted simply to proclaim the following three truths about the 1990s, in rather oracular fashion. According to Demming: (1) survival is not necessary; (2) transformation is imperative; and (3) change is discontinuous.

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

Demming’s words could be summed up this way: “Evolve or die.” And they point to a

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

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

But speaking about an awakening to love is better done with music.

I Love, Therefore I Am

Music and lyrics © 1992 by Alan AtKisson

Something's come over me
Something's got hold of my heart
Something's trying to break me open
And it's tearing me apart
I'm standing in the pouring rain
Trying to let these tears of joy wash away the pain

I used to be a rational man
Who said "I think, and therefore I am"
But all of my philosophizing
Was just a zephyr in the sand
I listen to the church bells toll
And suddenly I understand the logic of my soul

I love, therefore I am
I love, therefore I am

I wish that I could right every wrong
I wish I could embrace every child
I wish that I could tear these walls down
And let the love go running wild
I don't know just where to start
But I've got to listen to the message of my breaking heart

*I love, therefore I am
I love, therefore I am*

Something's come over me
Something's got hold of my heart
Something's trying to break me open
And I can feel the healing start
I'm standing in the pouring rain
Feeling all these tears of joy wash away the pain

*I love, therefore I am
I love, therefore I am*

*We love, therefore we are
We love, therefore we are*

* * *

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

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

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

[Final song begins on next page.]

And We Rise

Music and lyrics © 1992 by Alan AtKisson

In a time when the whole world trembles and moans
In a time when we face a dark unknown
In a time of confusion
When so many seem hypnotized
By a restless illusion
And when the truth has been disguised
By walls of delusion --
But it's breaking out ...

CHORUS:

*And we rise
In the sight of our children's eyes
To preserve each sacred place
To sustain the human race
As the shadows start to fall
And we hear the planet's call
We will stand and bear the light
We will shine with all our might -- Oh!
We pledge our lives ...*

As the walls of the old world crumble down
We are called to turn our very lives around
A complete transformation
A kind of total rebirth
And the full restoration
Of the damage done to the Earth
The whole of Creation
Is crying out ...

And we rise ...

At the dawn of a new and a brighter day
We are drawn to the Truth that lights the way
And we don't have to fear it
It's the light of love that calls
It's the sign of the spirit
Of the live that moves in us all
And as we get near it
It's reaching out ...

*And we rise
With the sun shining in our eyes ...*

* * *

ICAI
GENERAL ASSEMBLY
1992

PRAGUE, CZECHOSLOVAKIA
7-9 SEPTEMBER, 1992

PRAGUE, SEPT 92

GENERAL ASSEMBLY

92-96 WORKING GROUPS' DIRECTIONS

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

EXTENSION

* Ursula Winteler
Dick Alton
Dave Dunn
Dorothy Heckman

Kit Krauss
Sir James Lindsay
Wayne Nelson
Vaughn O'Halloran

ICAI CONSULTING PROFILE

1. Publicly display ICAI relationship on national materials - all locations
2. Document work with UN (UNDP, UNICEF, UNCPA, IFAD, WHO, World Bank, ILO) governments, donors, NGOs as data base/econet - assignment to ICAI Secretariat in NY/Brussels
3. Develop an ICAI capability statement - assigned to D. Alton; V. O'Halloran, R. Work, D. Dunn
4. Development a consultant roster & mail it including c.v., availability, will cost \$75 to get into the roster - assigned to ICAI secretariat in NY/Brussels

UNCED FOLLOWUP

1. statement on the importance of UNCED and the importance of being involved - assigned to U.Winteler/K.Krause for the Network Exchange
2. Documentation/publication of successful case studies integrating environment & development - various locations including Mexico, Zambia, Egypt, Kenya, Brazil, Portugal, Cote d'Ivoire, Philippines
3. Development with UN country locations for access to the Global Environmental Facility - V. O'Halloran
4. Participation/ network with follow-up activities by nation

CENTRAL & EASTERN EUROPE/Commonwealth of Independent States

Establish a network:

1. Document and report what's going on as initiatives; assigned to D.Dunn, V.O'Halloran, L.Alton, B.Grow, H. Golda
2. Action research towards strategy formulation
3. Defining specific needs/opportunities; disseminate resources (after visits)

CAPACITY BUILDING

* Inga Bessin
Pam Bergdall
Mary Coggeshall
Shankar Jadhav

Edward Mutiso
Marilyn Oyler
Nina Walmsley

Strengthening national ICAs

ICAI as coordinating link

Minimal Criteria for ICAI membership

ICAI - collect data & dues
maintain communications
update directory
national ICAs -
legally registered (or in process) as ICA in
respective country, (issue) intends to create a permanent
establishment in the country in which it is working/moving
towards.

active in programmes in line with ICA aims
establish mailing address (& phone)
paying membership dues
elected delegates (& alternate) to Global Board

Staff Development & Training

ICAI - communicate/promote staffing & training
opportunities

National ICAs - communicate staffing & training needs &
opportunities

Funding Enablement

ICAI - facilitate connections between resources and
needs

Constant "Funding Alert"
National ICAs - create funding strategies
get training if needed,
write proposals
keep ICAI informed

Encouraging Dialogue & Networking

ICAI - Publish NETWORK EXCHANGE box "Coming Events"
National ICAs - inform ICAI of broad interest events
create strategies for strengthening the dialogue

Comments:

- Uneasy about "coordinating link" term - we expect much more
- What is "funding alert"? Information about who is willing to fund what that might be happening out there somewhere.
- Whoever wears the ICAI hats need to be proactive in a catalytic sense. Need to get out there, getting firsthand information, can't be the training people themselves, site visits, meeting funding people, etc.
- Interchange among us is crucial.
- This is not the only function for which ICAI is responsible
- so maybe coordinating link is okay.

VISION

* Nan Grow	Maria Maguire
John Rupert Barnes	Sherwood Shankland
Jann Barr	Shirley St. John
Robert Bauer	

ICAI Mission Statement

The disintegration of social patterns together with the increase of individualism, new racism, economic injustice, nonparticipatory politics and ecological abuse call for dynamic local/global movements concerned with:

1. Catalysing inclusive economics
2. Healing the earth
3. Embodying cultural diversity
4. Nurturing the human spirit
5. Fostering life-long learning, and
6. Empowering futuristic systems.

The Task of the ICAI is to:

1. Provide a global face
2. Undergird practical connectedness
3. Strengthen international linkages and
4. Guard global financial and legal forms
for members, associates and like-minded people.

COMMENTS:

- Send mission statement to national ICAs.
- A mission statement is something we need to work on; it is a great first draft that we need to keep before ourselves.
- Think about starting on a positive rather than a negative note.

- Check the 4 tasks with the 9 aims of the statutes.
(see chart on next page)

- Check all titles with data to see if it works.

- Fine tune the top arches - check what they are related to on the rest of the chart. It looks as though they are related to the items below them but they may not be

- Who is the "us" and the "them"?

NEXT STEPS on chart:

- Designate a few people as a short term task force to design a data base and link it to eco-net, we would have the beginning of a tracking and data base for ourselves.

- Find someone doing their master's degree.

- May be other information to go into a data base.

- Working toward data-base, access on programmes, personnel, clouts,

- have broken through on the four networks

ICAI

GENERAL
ASSEMBLY

ICAI SECTORS OF ENGAGEMENT

SEP-9

PRAGUE

EMPOWERING
FUTURIC
SYSTEMSHEALING
THE
EARTHEMBODYING
CULTURAL
DIVERSITYNURTURING
THE HUMAN
SPIRITFOSTERING
LIFELONG LEARNINGCATALYZING
INCLUSIVE
ECONOMICS

SECTORS OF ENGAGEMENT

AFFILIATE
ORGANIZATIONS
& NETWORKO.D. NEW
WORLD BUSI
ACADEMYRELIGIOUS
INSTITUTION
JEAN
HOUSTONUN CONF.
RIO
GATHERINGMILES RIVE
PRESS
PETER RUSSE

DYNAMICS

ORGANIZATIONAL
TRANS-
FORMATIONPLANETARY
CONSCIOUSNESS
& THE HUMAN
SPIRITTRAINING &
TRANSFER
OF
TECHNOLOGYPUBLICATIONS
&
MEDIA
TOOLSGATHERINGS
&
COLLABORATION

EDUCATION

• CHICAGO
SCHOOLSPRIVATE
BUSINESS

• WIDIA

INT'L
DEVELOP'T• WORLD
BANKLOCAL NGO'S
& COMMUNITIESHEALTH
SERVICESRELIGIOUS
COMMUNITIESENVIRON-
MENTAL
ORGS.PUBLIC
AGENCIES• STATE
GOVT OF
MINN.

PROGRAMS

• IMAGE

• HANDBOOK
I.D.NETWORK
EXCH.

• ICAI INDIA

• NIRADO

• ICAI TOKYO

IMPLEMENTING
COLLEAGUES &
STRUCTURES

INTERCHANGE

* Ray Caruso
Hannerl Golda
Don Johnson
Judy Lindblad
Abiodun Macaulay Olagoke
John Oyler

Shizuyo Sato
Elaine Stover
Mary D'Souza
Kay Townley
Jim Troxel
Lin Wisman

Global conferencing and networking events

In the dialogue of projecting the patterns of future conferences, the question of FOCUS keeps re-appearing - not only in regard to practical issues of upfront funding and co-sponsorship - but also in respect to our future strategy and purpose as an organisation.

PRAHA'92 revealed the cruciality of the NGO community in these times of transition and confirmed that the ICAI has the capacity to be an agent of empowerment for this (NGO) community

We therefore recommend that the theme for the 1996 Global Conference be that of **EMPOWERING THE NGO COMMUNITY TO BE EFFECTIVE SOCIAL INNOVATORS**

We support keeping the rhythm of a major global conference every 4 years. This conference will be held with a view toward **GLOBAL EXPANSION**, which might mean new geography, the involvement of new populations or sociological groups, or programmatic deepening.

In the intervening 2-year period, we recommend a more **NETWORK-FOCUSSED** event that will not require as much preparation or upfront funding. It will base its agenda on network expectations for what they want to achieve in dialogue with on-the-ground local programmes.

After due consideration of the issues involved, the standing recommendation of a network conference in India in '94 and a global conference in Africa in '96 still seems appropriate.

India seems perfect for hosting this kind of network event because of the wealth of on-the-ground programmes in all four network areas. Plus they are ready & willing to host us.

Similarly, the burgeoning of indigenous NGOs as a critical new factor in Africa's development makes Africa a fine choice for highlighting the great potential power of the NGO community. Africa's offer to host the 1996 conference is therefore timely. The African delegates have recommended Nigeria as the host ICA (NIRADO).

Recommend:

1998 Latin America and the year 2000 Conference held in the USA. Assume the General Assembly will be held with 96 meeting. Best time for 94 Conference is September.

NETWORKING

* Tony Beltran	Luz Rios
Manuel Samayoa	Karen Troxel
Gae Burns	Jean Watts
Eduardo Christensen	Rose Worden
Hala El-Kholy	

Strategy for recognition of ICA as a leader of social change

-use other publications (widespread circulation)

1. target worthy articles
2. target publications
3. identify interested reporters to do articles

Publications with Greater Public Access

-recommend that some of our publications be PRINTED and DISTRIBUTED by an "out-house" publishing firm

-publishing of training material for use by ICA faculty remain "in-house"

-ICAI needs to publish a list of all publications, their availability and prices

Global Programme Report

-Update global report in accordance with the new articulated vision (publication by Sept. 1993) with cost to be shared among beneficiaries

Review policies of network exchange topics, networks, etc

-Thematic foci?

-Marketing strategy to expand subscription

-Supplements in Spanish, Arabic, Portuguese?

-reporter team review

-continental posts

FORM

* John Walmsley	Ruth Lakona
Elisabeth Castiglione	Sir James Lindsay
Nira Fialho	Andrea De Suray
Shirley Heckman	Bill Wang

Recommend: that the Exec. Com. generate the REGULATIONS FOR INTERNAL PROCEEDINGS referred to in the statutes

including criteria for recognition of national ICAs; that it have a recognised office; that it presents evidence of being legally constituted as a not-for-profit organisation within the country involved; that it pay dues to ICA

Remaining question: How are national ICAs with closed membership regarded in relationship to being accepted as statutory members of ICA?

Recommend: that Exec. Com. monitor fulfillment of "national ICA" requirements to be a statutory member

Recommend: that "associate members" be called "patrons"; groups \$600; individuals \$100

Recommend: that where no national ICA exists in a particular country, individuals are encouraged to apply for membership in a national ICA.

Recommend: that national ICAs are free to suggest to the Exec. Com. new members and/or replacement of current members of the Global Advisory Board.

To ensure an active Board

1. Each board member take responsibility for monitoring their national ICA so that it meets the statutory membership criteria
2. Encourage each board member to contribute comments, make suggestions as to how ICAI can best serve national ICAs

Report of the Board's election of the Executive Committee:

PRESIDENT	Ursula Winteler (Europe, 92-94)
Vice-PRESIDENT	Ray Caruso (N.A., 92-96)
Vice-PRESIDENT	Inga Bessin (L.A., 92-96)
Vice-PRESIDENT	Shizuyo Sato (Member at large 92-96)
SECRETARY	John Walmsley (East, 92-94)
TREASURER	Anne Yallop (NAME/Africa, 92-94)

Recommend: that national ICAs publishing materials and/or creating/inventing things follow the legal requirements of their countries in regard to copyrights & patents.

No recommendation is made regarding "standards" "professional status" "quality" we know no way for ICAI to monitor these activities

FINANCES

* Anne Vallop (absent) Don Elliott Wayne Ellsworth Martin Gilbraith	Marileen Johnson Hiramam Kokane Dick Seacord Margie Tomlinson
------------------------------------------------------------------------------	------------------------------------------------------------------------

What are realistic dues? currently: statutory members - \$600 US minimum; patrons - org/group 600; individual \$100

Each location create its own story to increase the heart commitment - Suggestions to consider what is your fair share?

- % of annual budget; - % of undesignated funds
- % of contracted income; - % based on # of staff
- % based on # of locations
- consider what your benefit is from ICAI
- how much do you want ICAI to go on into the future?

What have we said?

1. We want an income and expense accounting that includes all the invisible income & expense (i.e. an individual in USA:East puts \$3,000 annually into InterAction) - illustrations:

- contributed by NY on both side of budget
- all submit documents for what donated and how much it is worth (i.e. frequent flyer tickets)
- put \$15,000 raised by USA:East for V. O'Halloran work on both sides

THIS HAS NOTHING TO DO WITH INCREASING REVENUE BUT WITH BEING HONEST.

2. We have 2 ways of contributing to ICAI - by Statutory Members or Patrons to send directly to ICAI or the Statutory Member as a designated gift.

3. Employees "actual" salaries to be objectified i.e. D. Seacord's fair market value is -----

D. Alton ICAI \$4800; % of funding; from ICAI prog. fees, etc.

THIS IS A VEHICLE TO INSURE CARE FOR STAFF

4. Employee job descriptions and "employment agreements" to be shared with Statutory Members.

5. Income streams of ICAI

- dues Statutory Members, Associate Members
- consultancy fees
- endowment (trust) plan
- increasing number of associate members
- provide services to Statutory Members
- funding raising to Fdntn/Corp.Govt. for specific programmes carrying out these 9 aims.

- board members and others who give in-kind contributions

6. Participation ICAI activities by national ICAs requires national/budgeting and sometimes outside contributions

7. Individuals who want tax deductions for contributions do this through national ICAs (a la #2).

ICA CONTINENTAL REPORT

NORTH AMERICA by Don Elliott

The continent of North America is like a matrix of amoebas because we are:

- a) Energized by individual participation, passion, personal commitment;
- b) A network connected by a field of spiritual gravity;
- c) Transferring our legacy & nurturing new forms;
- d) Adaptable to a constantly changing world.

We face the following challenges:

- a) Wholeness of mind, body, spirit;
- b) Coping With success & continuing economic viability;
- c) Institutional capacity building without losing our legacy;
- d) Think globally, act locally, commit personally in order to affect global realities.

MIDDLE EAST & NORTH AFRICA; SUB-SAHARA AFRICA by Terry Bergdall

The continent of MENA/Africa is like a wild flower garden because:

- a) Patterns have been established;
- b) Sometimes growth is out of control;
- c) It is a thing of beauty to be nurtured;
- d) It is acclimatised to local growth.

We face the following challenges:

- a) Building right links with governments and other agencies within the region;
- b) Getting the right skills in the right places for staff who have a passion to be the best;
- c) Motivating Board members for active participation in appropriate roles.

EUROPE/EURASIA by Cathy Bayer

The continent of Europe/Eurasia is like an awakening giant because:

- a) The energy of defense has been turned toward construction;
- b) Every country interested in working together - one united Europe - EEC.
- c) Participation of young Europeans in Prague conference.
- d) Mobility, connecting up; bed & breakfast in Brussels; Portugal/United Kingdom interchange trip.

We face the following challenges:

- a) How to involve young people nationally in ICA from the nationality in which the operation is;
- b) European level - how to get together international teams again to operate together;
- c) How to name the mutually beneficial events that create linkages;
- d) How to mobilize people to extend geographically when Spain, Austria and German ICAs are limiting their activities.

ASIA (Southeast Asia & Pacifica/Orient/Asian Subcontinent) by John Walmsley

The continent of Asia is like a bubbling hot spring because:

- a) Energy is being expended in almost chaotic way in various areas;
- b) Activities are interconnected at a deep level;
- c) New nutrients are coming up & healing is happening;
- d) Sometimes chaotic but still creative;
- e) Comes from the depths, not from the top - out of the mud/financial ooze comes new life.

We face the following challenges:

- a) Recruiting/training enough people to take effective roles;
- b) How to bridge old & new, provide suitable context and transfer enthusiasm of new.
- c) Tension between expansion & formation - where is point of maximum impact/opportunity;
- d) Changing fabric of development/aid.

LATIN AMERICA by Tony Beltran

The continent of Latin America is like a conga line because:

- a) Its rhythm is lively and pulsating;
- b) It allows new things to blossom;
- c) Each part of the link is connected and yet individually alive;
- d) We envision links and connections in our work.

We face the following challenges:

- a) The means to empower our communication;
- b) Discerning the long-term financial and missional possibility;
- c) Consolidating our offices as viable business;
- d) Reaching out and strengthening each other.

ICAI BOARD MEETING

Minutes, BOARD OF DIRECTORS MEETING, 9 September 1992, Prague

ATTENDANCE OF STATUTORY MEMBERS:

Australia - John Walmsley present; Janet Hughes alternate
Belgium - Andrea de Suray present; Lin Wisman alternate
Brazil - Nan Grow present; Denira Fialho de Carvalho alternate
Canada - not present; Gathorne Burns; Bill Staples alternate
Chile - not present
Cote d'Ivoire - Jann Barr present; Thierry van Cauwenberg alternate
Egypt - Anne Yallop; Hala El-Kholy alternate present
Germany - Ursula Winteler present; Hannerl Golda alternate
Guatemala - Inga Bessin present; Manuel Samayoa alternate
Hong Kong - not present; Diane Greenwald; John Patterson alternate
India - Mangla Gavai; Mary D'Souza alternate present
Jamaica - not present
Japan - Shizuyo Sato present; Shirley St. John alternate
Kenya - Edward Mutiso present; Mary Wafula alternate
Korea - not present; Ms. Yu Yeon Man; Mr. Dong-Hwan Yoon alternate
Malaysia - not present
Mexico - Rogelio Cova; Rose Worden alternate present
Netherlands - not present
Nigeria - Felix Akpe; Abiodun Olagoke alternate present
Peru - not present; Judith Hamje; George West alternate
Philippines - not present; Jose Armas; Norturo Mariano alternate
Portugal - not present; John McAdam; Cathy Bayer alternate
Taiwan - Bill Wang present; Gail West alternate
United Kingdom - not present; Cathy Henwood
USA East - Mary Coggeshall present as proxy for Eunice Shankland; Ellen Howie alternate
USA Heartland - Ray Caruso present; James Troxel alternate
USA West - Don Elliott present; John Oyler alternate
Venezuela - Antonio Beltran present as proxy for John Lawton; Miriam Balbela alternate
Zambia - Ruth Lukona present; Rev. E. S. Muloshi
President Emeritus Sir James Lindsay present.
Therefore, 19 members present for voting.
Others present: David Dunn (USA Heartland); Shirley Heckman (Nigeria)

President Ursula Winteler turned the meeting over to Vice-President John Walmsley who presented several items about procedures.

Sir James Lindsay raised question about whether the Secretariat Staff could sign contracts without the permission of the Executive Committee. Article 16 of the Statutes refers to this issue. Inga Bessin noted that for certain contracts, the signature of the officers may be required. Sir James expressed the hope that the Secretary General might be able to take initiative as appropriate.

Minutes, Board of Directors, 9 September 1992, Prague, p.2

President Winteler called Shirley Heckman to be returning officer to manage the elections with the assistance of David Dunn. Heckman had worked with the Forms Group of the General Assembly which acted as the nominating committee for the election of the Executive Committee.

The five continents select one of the ICAI Board members as their continental representative on the Executive Committee. The sixth member of the Executive Committee is to be elected at large by the Board of Directors. The slate for the at-large member was Ruth Lukona (Zambia); Edward Mutiso (Kenya); and Shizuyo Sato (Japan). In the election, Ruth Lukona received 5 votes; Edward Mutiso 4; and Shizuyo Sato 10 votes. Shizuyo Sato was declared elected as the at-large member for the 1992-1996 term.

Three incumbent members of the Executive Committee - John Walmsley (East); Ursula Winteler (Europe); Anne Yallop (MENA/Africa) were presented to the body for election of terms of 1992-1994. Nan Grow made the motion and Sir James seconded the motion accepting this recommendation which was unanimously passed.

It was moved by Don Elliott and seconded by Nan Grow that Ray Caruso (N.A.) and Inga Bessin (L.A.) be elected to the Executive Committee for the term of 1992-1996. This motion was unanimously passed.

It was moved by Abiodun Olagoke, seconded by Rose Worden and unanimously accepted that the Executive Committee be organised as the officers of the Board of Directors as follows:

President: Ursula Winteler(Europe, 1992-1994)
Vice-President: Ray Caruso(N.A., 1992-1996)
Vice-President: Inga Bessin(L.A., 1992-1996)
Vice-President: Shizuyo Sato(member-at-large, 1992-1996)
Secretary: John Walmsley(East, 1992-1994)
Treasurer: Anne Yallop(MENA/Sub-Saharan Africa, 1992-1994)

Shirley Heckman, returning officer for the elections, turned the meeting back to John Walmsley.

Jann Barr moved and Don Elliott seconded that in case the Executive Committee member is unable to attend a meeting that the proxy be the alternate from the country of the Executive Committee member or, if that is not feasible, a proxy should come from the continent. The body approved the action.

John Walmsley noted that the Statutes prescribe that the Executive Committee meet at least once a year but that in recent years it has met twice a year. Mary Coggeshall, recently member of the Executive Committee, reported that at the recent meeting of the Executive Committee it was decided that meeting once a year was to be tried. It was also stated that the frequency of meetings depends on funds to cover the cost of the meetings.

PRAHA '92 WORKSHOP SCHEDULE

Mornings: 9-12
Afternoons: 3-6

Mon, 31 August	Tues, 1 September		Wed, 2 September	
Afternoon	Morning	Afternoon	Morning	Afternoon
✓ 11 Keys to Organisational Transformation (S Shankland & M Hanson)	12 Learning Organisations (G West)		21 Spirit Maintenance in Times of Company Crisis (N Damier, N Grow)	41 Galaxy Workshop (B Grow)
43 Meyers-Briggs Type Indicators (MBTI) (V O'Halloran)	20 Self-Esteem for Educators (F Voli)		8 Empowering Whole Systems - Can it be Done? (N Melichar)	33 Images for 21st Century Education (K Troxel, J Ames, B Dunn)
3 Cosmic Life Story (B Sharp)	26 Who Can Heal Health Care? Sharing Perspectives for 1992 - 2000 (Y Stringham)		15 Making It Happen (A AtKisson)	22 The Art of Listening (V Marek)
7 The Evolution of Consciousness -Implications for Group Methods (M Tomlinson)	5 Cross-Cultural Understandings (L Alton & T Beltran)		6 Tools for Creative Thinking (I Bessin & M Samayoa)	32 The Hero's Journey (B Staples)
34 Towards Transpersonal Ecology (B Merhaut)	23 The Gabcikovo-Nagymaros Dams and the Environment (M Horáček)		4 Creating Sacred Spaces in Public Places (Y Stringham)	18 Politics for Life (S Pickering & S Gilbraith)
2 Causes and Solutions to World Hunger (B Ames)	36 Private Sector Symposium Focus (B Grow, J Gilles)	13 Lifestyle Simplification Lab (E Stover)	✓ 38 How to Manage the Transformation of Societies in Transition (A Morozov)	✓ 28 Organizing for Global Citizenship: The Global Integrity Ethics (P Johnson)
27 Wise Uses of Wetlands (S Pickering & S Gilbraith)	44 Beyond Stress: Mindful Relaxation & Meditative Practices (L Larsen)	1 Body Therapy (M Grisdale-Segato)	39 UNCED '92 in Rio Report / Discussion (U Winteler & K Krauss)	10 Green Consumerism (K Yamaguchi & F Simon)
16 NGO's in Czecho-Slovakia Between Totality and Democracy (O Herec)	35 The Council of All Beings (B Merhaut)	17 Planetary Citizenship (B Staples)	24 The Role of Credit in Development (O Macaulay)	14 Local Democracy in New Europe (O Herec)
19 Commitment Factor in Leader Development for Social Change (J & A Gibson)	✓ 44 Transpersonal Dynamics and the New Science (M Almendro)	✓ 37 Inspiring the Next Generation of Social Innovators (M Oyler)	40 Human Service Agencies and Social Innovation (D Dunn)	

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05/09/92

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1992 GLOBAL CONFERENCE UPDATE

PRAGUE IN 1992 The Institute's Global Conference

The European Coordinating Committee for the Global Conference--1992 met in Prague in mid-June. We had representatives from the United Kingdom, the Netherlands, Germany, Austria, Hungary, three from the Brussels office and an American, resident in Prague, joined us for part of the time.



The arrangements for the meeting were made by the conferencing agency of Charles University which is making the arrangements for the 1992 event. We stayed in the same facility that most of the participants will be living in during the conference--it passed our inspection. They also arranged for us to have an extensive tour of the Faculty of Sports where the actual conference will take place. The Agency's manager and Ms Jana Riebov, who is our conference coordinator, both joined us on Saturday morning.

THE SITE

The Faculty of Sports facility and the facility where most of us will be staying were both owned by the Communist Party and used by them for their political leadership development programme. Since the revolution both facilities have been turned over to Charles University. The large 16 story hotel-like facility is now part of the Faculty of Economics, while the actual conference site is the Faculty of Sports. It is about a five minute walk from one to the other.

The Faculty of Sports is a large rectangular building with a courtyard in the centre. Most of the rooms are equipped with a full range of audio and video equipment. There is both a theatre with seating for 800 people and a large conference room where 550 to 600 can be seated. This room is fully equipped for television (including cameras and monitors along the walls) and can distribute its pictures throughout the building. It can also handle translation for six languages using wireless headphones which can be used throughout the building. There is a large dining room where lunches and dinners at very reasonable prices will be available. One area of the building is also a student hostel where young people can stay in dorms at very low prices.

The facility, where many of us will be staying, is just a few years old and has several hundred double occupancy rooms and a number of suites. These rooms have a small fridge, a radio, (no phone or TV) a separate toilet and bath and lots of cupboard and closet space. Each room has a small balcony. People staying there will also take breakfast there.

There is a small grocery store just down the street toward the conference facility which will, no doubt, do a great business while we are there.

These facilities are located on a boulevard that goes out to Prague's International Airport. Right in front of the conference facility is a tram (trolley) and bus stop. If you take the tram for about ten minutes and then change to the Metro (underground, subway) you can be in the heart of old Prague, the city centre, in a little less than 20 minutes.

Across the boulevard is a huge park and forest area with lots of paths for jogging, a large lake for fishing, and various types of sports facilities (tennis courts, volleyball courts, etc.) which can be rented. There is also a fully equipped, fenced and lighted camping area where people can pitch tents or park and plug-in their campers. This is about a 10 minute walk from the conference facility.

THE MEETING

In addition to touring the facilities and the city, making sure that Prague measured up to its growing reputation as a city of both charm and beauty we did do some conference planning work.

A second draft of the budget was done with an attempt to use more "real" estimates and to include everything that might possibly arise as an expense. Further research is being done on this and the plan is to finalize the budget at the September meeting of the Coordinating Committee. This will also be the basis for a decision about conference fees.

A group worked on targeting audiences for conference participation. They worked especially on European participation and began to think about targets both in terms of numbers and nations. This work will be continued at the September meeting and plans are to launch a European participation strategy in the fall.

The final group spent some time thinking about a strategy for securing participation from East and Central Europe. An exploratory trip through Central Europe is planned before the next meeting at the end of September.

THE POSTLUDE

Following the weekend, meeting Hannerl Golda and Jim Campbell stayed in Prague for a few days to meet a number of people. Among the people they saw were Dr. Stary who is a special adviser to the President of the Czech Republic (like a state in the USA) who was very interested in the conference and offered to provide any assistance from the government that might be appropriate.

We also saw Dr. Mesik for the second time. He is a special adviser to the Minister in charge of the Federal Committee for the Environment. He is especially interested in forms of human community and spoke of the need for a dialogue like the North - South Dialogue in the Development Community but one that would be a dialogue between the North the South and

the new emerging countries of East and Central Europe. He is willing to help with enabling Czech and Slovak participation.

Another person we saw was Mr. Hronek, who is the Director of the NGO relations office of the Ministry of Foreign Affairs. A young, informal and very friendly man, he was very pleased to hear of the conference and will be putting us in touch with various NGO's in the Czech and Slovak Federal Republic (CSFR) that could possibly contribute to and/or benefit from the conference.

We also spent several hours with the conferencing agency and worked through a long list of items deciding who was responsible for what. They are now preparing price quotations for the items we have asked them to do.

THE TEAM

Finally just a brief word about the team we are bringing into being in a few months time. It will have two Europeans, a Latin American and a North American on it and will begin work in September. They will be based in Brussels which will function as the secretariat for the conference.

They are:

1. Mr. Marcel Keij, from the Netherlands, is a young man studying marketing in university. He speaks excellent English and German, in addition to Dutch. He will start a university practicum period with us the first of September. He is especially keen on marketing the conference across Europe.
2. Ms Ariane von Rümker from Germany, is a young lady studying in university. She speaks English and French, in addition to German. She will start a nine month university practicum with us in August.
3. Ms Alice Rose, a young lady from the United States, has many years of experience with the Institute since her family joined the staff when she was a teenager. More recently, she has just completed a year with ICA Mexico. She speaks Spanish, in addition to English. Before that she was working in business where part of her experience was the organising of in-house conferences and seminars for a large multi-national. She will be a full-time person working solely on the conference.
4. Finally, Tony Beltran, from Venezuela will be joining the staff of ICAI. Tony speaks excellent English, rusty (he says) French, in addition to Spanish. He will have numerous responsibilities but a large share of them will

have to do with the conference and its facilitation. Tony has many years of experience with the Institute both in Venezuela and globally.

Those of us, in Brussels, who have been working on the conference on a part time, ad hoc, basis are both excited and relieved about the formation of this team. We will of course continue to work on and support preparations for the conference but we anticipate that great things will start happening in the fall.

A PRAGUE STORY OR TWO

As some of you might have guessed I really enjoy Prague and here are a couple more reasons.

The weather on the weekend of the meeting was beautiful. However, Monday morning it started to rain. Late in the afternoon of the second day of calls, still in the rain, Hannerl and I, both with umbrellas, brief case and purse, etc. lost our way. We stepped into the doorway of a building, to get out of the rain, pulled out the map, unfolded it, put on the right pair of glasses to see the small print and started trying to figure out which way to go. Then we were joined by a lady who had her umbrella, shopping bags and purse in hand. Once she figured out where we wanted to go she showed us on the map and also by pointing us down the street. She then waited to make sure that we got packed up and headed off in the right direction. She was wet and looked tired, we were wet and definitely tired at the end of a long day and we were all frustrated with the rain. But I guess all of us knew, whether consciously or unconsciously, that what we had just experienced was a humanizing act and we were renewed by it. Of such little things is the human journey (even when its rain soaked) moved along.

One of the more charming customs in Prague is to be found in restaurants, most of which are crowded around meal times. Whereas, we in the west assume that two people at a four sided table have coopted the whole table, in Prague the other two sides are free and used by other people. While this might slow down an intimate conversation it certainly is a great way to meet people. Ursula Wintler, Bev Gazarian and I joined a young lady for lunch soon after our arrival in Prague. She spoke German and so Ursula was our mediator. It turned out that she is a seminary student (I didn't even know they had such things under the former government--but naivete is my middle name when it comes to Central/Eastern Europe). We had a great conversation and a great meal since she translated the Czech menu into German for us. SEE YOU IN PRAGUE IN 1992.

Jim Campbell

