

THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

(ICAI)

Information attached includes:

Letter, 16 January, 1989 from R. Seacord - 1 page

Letter, 3 May, 1989, from D. Alton - 1 page

"Announcement" and "ICAI Trimester Report", from June, 1989, Network
News - 2 pages

Letter, 15 August, 1989, "Meeting Preparation Packet #1" - 6 pages, key:
"Input for General Assembly Meeting"

Letter, 21 August, 1989, "Meeting Preparation Packet #2" - 8 pages, key:
"Future Scenarios for ICAI"



THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

16 January 1989

Dear Colleagues,

During module II of Our Common Future conference in Oaxtepec, over 80 representatives from at least 20 countries participated in a series of workshops on the future role of ICA International. They agreed that we should capitalize on the global image we have created by the investment of our lives and resources over the past decades. They recognized both the diversity of our current activities and our common objective to serve society. ICA now has external recognition in the development community, particularly in United Nations agencies. We have earned less formal recognition for work in education, health, economic motivation and spiritual profundity in many locations.

Participants felt that ICA International should project an active image of global cooperation and collaboration. An ICAI secretariat could serve local ICA groups as a symbol to their constituents of our global scope. To start, we could design a process by which local ICA organizations direct this service group. Through ICAI, we can promote worldwide recognition of local ICA goals and activities, attracting global resources to apply to local needs. We foresee an ICAI Board of Directors composed of members representing local ICA groups and receiving creative support from a more active global advisory board.

The workshop identified seven tasks for the secretariat, supported by membership fees from ICA locations:

- publish the ICAI Network Exchange
- design and facilitate the September ICAI organizational meeting
- project and protect ICA's international face
- assure representation at important international meetings
- acquire and maintain membership in international organizations
- assist ICAs in transition
- expand, use and cultivate the Global Advisory Board

The Brussels House estimates that to do all these tasks well during this year would require 9 people working full time. Brussels cannot afford such a large diversion of effort from ventures which generate income. It proposes to set priorities to remain within a budget of \$75,000 for the year. It will place major emphasis on preparations for the September meeting and on publication of the Network Exchange. It will seek subscription income for the latter from ICA contacts. It may need to seek sustaining membership contributions from individuals not included in corporate memberships, as proposed at Oaxtepec. The ICAI secretariat is not authorized to borrow funds; it can order goods and services only after receiving cash for membership fees and subscriptions. For 1989, the Oaxtepec module II participants agreed that membership fees should be based on the ability to pay.

The secretariat must now obtain your membership fee. Egypt has already remitted \$2,000 as 80% of its pledge. Please reply to this letter with your pledge and schedule of payments.

Thank you,

A handwritten signature in black ink that reads 'Richard E. Seacord'. The signature is written in a cursive, flowing style.

Richard E. Seacord



THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT ³ May 1989

Dear Colleagues,

Ref: ICAI GENERAL ASSEMBLY 25-29 September 1989

A key decision of the Mexico conference was to introduce more formality into our promotion of global interconnectedness through a meeting of the members of the Institute of Cultural Affairs International. We suggested that we hold this meeting as a general assembly, following the provisions of the existing statutes. Our central focus will be how we choose to operate in the future as a global organization which intends to render service to the planet.

We have prepared the enclosed questionnaire to invite your thoughts and concerns. We are looking for individual and organizational responses to prepare for this meeting. We need your careful consideration in thinking through the possible agenda items, including your proposals for revision of the statutes, a copy of which is included.

You will notice that the name of the international organization is Institute of Cultural Affairs. We recommend adding the word "International" for clarity. You should know that the address has been changed to that of our current location.

Our suggestion at Oaxtepec was to base the 1989 membership subscription on the ability of each organization to pay, as determined by that organization, with a minimum level of US\$200 for statutory membership. We would expect each member organization to send one official delegate, or a proxy, for representation by each member. Any number of representatives may be sent by any member organization.

The Board of Directors elected in 1983 were:

Sir James Lindsay, Pres.	Alice Dujardin, Vice Pres.
August Vanistendael, Vice Pres.	Mary D'Souza, Vice Pres.
Paul Schrijnen, Secretary	David Wood, Treasurer
Martha Talbott	Connie Reemstma
Evelyn Edwards	Charles Hahn
Eunice Shankland	Rafael Davila
John Patterson	Icelene Seaton
Venasithamby Dharmalingam	Margaret Matumbo

Our agenda will include the election of a new board.

We would appreciate receiving your comments by the end of May. By the end of June we hope to draft a proposed agenda. Let us know the names of people from your organization who might attend or, at least, the number of people.

Sincerely,


Dick Alton

Network Exchange June 1989

ANNOUNCEMENT

The General Assembly of the Institute of Cultural Affairs International will take place at rue Amedee Lynen 8, 1030 Brussels from 25 to 29 September 1989, commencing with a reception at 1730 hours.

All members of ICA are invited to attend. Each ICAI member organization should designate an official delegate or proxy authorized as its representative.

The fee for participation in the General Assembly is US\$ 200 per person. Limited housing in the Brussels facility is available at US\$ 10 per night. Members desiring to reserve such accommodation should write their requests to this address and enclose a check payable to ICA International for the amount of US\$ 50. While space is available, these reservations will be honored. ICAI will arrange reasonable hotel accommodations for participants whose requests arrive after all rooms are booked, as well as for those who prefer housing outside the building.

Among the items on the agenda will be the election of the board of directors for the term 1989 to 1992. Candidates to be nominated by ICAI member organizations should be advised by those members of their proposed candidacy. The nominating members must obtain agreement from the candidate of readiness for active service on the board prior to presentation of the name of the candidate to the General Assembly. The actual number of members of the Board of Directors will be decided by the General Assembly prior to the election.

Please inform the secretariat of ICA International now of the names of participants who will attend and of the housing accommodations they desire. WE ARE REQUESTING EACH CONTINENT TO SEND ONE OF ITS REPRESENTATIVES SEPTEMBER 11 TO FORM A PROCEDURES/FACILITATION TEAM.

ICAI TRIMESTER REPORT

January - April 1989

MEMBERSHIP SERVICES

At Oaxtepec, there were promises of support for ICAI membership services of \$25,000 to \$75,000 and no money in hand. With no assurance of self-support income for three full-time persons, the Brussels House allocated seven persons (Dick Alton, Jim Campbell, Bev Gazarian, Richard Seacord, Elaine Stover, Adam Thomson, Donna Wagner) to perform the membership functions on a parttime basis, earning the bulk of their needed income from other work. Many have been doing so through providing self-supporting services to the ICA network, others have taken on computer contracts and English teaching.

As a matter of principle in guarding its own integrity, the Brussels House has established that 50% of all ICAI membership services income will go to pay for the personnel services it provides.

ICAI Network Exchange

Five issues published and provided to 218 addressees, five more to go (will skip July and December). After the June issue the mailing will go only to its 29 subscribers to save money.

ICA's International Position

In addition to New York's UN work, we are updating our relations with WHO, FAO, UNICEF, IFAD and UNESCO in Europe.

September General Assembly

A questionnaire has gone to all ICA locations, the statutes provided to all members, and legal research done. Two American University interns have done organizational research for the meeting.

Representation at International Meetings

Attendance at the Inter-American Development Bank briefing on loans to the informal sector, meeting close to 200 other NGOs working in Latin America. Upcoming attendance at the Medicus Mundi International Colloquium in May, UNICEF NGO committee in July.

Membership in International Organizations

The fee has been paid for ICSW (International Council for Social Welfare) and E. Stover appointed as our representative. When the ICAI budget is assured, we will pay the dues for International Council of Voluntary Associations (ICVA) of which InterAction is a member.

Assisting ICAs in Transition

In addition to the self-supporting services reported separately, Brussels has been assisting in the location of personnel and in training the new Administrative Director for Rio Bonito, Brazil in fundraising. Dialogue is in process toward a longterm form of funding for Third World ICAs and toward the Development Network meeting.

This is on hold until after the September General Assembly gives guidance on what is desired.

Administration

Considerable time has been spent in soliciting and confirming membership subscriptions of \$35,338 (of which \$15,543.07 has been received), NWE subscriptions of \$1,005 maintaining a frugal operation in the face of insecure commitments and cash flow, setting up a new financial and bookkeeping system, answering ongoing correspondence and inquiries, accumulating and digesting information from a broad range of international organizations, supervising two American University interns.

If the anticipated budgetary shortfall of \$6,308 - \$23,637 is not covered we will need to reduce ICAI Membership services. (Financial details enclosed.)

SELF-SUPPORTING SERVICES

Seven persons are earning self-support income through providing fee-paying services. These are Dick Alton, Linda Alton, Jim Campbell, Aminah Mwamose, Elaine Stover, Adam Thomson, Donna Wagner. Below is the Program Portfolio of services they are providing.

International Training for Development Practitioners

Projected to begin January 1990 for ICA and non-ICA persons. Research has been done on Belgian government funding for trainee living allowances and is in process for prospective participants. Dick Alton, Jim Campbell and Elaine Stover are being partially supported to do the preparation and set-up work out of money raised from European sources.

Fund Raising

Over \$300,000 raised for ICAs in Africa, Latin America, and the Pacific by Dick Alton, Jim Campbell, Aminah Mwamose, Adam Thomson, Donna Wagner. Breakthroughs have included Misereor funding for ICA: Kenya institutional capacity building, three funding sources for the Pacific, Belgian government funding for Cote d'Ivoire, EEC agreement to accept proposals.

Publications

Linda Alton, Aminah Mwamose and a team of Dutch apprentices have sold 215 copies of the IERD books and are marketing *Winning Through Participation*.

Practical Modes of Cooperation

Dick Alton, Aminah Mwamose and a Dutch apprentice have worked with John Stringham (Frankfurt) on organizing and recruiting 21 donors from Europe and Africa to the GTZ seminar on development collaboration. Facilitators included Alan Berresford from London and Sandra Powell from Nairobi.

Consultancies

Elaine Stover's continuing work with the Near East Foundation has led to a consultancy for Hiranman Gavai in Sudan, Egypt and India. Work is in process on the final draft of a Community Health manual for Local Community Development Practitioners in Egypt. Elaine and Donna Wagner have a program in Eritrea later this year. Royal Tropical Institute has asked ICA to facilitate its quadrennial conference. Dick Alton is cultivating EuroAction Accord and Haskins for contracts for ICA staff in different parts of the world.

International Volunteers

Six Dutch citizens are now serving as ICA staff in Brazil, Cote d'Ivoire, Kenya, Portugal, and Venezuela. Training and placement of shortterm volunteers continues, with the opening up of new locations through the IERD project network. This program and the apprenticeship program which provides European personnel to ICAI is underwritten by funds from European sources. The next Volunteer Preparation Period, coordinated by Linda Alton, is September 2-23, 1989 in Brussels.

New Books

Donna Wagner has contacted publishers in UK and USA regarding *After There Are No More Fish To Catch*. Six have asked for submissions of draft material, 11 have declined, and 9 have not yet responded. Material has been entered in two contests. The India chapter has been rewritten for submission to publishers; major work done on the structure, rationale, themes, and storyline; and a new draft of ICA origins written.

Administration

We estimate that the Brussels House is providing well over \$150,000 to the ICAI through these self-supporting programs. Enormous energy is going into creating systems to make them self-sustaining.

CONTRIBUTIONS TO ANY OF THESE PROGRAMS OR TO MEMBERSHIP SERVICES WOULD BE GREATLY APPRECIATED.

THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL
rue Amédée Lynen 8, 1030 Brussels, Belgium

ICAI GENERAL ASSEMBLY
MEETING PREPARATION PACKET #1

15 August 1989

Dear Colleagues,

This is the first of three packets informing you of the preparations for the ICAI General Assembly in Brussels. Please see that your representatives receive copies of each packet.

THE ICAI GENERAL ASSEMBLY
will commence with a reception at 1730 on the evening of

SUNDAY 24 SEPTEMBER 1989
at rue Amédée Lynen 8, 1030 Brussels

Business sessions will be held from 0900 Monday 25 September
until 1800 Friday 29 September

Please arrive as early as you can on 24 September to complete your registration and housing arrangements. For our mutual convenience, please complete and return the enclosed registration form now.

All who are coming should immediately contact their nearest Belgian consulate to determine visa requirements. Some visa applications may require 2 weeks to process.

In response to our suggestion that the planning team be voluntary and composed of persons coming to the meeting, we currently have a team of five who will begin working at 0900 on Monday 18 September. Please allow for handling jet lag prior to 18 September. An Atlantic crossing aggravates the condition.

Jim Lindsay - ICAI President
Paula Otto and Jim Troxel - ICA Chicago
George Packard - Intercontinental Support Team, Nairobi
Dick Seacord - ICAI Secretariat

WE WOULD LIKE TO HAVE SOMEONE FROM INDIA, LATIN AMERICA AND SEAPAC.

Thank you for keeping us informed of your work, for sharing your thinking on the future of ICAI, and for the financial support which has allowed us to facilitate this year of ICAI's transition. We look forward to an exciting few months ahead.

Should you desire any additional information, please contact Dick Seacord in Brussels.

On behalf of our global future,

The ICAI Secretariat
Dick Alton, Jim Campbell, Dick Seacord, Elaine Stover, Donna Wagner

GENERAL ASSEMBLY INTENTS

- Overall:
1. To give form and substance to ICAI's future as a global effort of service to local people so this sign of possibility for the planet can be supported and promoted.
 2. To forge a new and lively commitment to the global interrelatedness symbolized by ICAI.

- Sub-Intents:
1. Ensure that ICAI is a global reality grounded in the needs and concerns of local ICAs and is "their" organization.
 2. Experience a new beginning organizationally and in relationship to the world.
 3. State the direction of ICAI activities through 1992, consenting clearly on the commitment in finances, time and effort this entails.

AGENDA COMPONENTS TO BE CONSIDERED BY THE PLANNING TEAM

- .Reception
- .Local ICA Reports
- .Aims & Objectives of ICAI
- .Board Election & Role
- .Membership & Recruiting
- .Budgets & Financing
- .ICAI Strategy, Plans, Enabling Structure
- .Calendar (1990, 1992, Network Events)
- .Global Funding
- .Global Promotion
- .Case Western Reserve (Context, Interviews, Training, Report)
- .See Brussels and Live!
- .Reflection
- .Send Out

PRE-MEETING PREPARATION PACKETS

Packet #1 MEETING PURPOSE

- .General Ssembly Intents
- .Overall Feedback
- .Inputs for General Assembly Planning
- .Current Participant List
- .Registration Form

— 15 Aug. letter

Packet #2 LOCAL PREPARATION

- .Generating Global Scenarios
- .Beginning Board Selection
- .Exhibition Guidelines
- .Current Participant List

— 21 Aug. letter

Packet #3 ARRIVAL PRACTICS

- .Airport
- .Currency
- .Housing
- .Registration Procedures
- .Current Participant List

— 28 Aug. letter

INPUT FOR GENERAL ASSEMBLY PLANNING
(including letters, interviews and questionnaires as of 15 August 1989)

STATUTES

- General - replace male pronoun with inclusive form .. Vienna
- Art. 3 - Replace word "scientific" with "research" .. Vienna
- Art. 4 - Add "member organizations with like purpose, for material support and benefit .. Vienna
- Art. 9 - Delete "English: Global Research Assembly" ..Vienna ..Brussels
- Art. 10 - Define Secretariat in a separate article or omit reference to it ..Vienna
- Art. 12 - Delete "Board of Administration (English" ..Vienna
(Note: this is a translation from French legal term)
- Art. 17 - Change period of office to three years ..Vienna
- Art. 24 - Delete "every year" (because General Assembly meets every year) ..Vienna

PURPOSE

- To strengthen the capacity of the national ICAs to transfer its technologies of human development to all peoples and all countries ..Chicago
- To promote and support the work of the national ICAs "Human Factor in World Development" ..Chicago
- To serve as an interchange link between and among the national ICAs ..Chicago
- To be the collective global face toward international human development bodies and agencies and the world at large ..Chicago
- To be an association of associations, associative rather than directive ..London

POLICIES

- Individual sustaining memberships where national or local ICA does not exist ..Vienna
- Admit individual members with the permission of the local ICA member organization where such local ICA exists. In the absence of a local ICA, admit individuals with adequate proficiency in ICA methods and a tested commitment to ICA objectives ..Brussels
- Admit groups only after adequate training from another ICA group ..Brussels
- Allow non-ICA organizations to become members (corporate sustaining, then later, corporate statutory) ..Cairo
- No national organization should hold or control more than 30% of the vote (general assembly and board) .. Cairo
- Use image of "federation of members" ..Kuala Lumpur
- Formally recognize national ICAs and specific offices, but not allow the name ICA to be used by private consultants outside of national ICA structures ..Caracas
- First make sure that all ICAI full members are nationally registered ICAs. Then talk, not membership fee, but national and global obligations, services and benefits to and from the ICAI. An ICA in the process of registering can now be a member, or they could be affiliated directly to the closest nationally registered ICA. Once we have something going, then we can think of other complicated ways of expanded membership such as

individuals, other groups, private and public departments and community organizations ..Manila

- It is crucial that membership policy be more inclusive, versus exclusive.
 - Decisions on ICA Associates in national ICA or in ICAI should be national decisions, not those of ICAI.
 - ICA Associates should be considered as part of the ICAI family in order that we are recognized as not simply people working in the field of development.
 - In building our public international face while being inclusive in our membership policies, determine how to recognize an ICA. We need a set of minimum requirements to decide who shall have the privilege of using our name ..London
 - Avoid:
 - full time staff (rotate Brussels House people)
 - incorporating religious material as background in any public documents
 - freezing a structure prematurely
 - becoming a "boss" ..Kuala Lumpur
 - Operational priorities will emerge from local actions ..Brussels
 - Encourage members to take advantage of their participation in an international network ..Brussels
 - Our contribution (enclosed) is in the spirit of what our seed needs to grow, i.e. interchange with the network of ICAs around the globe. Contributions to the larger ICA net will emerge once and if this seed develops into something bigger, and has need for services from ICAI.
- ..Hong Kong

BOARD

- Representatives from various member organizations (each of them?) ..Cairo
 - Have Vice Presidents designated to each continent with title of Senior VP (for continent x), drawn from ICAI Board or local ICA staff appointed by ICAI Board ..Calcutta
 - Meet twice each year: once in Brux, once in a member country ..Calcutta
 - Board member qualifications: know philosophy of ICA and have worked with it at least 10 years ..Calcutta
 - A board member should commit a significant portion of time to ICAI activities, should make personal resources available to ICA and have a strong commitment to the objectives of ICAI ..Brussels
 - An international council of ICAI made up of the President, Executive Director and 2 board members of each national ICA (as Board or in addition thereto?) ..Caracas
 - Develop an international structure with workable boards. Provide for mutual accountability between the structure and the board ..Brussels
 - The Board of Directors should comprise broad sectors of society and geographical range.
 - Select board members who will make a contribution, who will actively review our work and give us their comments on it.
 - Board members' scope should cover the international level versus the local or national. The geography from which they are selected should be global, not just the northern hemisphere.
 - The board must meet in person to do business. It must have access to funds to make this possible. This way, it can act as a group rather than deliberating in a one-on-one fashion.
 - Consider having the board meet in different regions of the globe.
 - The mandate for the Secretariat will come from the board.
 - Optimum size for the board is twelve people. More than this resembles a general assembly, fewer cannot be a representative group.
- ..London

OPERATIONS

CONFERENCE ORGANIZATION

- Conference organization ..Cairo
- Organize and sponsor international ICA conferences ..Chicago

CONSULTANCIES

- Consultancies ..Cairo
- Seek to maintain professional standards and principles of service of the national ICAs ..Caracas
- Coordinate delivery of ICA facilitation services for international development concerns and issues ..Chicago

FUNDING

- Provide training in fund raising to national ICAs ..Chicago
- Launch profit making ventures to support ICAI activities as well as local ICA programs. Each continent should deputize one staff member as responsible for this ..Calcutta
- Put emphasis on helping national ICAs in the third world to secure funding from European, US and international sources (reference to proposed visit of Monique Scholman to Netherlands to raise funds for ICA Venezuela) ..Caracas
- Coordinate the disbursement of globally developed funds to places of greatest need on behalf of the national ICAs ..Chicago

PUBLISHING

- Publication ..Cairo
- Assist in the writing, editing, publication and distribution of ICA publications ..Chicago
- Promote the marketing of all ICA publications ..Chicago
- Publish annual financial and activity report ..Calcutta
- Publish a global ICA Annual Report ..Chicago
- Provide a global programme report ..Kuala Lumpur
- Communicate with registered ICAs on a frequent, regular basis ..Kuala Lumpur
- Provide current information about memberships ICA and ICAI have in global organizations with information about how these could be used locally ..Kuala Lumpur
- Request reports from all ICAs covering composition of their boards, audited annual reports and the local uses and impact of ICA methods ..Kuala Lumpur
- Be a resource and data base center for ICA activities ..Chicago
- Provide members with background of ICAI to date with legal and audited financial data ..Kuala Lumpur
- Secretariat continue to interchange information among the member national ICAs (newsletter, etc.) ..Caracas
- Publish and distribute a regular newsletter of global news of the ICA to national/regional ICAs for further distribution ..Chicago
- Promote the themes and values of "planetization" such as environmental concerns, the dialogue of the ecology of cultures, the values identified by Willis Harman, etc. ..Caracas
- Expand interchange beyond the Network Exchange. Produce a journal of extracts from development and other network literature for distribution to members. Provide information concerning staff interchange ..Brussels
- Publish brochures to enhance our global public face. These would be comprised of short descriptive pieces representative of local initiatives throughout the ICA geography ..Brussels

- Most promotional materials are intended for local distribution and may not be applicable for global distribution ..Brussels

REPRESENTATION

- Maintain and update Global Advisory Board ..Kuala Lumpur
- Represent the ICA at appropriate human development conferences ..Chicago
- Provide background information re ICA submitted to UN for our consultative status ..Kuala Lumpur
- Represent the ICA in the United Nations and other international agencies ..Chicago
- ICAI promote membership in regional bodies (such as the Organization of American States) ..Caracas

STAFF AND PERSONNEL SERVICES

- Priority for years 89-91 should be Human Resource Development ..Calcutta
- Provide a clearing house function for ICA staff exchange ..Kuala Lumpur
- Facilitate the placement of ICA staff internationally ..Chicago
- Coordinate the international volunteer placement program ..Chicago
- Set up regional offices as legitimate functions of ICAI for closer focus on international work and to provide international services ..London

FINANCE

- Income from publications, services for a fee, membership fees and contributions ..Cairo
- Options for membership fees:
 - voluntary pledges by members
 - uniform fee amount
 - in strict proportion to income of member organization
 ..Brussels
- Each location pay monthly or yearly subscription to finance ICAI, based on number of that location's associate members. Individuals @ \$500 p.a. and organizations @ \$2,000 p.a. ..Calcutta
- Provide full time salaries from ICAI budget for ICAI staff on enablement of local ICAs ..Rio
- Negotiate compensation for specific services rendered by ICAI to a member organization ..Brussels

THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL
rue Amédée Lynen 8, 1030 Brussels, Belgium

ICAI GENERAL ASSEMBLY
MEETING PREPARATION PACKET #2

August 21, 1989

Dear Colleagues,

There are several tasks that are necessary for you to do in your local area to facilitate an effective ICAI General Assembly September 25 - 29, 1989.

1) ICAI Future Form

Think through the kind of global organization you want ICAI to become. Enclosed are questions and scenarios to spark your imagination.

2) ICAI Board Selection

We are legally required to have a board of directors. We are suggesting that the General Assembly elect a new board which reflects who we are today. In order to be able to accomplish this, we are asking each ICA location to select one staff member and one non-staff person, both of whom are willing to stand for election, not yet knowing what responsibilities are entailed. A brooding screen has been enclosed to encourage your reflection on the type of board ICAI needs to have.

3) ICAI Budget & Financing

ICAI cannot function without funds. We are asking you to bring recommendations for the global operations you see as necessary (#1 above) and models for financing them. Things to be considered might include: a) Membership guidelines; b) core budget items; c) Secretariat staffing; d) Global personnel policies, including payment and benefits; e) A formula for determining membership fees; f) Supplementary sources of income commensurate with services desired.

4) ICAI Missional Story

Please bring materials to hand out to other locations and to leave with the Secretariat. We are suggesting to the planning group that there be both a visual display which will be up the duration of the meeting and a separate area and specific time for materials distribution. Enclosed are suggested guidelines for the visual exhibition. Photocopying of constructs which may be requested can be done at 2BF per page.

The third and final packet will be sent from here one week from today. Thank you for making these necessary preparations.

Sincerely,

ICAI Secretariat

Dick Alton, Jim Campbell, Dick Seacord, Elaine Stover, Donna Wagner

EXHIBITION GUIDELINES

As with all ICA gatherings, concern has been expressed for time in the General Assembly to share the work of each ICA organization. This is critical to the continuing creation of our story and vision. We are suggesting that one means of doing this be a photo exhibition called "ICA's Contribution to Global History". The exhibition would include aspects of a photo essay and documentation.

We are arranging for each ICA organization to have a 1 square meter vertical display space. In order to have a cohesive essay rather than a disjointed collection we are asking each group to bring (or send) to the General Assembly:

- 1) 6 photographs (some colored, some black and white)
 - 1 of the ICA staff doing something together
 - 1 portrait of an individual staff member
 - 1 portrait of a program participant
(character studies, not beauty contest entries)
 - 3 of ICA programs in action, depicting what for you have been missional highlights of the past 2-4 years or what you anticipate to be a future focus of your work.

Please plan to leave the photographs (or negatives) here. You will likely want to enlarge one or more of them for your display. You can get relatively inexpensive enlarged color photocopies here in the vicinity (\$2.50 for 8 x 10 inches).

2) Prose to accompany each photograph:

.ICA staff - 2-3 sentences on the transformation process by which you have become the team that you are and/or the focus of the staff development strategy with which you are currently operating.

.To accompany the individual Staff Portrait we suggest you might first wish to get 2-3 sentence quotes from several staff on what service they see ICA performing in their country or for the world. Then select the one you feel is most on target, take the character study photo and accompany it with their quote and 1 sentence on the role or function this staff person performs.

.Participant Portrait - 1 sentence on this person's role in society; 2-3 sentence quote on what the ICA program meant to them personally or in their work. In this case, it may be difficult to match quote and photo; do the best you can.

.Missional Highlights - A one sentence caption for each

Don't worry about overall history and context for your display, the updated ICAI Directory has that information.

Interest has been expressed in a new global programme report. Therefore we suggest you also prepare 2-3 paragraphs for each missional highlight photo giving who, what, where, when, how, and why. Emphasize the contribution you see this making to the future of our planet. If the Assembly decides we need a global report, these materials will provide the initial input.

INSTITUTE OF CULTURAL AFFAIRS: INTERNATIONAL
GENERAL ASSEMBLY PREPARATION

FUTURE SCENARIOS FOR ICAI

These scenarios were prepared from material generated in a workshop by the team which has been functioning as the ICAI secretariat during this year. The workshop focused on four arenas:

1. ICAI functions (task, responsibilities)
2. ICAI structure (organisational plan)
3. ICAI staffing (job descriptions, how many)
4. ICAI time rhythm (who meets when)

They are intended to fuel dialogue about the ICAI's future. They are NOT recommendations to the General Assembly for their decision. Dialogue about the future role and function of the ICAI has been and is an on-going one that reached a high point in Mexico. The September 1989 General Assembly will be another high point but not the last. As both a practical tool and a symbol of our global interrelatedness and concern the ICAI will evolve as we chose to give it form and direction in the coming years. We hope that all of you will ponder these scenarios, answer the above questions either individually or corporately, add your creativity and see to it that your wisdom is present in Brussels at the General Assembly.

SCENARIO I.

The Institute of Cultural Affairs: International would be the globally enabling body linking the national Institutes of Cultural Affairs in an associative mode. It would fulfil the mandates of its local constituency as manifested through the meetings of the General Assembly and the Board of Directors.

Internally, its primary function would be to facilitate data interchange through the publication of the "Network Exchange" and other material as deemed necessary (such as packets in preparation for conferences or General Assemblies). Other modes of interchange (videos, audio tapes, special reports, etc) could also be produced by the ICAI or it could serve as a clearing house for locally produced materials.

Externally, its primary function would be to project and protect the public image of the Institute, particularly at the global level. This would involve maintaining the ICAI consultative Status with the U.N. and the various relationships with other U.N. organisations. It would be necessary to maintain and expand the existing contacts with bi-lateral and other multi-lateral agencies both public and private. The sponsoring and facilitating of conferences such as the series on "Practical Modes of Cooperation" (P.M.C.) would be a crucial activity in projecting our global public image. Finally, the ICAI would secure membership in various other international bodies that relate to the work and concerns of the national ICAs.

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ICAI BOARD PREPARATION

STEP 1 EACH LOCATION NOMINATE A STAFF AND A NON-STAFF PERSON WILLING TO STAND FOR ELECTION TO THE BOARD. IF A LOCATION IS NOT GOING TO BE PRESENT, THEY NEED TO MAIL IN THEIR NOMINATIONS.

VALUES TO BE CONSIDERED

- CONTRIBUTE TO INTERNATIONAL PUBLIC FACE/WORK
- ECOLOGY REPRESENTED
- SECTOR SPREAD
- ICA EXPERIENCE
- MIX OF STAFF AND NON-STAFF
- COMMITMENT TO ICA WORK
- WOMEN / MEN RATIO
- LOCALLY CHOSEN
- EXPERIENCE WITH LOCAL PEOPLE
- MEANS OF ROTATION (OF ALL LOCATIONS)
- MULTI-CULTURAL EXPERIENCE
- GEOGRAPHIC SPREAD
- GLOBAL THINKER
- ONE WORLD THINKING

STEP 2

AT THE ICAI MEETING WE WILL BUILD A LONG TERM ROTATIONAL MODEL OF THE BOARD. WE WOULD DECIDE THE FORM OF THE BOARD, THE COMPOSITION (SECTORAL AND GEOGRAPHICAL) PLUS ITS OPERATIONAL MODE.

INSTITUTE OF CULTURAL AFFAIRS: INTERNATIONAL GENERAL ASSEMBLY PREPARATION

FUTURE SCENARIOS FOR ICAI

These scenarios were prepared from material generated in a workshop by the team which has been functioning as the ICAI secretariat during this year. The workshop focused on four arenas:

1. ICAI functions (task, responsibilities)
2. ICAI structure (organisational plan)
3. ICAI staffing (job descriptions, how many)
4. ICAI time rhythm (who meets when)

They are intended to fuel dialogue about the ICAI's future. They are NOT recommendations to the General Assembly for their decision. Dialogue about the future role and function of the ICAI has been and is an on-going one that reached a high point in Mexico. The September 1989 General Assembly will be another high point but not the last. As both a practical tool and a symbol of our global interrelatedness and concern the ICAI will evolve as we chose to give it form and direction in the coming years. We hope that all of you will ponder these scenarios, answer the above questions either individually or corporately, add your creativity and see to it that your wisdom is present in Brussels at the General Assembly.

SCENARIO I.

The Institute of Cultural Affairs: International would be the globally enabling body linking the national Institutes of Cultural Affairs in an associative mode. It would fulfil the mandates of its local constituency as manifested through the meetings of the General Assembly and the Board of Directors.

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INPUT FOR GENERAL ASSEMBLY PLANNING

(including letters, interviews and questionnaires as of 15 August 1989)

STATUTES

General - replace male pronoun with inclusive form .. Vienna

Art. 3 - Replace word "scientific" with "research" .. Vienna

Art. 4 - Add "member organizations with like purpose, for material support and benefit .. Vienna

Art. 9 - Delete "English: Global Research Assembly" ..Vienna ..Brussels

Art. 10 - Define Secretariat in a separate article or omit reference to it ..Vienna

Art. 12 - Delete "Board of Administration (English" ..Vienna

(Note: this is a translation from French legal term)

Art. 17 - Change period of office to three years ..Vienna

Art. 24 - Delete "every year" (because General Assembly meets every year) ..Vienna

PURPOSE

- To strengthen the capacity of the national ICAs to transfer its technologies of human development to all peoples and all countries ..Chicago

- To promote and support the work of the national ICAs "Human Factor in World Development" ..Chicago

- To serve as an interchange link between and among the national ICAs ..Chicago

- To be the collective global face toward international human development bodies and agencies and the world at large ..Chicago

- To be an association of associations, associative rather than directive ..London

POLICIES

- Individual sustaining memberships where national or local ICA does not exist ..Vienna

- Admit individual members with the permission of the local ICA member organization where such local ICA exists. In the absence of a local ICA, admit individuals with adequate proficiency in ICA methods and a tested commitment to ICA objectives ..Brussels

- Admit groups only after adequate training from another ICA group ..Brussels

- Allow non-ICA organizations to become members (corporate sustaining, then later, corporate statutory) ..Cairo

- No national organization should hold or control more than 30% of the vote (general assembly and board) .. Cairo

- Use image of "federation of members" ..Kuala Lumpur

- Formally recognize national ICAs and specific offices, but not allow the name ICA to be used by private consultants outside of national ICA structures ..Caracas

- First make sure that all ICAI full members are nationally registered ICAs. Then talk, not membership fee, but national and global obligations, services and benefits to and from the ICAI. An ICA in the process of registering can now be a member, or they could be affiliated directly to the closest nationally registered ICA. Once we have something going, then we can think of other complicated ways of expanded membership such as

individuals, other groups, private and public departments and community organizations ..Manila

- It is crucial that membership policy be more inclusive, versus exclusive.
 - Decisions on ICA Associates in national ICA or in ICAI should be national decisions, not those of ICAI.
 - ICA Associates should be considered as part of the ICAI family in order that we are recognized as not simply people working in the field of development.
 - In building our public international face while being inclusive in our membership policies, determine how to recognize an ICA. We need a set of minimum requirements to decide who shall have the privilege of using our name ..London
 - Avoid:
 - full time staff (rotate Brussels House people)
 - incorporating religious material as background in any public documents
 - freezing a structure prematurely
 - becoming a "boss" ..Kuala Lumpur
 - Operational priorities will emerge from local actions ..Brussels
 - Encourage members to take advantage of their participation in an international network ..Brussels
 - Our contribution (enclosed) is in the spirit of what our seed needs to grow, i.e. interchange with the network of ICAs around the globe. Contributions to the larger ICA net will emerge once and if this seed develops into something bigger, and has need for services from ICAI.
- ..Hong Kong

BOARD

- Representatives from various member organizations (each of them?) ..Cairo
 - Have Vice Presidents designated to each continent with title of Senior VP (for continent x), drawn from ICAI Board or local ICA staff appointed by ICAI Board ..Calcutta
 - Meet twice each year: once in Brux, once in a member country ..Calcutta
 - Board member qualifications: know philosophy of ICA and have worked with it at least 10 years ..Calcutta
 - A board member should commit a significant portion of time to ICAI activities, should make personal resources available to ICA and have a strong commitment to the objectives of ICAI ..Brussels
 - An international council of ICAI made up of the President, Executive Director and 2 board members of each national ICA (as Board or in addition thereto?) ..Caracas
 - Develop an international structure with workable boards. Provide for mutual accountability between the structure and the board ..Brussels
 - The Board of Directors should comprise broad sectors of society and geographical range.
 - Select board members who will make a contribution, who will actively review our work and give us their comments on it.
 - Board members' scope should cover the international level versus the local or national. The geography from which they are selected should be global, not just the northern hemisphere.
 - The board must meet in person to do business. It must have access to funds to make this possible. This way, it can act as a group rather than deliberating in a one-on-one fashion.
 - Consider having the board meet in different regions of the globe.
 - The mandate for the Secretariat will come from the board.
 - Optimum size for the board is twelve people. More than this resembles a general assembly, fewer cannot be a representative group.
- ..London

OPERATIONS

CONFERENCE ORGANIZATION

- Conference organization ..Cairo
- Organize and sponsor international ICA conferences ..Chicago

CONSULTANCIES

- Consultancies ..Cairo
- Seek to maintain professional standards and principles of service of the national ICAs ..Caracas
- Coordinate delivery of ICA facilitation services for international development concerns and issues ..Chicago

FUNDING

- Provide training in fund raising to national ICAs ..Chicago
- Launch profit making ventures to support ICAI activities as well as local ICA programs. Each continent should deputize one staff member as responsible for this ..Calcutta
- Put emphasis on helping national ICAs in the third world to secure funding from European, US and international sources (reference to proposed visit of Monique Scholman to Netherlands to raise funds for ICA Venezuela) ..Caracas
- Coordinate the disbursement of globally developed funds to places of greatest need on behalf of the national ICAs ..Chicago

PUBLISHING

- Publication ..Cairo
- Assist in the writing, editing, publication and distribution of ICA publications ..Chicago
- Promote the marketing of all ICA publications ..Chicago
- Publish annual financial and activity report ..Calcutta
- Publish a global ICA Annual Report ..Chicago
- Provide a global programme report ..Kuala Lumpur
- Communicate with registered ICAs on a frequent, regular basis ..Kuala Lumpur
- Provide current information about memberships ICA and ICAI have in global organizations with information about how these could be used locally ..Kuala Lumpur
- Request reports from all ICAs covering composition of their boards, audited annual reports and the local uses and impact of ICA methods ..Kuala Lumpur
- Be a resource and data base center for ICA activities ..Chicago
- Provide members with background of ICAI to date with legal and audited financial data ..Kuala Lumpur
- Secretariat continue to interchange information among the member national ICAs (newsletter, etc.) ..Caracas
- Publish and distribute a regular newsletter of global news of the ICA to national/regional ICAs for further distribution ..Chicago
- Promote the themes and values of "planetization" such as environmental concerns, the dialogue of the ecology of cultures, the values identified by Willis Harman, etc. ..Caracas
- Expand interchange beyond the Network Exchange. Produce a journal of extracts from development and other network literature for distribution to members. Provide information concerning staff interchange ..Brussels
- Publish brochures to enhance our global public face. These would be comprised of short descriptive pieces representative of local initiatives throughout the ICA geography ..Brussels

- Most promotional materials are intended for local distribution and may not be applicable for global distribution ..Brussels

REPRESENTATION

- Maintain and update Global Advisory Board ..Kuala Lumpur
- Represent the ICA at appropriate human development conferences ..Chicago
- Provide background information re ICA submitted to UN for our consultative status ..Kuala Lumpur
- Represent the ICA in the United Nations and other international agencies ..Chicago
- ICAI promote membership in regional bodies (such as the Organization of American States) ..Caracas

STAFF AND PERSONNEL SERVICES

- Priority for years 89-91 should be Human Resource Development ..Calcutta
- Provide a clearing house function for ICA staff exchange ..Kuala Lumpur
- Facilitate the placement of ICA staff internationally ..Chicago
- Coordinate the international volunteer placement program ..Chicago
- Set up regional offices as legitimate functions of ICAI for closer focus on international work and to provide international services ..London

FINANCE

- Income from publications, services for a fee, membership fees and contributions ..Cairo
- Options for membership fees:
 - voluntary pledges by members
 - uniform fee amount
 - in strict proportion to income of member organization..Brussels
- Each location pay monthly or yearly subscription to finance ICAI, based on number of that location's associate members. Individuals @ \$500 p.a. and organizations @ \$2,000 p.a. ..Calcutta
- Provide full time salaries from ICAI budget for ICAI staff on enablement of local ICAs ..Rio
- Negotiate compensation for specific services rendered by ICAI to a member organization ..Brussels

THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

Dialogue

Input from the Heartland Primary Unity

During a weekend meeting of our Primary Unit held September 8-10, 1989, an hour long conversation was held with approximately 50 colleagues. Listed below are some of the concerns they expressed.

"I believe it is important to have some type of association or network formalized at this time. At least to the point of creating information systems - one that individual locations could commit for the purpose of monetary and information sharing."

"I believe we should maintain the 'ICAI' with a board and charter, but open in form. Maybe 2 or 3 staff, or equivalent. The name is good for PR (i.e., "affiliated with ICA International")."

"Rationale for monthly contribution to ICAI that includes all monies really flowing through a location (including all the staff including independent entrepreneurial ventures). It now seems the \$600/month for us is high in relation to contributions from other first world places."

"How does the ICAI affect our PR and recognized status as an organization (UN) globally or internationally? i.e., face validity or legitimately."

"Yes! We do need a formal linkage of local ICA offices into a global network. Otherwise we will deteriorate into unconnected, parachocial units without a global vision or global thrust."

"Rationale for residential and non-residential ICAI Board members is a serious concern. The issue is that residential members are not cut off from global decisions or are these people just ICA employees/friends?"

"Maybe I just don't know enough but, on the staff coordination topic, it seems like the mechanism should coordinate volunteer and staff needs not just financial needs. I've run into several people recently who'd like "jobs" with the ICA - and the way to plug them in is still unclear under the new structure. On finances, a similar concern - how do local people know about global funding needs - not just how does the money get there, that's getting clearer - but how do they know what's needed. The United Methodist Church "Advanced Special" Catalogue is an example of how this can be done. But, all in all, absolutely yes, we need global linkages."

"Could individual cores sponsor couples for work overseas re: their social security benefits?"

"List expatriates around the world who are representing ICA in a foreign country (e.g., - for over three years and/or who need retirement support.), then circulate to all locations, for those who will to "sponsor" a family or individual."

"Yes, we need a corporate identity for the ICA around the world. The date for finalizing it need not be set. The global consensus will determine when structured work is complete."

"Possibility: the coordination of year-long volunteer service placements."

"Don't establish any bureaucratic structure type thing, like another Break-Through Team deal."

"The funding of ICAI should be done on a shared formula. The staff of ICAI should not control its funds."

INPUT FROM THE CHICAGO RESIDENTIAL COMMUNITY EXPERIMENT

MEETING, SEPTEMBER 11, 1989

"IF THE ICAI IS THE ANSWER, WHAT IS THE QUESTION?"

Shall we be formally, globally connected?

What is the new form of connectedness of the global spirit movement?

Do local ICA's need global legal authentication?

How do we provide linkages to our multiple forms and provide a means of feeling corporate across the globe?

What global mechanism do we need to hold us together for spirit renewal?

What is the symbol and structure of our global relatedness?

Are we going to be locally present in service in places beyond individual's efforts?

What functions of the panchayat need to be maintained?

Do we need an international coordinating mechanism?

How do we discern where our charism is leading us globally?

WHAT ARE YOUR HOPES AND DREAMS OF OUR GLOBAL "THINGAMAJIG"?

Broaden membership by expanding membership requirements.

Provide an interim holding company (function) which relates local units.

Coordinate support systems for staff outside their nations who have no safety nets.

Coordinate global meetings in 1990 and 1992.

Interchange of personnel.

Basically a mechanism that provides the means for being together while a more enduring form is shaped.

Be a unifying dynamic of the numerous international non-profit organization.

Have regular staff who would handle ongoing functions of ICAI. .

Regular interchange.

Coordination of gatherings.

A polity form that is futuristic, fresh, innovative - a global demonstration for the world.

Catalyze envisioning future and create programs encouraged.

This structure is a model of how local autonomy and global interdependence practically functions.

Global glue and guardian of international face in transition and personnel presence in locations.

WHAT VALUES NEED TO BE HELD IN THE SEPTEMBER MEETING?

Listen to what is being asked for by members and potential members.

Plan a Post-Mexico gathering.

To get input and multiple international inputs.

Broad-based participation to be held, particularly non-residential "Order".

Start simple streamlined structures.

Time be spent in serious spirituality development as a vehicle for realistic decision making.

Guarding locally based global service in many nations/cultures to leave future wide open.

Decide Asia 1990 details.

WHAT FUNCTIONS DOES THE ICAI NEED TO PLAY?

Serve the network of TWC/(Global Spirit Movement) by providing what they express as felt needs.

Newsletter.

Leverage funding to be more equitably supportive of third world countries.

Providing coordination and publications assistance for global

PS. 2 of 5

meetings (local ICA handle logistics and setups).

Regular interchange.

Funding coordination.

Networking of the four communities.

Global newsletter publication and distribution.

Increase the interchange capacity of local units.

Coordinate global funding of international service/presence needs/sources/spread.

WHAT PROGRAMMATIC SERVICE DOES THE ICAI NEED TO DELIVER?

To be determined by and paid for by membership.

International fund-raising.

Connected with UN and similar groups.

Volunteers.

Distribute global news through a radio hook-up by creating audio tapes for distribution to colleagues concerned for media impactment.

Monthly or every two month newsletter.

Publication assistance for major programs.

Program agenda assistance for core gatherings and coordination of who attending.

Image of one person of ICAI staff on-sight for 9 months before meeting to assist local who could then provide 2 half-time staff without loss of income.

Global reporting of news - quarterly to an "accumulated" mailing list.

Clearinghouse for international volunteer coordination.

Global funding coordination.

"Global Annual Review" of local accomplishments for PR purposes.

Increase our influence upon international organizations such as UN agencies.

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Open conduit - link from and to all locations.

BOARD - WHAT VALUES TO BE HELD RE: MEMBERSHIP AND/OR SPECIFIC NOMINATIONS.

Nominated by and elected by membership.

Capacity and willingness to attend international meetings.

A history of interest in and knowledge about O:E and ICA.

Some strong roots in the Christian tradition.

Board members from other than Christian tradition.

Global in scope (if possible someone from every country).

Symbolic as well as practical (power names like Sir James Lindsay with the local like Mary d'Sousa).

Two from each nation.

A "working" group.

No more than one being formally ICA.

Give time and money.

Balance of residential/non-residential.

Balance of female/male

People who stand in current global paradigm and make decisions from global perspective.

Founding seven families be seen as Ex-Officio Members.

Members become active Board members of their national Board.

"Working Board", contributing talent, time and money; with a demonstrated contribution and participation.

Membership comprised of two per continent who are elected by members from that continent. Elected to two year terms and not be re-elected for 5 years. They would gather together for two months each year; one month would work on procedures for global meetings and the other month would work on documentation of the activities of a particular continent.

pg 4 of 5

Specific Names:

Ike Powell
Anne Patterson
Mary Laura Bushman
Dorthea Jewell
Mary Coggeshall
Duncan Holmes
Ray Caruso - mentioned three times
Don Elliott
Andy Young
Dave Middleton
Joy Jinks
Jim Troxel
Joan Knutson
Fred Lanphear
Ann Epps

OTHER RANDOM COMMENTS

What do we want to experiment with in the 90's regarding a representational polity experiment on behalf of the globe with regard to the operations of the Board.

The group meeting in Brussels should hold themselves overagainst a screen of the moral issues of our time and think through our collective response. Perhaps Caruso could lead them in the development of some provocative propositions.

The group needs to be clear on the rational objective of the meeting; perhaps come up with a phasing model for implementation rather than thinking everything will get handled in Brussels.

They should come back embodying a great celebration.

Does the ICAI need to be located anywhere? Could it be moved around. The Brussels location is too identified with focusing on just the development community. The ICAI needs to be pulled away from that image.

Need to figure out a more equitable dues formula rationale.

Open up the membership would give us a potential for broad based support.

The meeting needs to be determined by the membership. Who is a member of the ICA?

What constitutes an ICA office?

FINAL REPORT
of the
GENERAL ASSEMBLY
of the
INSTITUTE OF CULTURAL AFFAIRS
INTERNATIONAL

Meeting in Brussels, Belgium

24 to 29 September 1989



3 October 1989

Ursula Winteler
President
The Institute of Cultural Affairs International
Boockholtz Str. 30
20000 Wedel
Federal Republic of Germany

Dear Madame President,

You will find enclosed the final report of the General Assembly of the ICAI which concluded its sessions on 29 September 1989. Fifty-nine people representing twenty-one of the twenty-nine national ICA organizations attended the Assembly.

The report itself presents the discussions in chronological sequence in order to reveal the "consensus-building" nature of the event. Within this format, the substantive decisions can be found in the logs of days 4 and 5.

The major decisions included: the election of the Board of Directors, with their alternates, to serve the 1988-1992 term; the election of officers; the creation of a budget to ensure the functions of the ICAI during 1990, including a list of member pledges; and the selection of Taipei, Taiwan as the site of the "Global Gathering" in November 1990, which will include a meeting of the Board of Directors.

Among the highlights of this assembly was your election to the presidency of our organization. The groups which served with you in the preparation for this event and in its process are ready to be of continuing service during your tenure.

We all wish you well in your future work on the behalf of our membership.

Respectfully,

Richard Seacord, for the teams

The Documentation Team:

Shirley Heckman
Richard Seacord
James Troxel

The Procedures Team:

Hiraman Gavai
Paula Otto
George Packard
Rod Worden

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24 - 29 September 1989

PROCESS SUMMARY

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
INTENT	To create a montage of past, present, future activities and directions. To state the trends and values of our global association	To articulate our will or consensus as to necessary global functions.	To animate identified functions. To decide ways of associating ourselves to those global functions.	To develop the previously stated functions & forms -time -troops -money -recommended form	To identify consensus and formalize decisions. To publish products.
FOCUS	ACTIVITIES TRENDS VALUES	GLOBAL FUNCTIONS	IMPLIED FORMS	ORGANIZATIONAL PATTERN	GLOBAL REPORT
PROCESS SUMMARY	WORK TEAMS: Share activities and directions Identify trends and values PLENARY: Gestalt trends Consider values	WORK TEAMS: Brainstorm functions PLENARY: Gestalt functions FUNCTION TEAMS: Describe functions Identify activities for this week State forms implied	PLENARY: Process reports from teams Agree on global functions Identify emerging trends	FUNCTION TEAMS: Polish team products Prepare preliminary recommendations PLENARY: Report on status of team work Share preliminary recommendations	FUNCTION TEAMS: Finalize consensus Finish products PLENARY: General Assembly Business Meeting

Monday 25 September

Day One Log

The Assembly was opened with remarks by our president, Sir James Lindsay. Then an overview of the five days of the assembly work was given (see previous page).

The assembly then divided itself into six teams in which each team member presented a report of their location under the categories of past, present and future. Each team then reviewed their reports and proceeded to discern eight to ten trends which were common to each team's vision of the future.

At 1530 we conducted a plenary session in which we gestalted the inputs from all the teams. The assembly was asked to identify the values inherent within the common trends.

The following two pages summarize these plenary considerations.

DAY ONE

ICAI GLOBAL ASSEMBLY, 25 September 1989
TRENDS AND VALUES WORKSHOP

We are moving toward TRANS-GEOGRAPHIC LINKAGES...

- international structural relatedness
- expanded boundary-less care spheres

We are moving toward REDEFINED CORPORATE/INDIVIDUAL IDENTITY...

- from residential staff identity to larger network identity
- "we" don't understand which "we" is the "we" "we" are
- movementalizing the "Order"; formalizing the ICA
- decrease in full time ICA staff
- staffing by invitation
- public image; exclusive --> inclusive
- new definition of ICA identity
- tremendous increase in the number of colleagues
- from centralization to decentralization
 - + locations
 - + people (residential; non-residential)
- from economic --> cultural; from economic stability and staffing --> our new service role in society

We are moving toward FORMULATING AND DECLARING OUR ETHICAL STANCE...

- development, ecology, and social justice are one entity
- from political --> cultural; from participative method technology --> ethical/spirit stance in a global society
- find and apply and improve ways to implement the awareness of people that they are and can be the cause of their reality
- openness to other cultures through our own experience

We are moving toward FORMS OF ACTION DRIVEN BY LOCAL/GLOBAL INDICATIVES...

- nothing seems to need to be forced - new structures will emerge
- from concensed global strategies to discovering the local leverage to move the world
- diversity of locally defined programs is increasing
- from clarity of vision to openness
- from few kinds of participation to variety of participation
- we are seeing our organization functionally proficient and operating in all four "communities" - education, development, economic, global integrity
- "plugging-in" more local people
- no longer "cookie cutter" commonness

We are moving toward EXPANDING IMPACT THROUGH LONGTERM PARTNERSHIPS...

- from project-oriented, quantifiable perception of development to training and building infrastructure; strengthening process-oriented understanding
- from training village leaders to training organizations in transformation
- expansive mode of training others
- from self help in a solitary village to building the infrastructure to sustained attack on fundamental contradictions
- longterm partnerships with other organizations (profit & not for profit)
- put emphasis on teacher's awareness of their worth and possibilities
- more conferencing and training activities
- expansion of program impact through other organizations
- training of facilitators (and training of trainers)
- working with and through other organizations

- taking our development field experience and sharing it with other organizations
- working through groups of people and organizations to implement programs

We are moving toward PUBLIC RECOGNITION OF OUR PROFESSIONAL CAPABILITY...

- people are calling us more often...based on referrals, materials, and reputation
- organizational consulting as a viable business
- professional publications
- professional consultancy services
- easier access to funds for training
- the institutions of the ICA are becoming more mature legally, more economically viable, and more public
- business consultancy, single program - longterm relationship
- from "give away" training to available markets for training businesses

We are moving toward ECONOMIC SELF-DETERMINATION THROUGH UNDERGIRDING MISSIONAL PROFESSIONALISM...

- individualization of income generation
- from public care to individual care
- from organisational to individual responsibility
- greater freedom of decision and multiple options
- subsistence level economics to more adequate economics

We are moving toward REALISTIC FINANCIAL AND PROPERTY MANAGEMENT...

- financial integrity
- profitable properties
- all locations are generating and handling more money
- from unrealistic to realistic financial management

We are moving toward INCREASING NATIONAL ORGANIZATIONAL PROWESS...

- more self-reliant self-directed nationally autonomous ICAs
- indigenous leadership/polity
- new indigenization in local areas
- openness to new forms
- from symbolic to operational boards
- increased willingness to put time, money & energy into strengthening national organizations - "soft" development
- training in how to form and how to let go
- from multinational staff to national staff
- from international funding agencies giving money to international NGOs to giving to local NGOs

VALUES INHERENT IN THESE TRENDS

- imperatives are derived from indicatives
- we all played today's game and no one left - we are still here - "we are"
- corporate proficiency - we do things together and well
- all the things we created in the past are not outdated; they are no longer prophetic but actual
- redrawing the circle of "we" - may be different; may be the same
- but value in doing it
- self-determination individually, locally, nationally
- making a difference - conscientization - awareness - that they can make a difference
- globality
- self-sufficiency
- partnerships
- multi-cultural pluriformity

Tuesday 26 September 1989

Day 2 Log

The assembly opened its day with a report by Richard Seacord, representing the ICAI interim secretariat in Belgium, and by Vaughn O'Halloran, our liaison with the United Nations agencies in New York.

Then the assembly reconvened in their respective teams to do an initial survey of the intents and functions necessary for the ICAI to pursue the trends identified earlier.

Each team first named the various "stakeholders" in the organization and then stated the expectations which these respective stakeholders held of the ICAI.

Again, a plenary session was held to gestalt the inputs from each team. In this plenary, nine categories of general functions for the ICAI to assume were specified. These were:

1. To enable local ICA initiatives to connect with available resources.
2. To document and publish related ICA concerns.
3. To provide and protect our international legal forms.
4. To maintain and expand relations with appropriate international agencies.
5. To enable professional application of ICA methods for maximum social impact.
6. To structure occasions for global interchange.
7. To provide an information clearing house.
8. To create the necessary structures to perform these functions.
9. To facilitate the placement of multi-cultural staff.

The assembly then reconvened by teams, each of which took one or two of these functions (with the back-up data from the original teams inputs) and outlined the following aspects of each functions:

1. Description of the function.
2. List of the components of this function.
3. Identification of the implied forms.
4. Identification of needs for decision by the general assembly this week to implement the function.

The remainder of the day was devoted to teamwork.

DAY TWO

Wednesday 27 September

Day 3 Log

The assembly met in a day-long plenary session in which each team reported on its work of the previous day. Vigorous discussions were held after each report as the whole group struggled to gain clarity on the nature of the organization it was in the process of creating. After all reports were heard, the assembly identified the various points of affirmation which had come to the surface during this plenary. They also located the points of unresolved questions, issues and divergences.

Toward the end of the session, the assembly compiled a list of 16 actions to be performed by the whole group during the week. They organized these items into nine working arenas. These were not directly related to the nine functional identities of the previous day.

The assembly adjourned to begin work the following morning.

Hereafter are five pages of reports and notes from this plenary. Numbers separated by hyphens identify the sheets of raw material on which the particular groups worked.

27 September 1989 ICAI General Assembly
Plenary report

FUNCTION: Enable local initiative to connect with available resources
ACTIVITIES:

- tracking of local priority needs
- cultivating institutional relationships toward providing help
- maintaining social responsibility dialogue within ourselves and with the larger development community
- bringing global focus back into local funding efforts (annual appeal)

FUNCTION: Documentation and publishing

ACTIVITIES:

- program report(s)
- publishing (printing, marketing, distribution)
 - ..brochure
 - ..books
 - ..directories
- program documentation

IMPLIED FORM: Mechanism for creating periodic global program reports

TO DO THIS WEEK: Decide what we want and determine process for doing it

FUNCTION: Provide and protect our international legal forms

ACTIVITIES:

- updating revision of statutes, by-laws, articles of incorporation et al of international organization
- membership guidelines
- meeting legal requirements
 - ..annual report
 - ..accountability

IMPLIED FORMS: - international legal structure

- membership record-keeping structures
 - address & headquarters, administrative office (secretariat)
- TO DO THIS WEEK: - create model and guidelines for process for revision of legal forms
- meet current legal requirements
 - ..elect a board of not more than 20
 - ..set date for next general assembly

FUNCTION: Maintain and expand relations with appropriate international agencies

EXAMPLES:

- UN agencies
- 4 networks
- human resources
- organizational

TO DO THIS WEEK:

- create list of agencies and conferences - potential ICAI participation/membership
- create list of agencies presently related to/member of
- who will maintain these relationships

27 September 1989, page 2

FUNCTION: Enable professional applications of ICA methods for maximum social impact

EXAMPLES:

- copyrighted documentation
- methods certification process
- ongoing edge research (social & spirit)
- targeting toward societal intervention

TO DO THIS WEEK:

- discussion of the issue of quality control
- request reports from Bombay, Pittsburgh meetings, etc., to all
- share current methods application
- tell the stories of methods impact
- write the "ICA paragraph"

FUNCTION: Structuring occasions for global interchange at various levels:

1. Promoting and hosting global movement gatherings - everybody
2. Organize and conduct General Assembly and ICAI Board meetings - (representational of membership, travel pool, quota, agenda)
3. Locally-created local/regional occasions for depth research and interchange
4. Orchestrate gatherings of the global networks:
 - economic community
 - development community
 - global integrity
 - education community

A fundamental shift FROM several common programs implemented across a global geographic rationale through common campaigns TO a diverse set of programs initiated by locally-grounded teams linked together in a complex global network of spirit colleagues.

GLOBAL GATHERINGS RHYTHM OF ICA INTERNATIONAL

	88	89	90	91	92	93	94	95	96
Global movement	x-MEX				x				x
General Assembly	(x)-> x				x				x
ICAI Board	x	x	x	x	x	x	x	x	x
4 Global Network	x	x	X	x	x	x	X	x	x
interchange			SEAsia						
Local research									
& interchange		ongoing							

TO DO THIS WEEK:

- set rhythm of the events and intents of the events
- guidelines for participation in the events
- board configuration and elect it
- global movement gatherings - how would we get a global task force for 1992 and how would they get paid
- function of the board
- decision of the 1990 gathering

* - prospective forms which may be in various locations
Collection-->synthesize-->disseminate

I. Information gathering

- international agency - news summary
- current needs of global locations
- funding sources
- personnel availability
- conferences
- national program activities

II. Resource synthesizing

- information *referral list
- maintain *data base

III. Dissemination of Information

responding to member/nonmembers request

- public quality *newsletter w/internal addendums
- *annual directory of ICAI
- utilize *electronic bulletin board

TO DO THIS WEEK:

- consense on the function
- answer questions of who, when, where, and source of funding
- celebrative commissioning

FUNCTION: The ICAI is an umbrella association that provides services to nationally based ICAs. Its functions include:

1. providing consultancy services
2. collecting membership dues and charges and fees for contractual services such as mailing lists and publications
3. organizing global association events
4. promoting all four networks: ed/dev/ec/global integrity

IMPLIED FORM:

- secretariat with a staff adequate to discharge the agreed upon functions

TO DO THIS WEEK:

- comment on constitution
- elect board of directors
- decide on secretariat and staff, budget

FUNCTION: Facilitating multi-cultural staff placement

INTENT: in order to enable multi-cultural placement and interchange for ICA staff and volunteers in order to maintain our global presence.

ACTIVITIES:

- provide a "match-making" mechanism for getting appropriate personnel to locations who need them
- set forth guidelines for financial support of staff and volunteers
- promote the continuation of the existing volunteer training programmes
- explore mechanisms for extra-national staff support beyond the local

IMPLIED FORMS:

- feature column for personnel exchange "people"
- write a talking paper describing what it means to undergird (\$) all national and extranational staff including minimum standards

TO DO THIS WEEK:

- create the support guidelines
- gather models of support and note staff interest and publish in exchange

27 September 1989, page 4

AFFIRMING:

- global interchange - to have it and to index it
- the multicultural presence in all locations but achieved in a new mode and new style
- fulfilling the legal requirement of the board, etc.
- to have some coherent global face
- some functions are dispersed and multilevel, and lateral
- tension between the local and the global
- continue to have face to face gatherings
- umbrella organisation providing a clearing house for staff interchange
- four networks
- maintain the integrity of the ICA name and the quality of our programs
- need some form of secretariat dynamic
- the national membership, at least
- continue linking resources with needs
- intend to broaden the network focus of ICAI organization - presently focused on development network
- maintaining and broadening institutional relationships, like UN
- that our globality is to empower our local effectiveness

UNRESOLVED QUESTIONS/ISSUES; POINTS OF DIVERGENCE

- membership
- location of 1990 conference
- functions of the board beyond the legal
- fundraising dynamics
- how include all ICA national boards in this process?
- actual functions of ICAI as board/secretariat/membership
- what is executing/implementing body of this global organization?
- what is the "secretariat"?
- staff support services - health, etc
- how to have a multi-cultural staff in each location?
- representation rationale for meetings
- if this is not the "we", who is?
- how to support ICAI?
- location of functions

27 September 1989, page 5
THIS WEEK

A 3-5-15-16- legal/membership/statutes

3- decision on membership

5- process for reviewing constitution/statutes

15- review of statutes sent out

16- decide the criteria for the general assembly participation

B 4-board selection screen/process of naming/ job description/
time,space design/ support

4- elect board

C 6-7-8- implementing bodies

6- recruit the necessary staff

7- set forth the implementing bodies to implement the decisions,
especially the legal forms

8- defining the functions of the ICAI board, secretariat, membership,
roles of officers

D 1-budget

1- figure out a ICAI budget and how to meet it; income and expense

E 2-9- gatherings

2- make a decision about 1990 gathering

9- mechanism for 1992 gathering

F 10-12- multi-cultural staff

10- more discussion on the mechanism for multi-cultural staffing

12- collect existing staff support models and proposals

G 11- relationships

11- list of agencies presently related to/members of;
conferences/schedule; move toward a strategy

H 13- funding

13- providing input into how the funds move from donors to places of
need - not lose existing potential

I 14- international program report

14- process for creation of publication of the international program
report

Thursday 28 September

Day 4 Log

In a short opening plenary, the assembly assigned sub-groups to work on the nine arenas specified on the day before. They spent some time in clarifying the task of each sub-group. These teams then met from 1000 until the plenary session at 1600.

From the time of this plenary, each succeeding session acquired the flavor of a business meeting. Once one group's recommendations were discussed and approved, they became part of the operating consensus of the assembly as a whole. This plenary discussion lasted until 2200, broken only by dinner.

The eight pages to follow contain the reports of these nine working groups.

DAY FOUR

28 September 1989 ICAI General Assembly - Working Group Reports

ICAI BOARD WORKING GROUP REPORT

1. Continue, review, update Global Advisory Board.
2. 20 member board (working board) with 6 members per 3 spheres + statutory Belgian + Sir James Lindsay
3. 6 member Exec. Com. of Board chaired by President made up of Pres, three VPs, Secy, Treas
4. Board members can be represented by an alternate who may additionally attend but act only in the absence of the board member. Alternates may be selected to represent various values such as complete attendance and balanced representation.
5. Recommendation that the President of the Board be a board member who is economically independent from ICA/ICAI.
6. Executive committee meet annually with travel costs in budget. Total Board meets in conjunction with other network and movemental gatherings every two years.
7. Expectations -
 - a. oversee the various implementing groups
 - b. facilitate the planning and preparation of global meeting
 - c. maintain symbolic function of ICAI as a global body
 - d. liaise with international bodies
 - e. fulfill the larger responsibilities of the ICAI

Recommendation for sphere board selection:

Recommend 6 members and 6 alternates from each sphere according to the following criteria:

1. inclusive of all networks
2. variety of nationalities
3. sexual ratio of 4-2
4. staff/non staff ration of 4-2

Recommend sphere meetings be held to have selected members and alternates between plenary and 10 am Friday 29 Sept. 89.

The Budget Group brought a listing of possible categories for a budget.

MEMBERSHIP DECISIONS WORKING GROUP

- 1) ICAI statutory membership = recognised national ICAs
- 2) General Assembly representation =
3 representatives from each recognized ICAs
3 votes per recognized national ICA
- 3) ICAI "patrons" -
Individuals who make a minimum contribution of US\$100 annually
"Affiliate Organisations" who make a minimum contribution of US\$500 annually. Patron benefits:
 - a) receive all ICAI publications
 - b) attend all ICAI gatherings

Affiliate organisations need recommendation for membership from a recognized national ICA. They will file copies of registration documents & annual financial statements with ICAI. They should have a stated purpose consistent with ICAI's purpose.

Criteria for being a recognised national ICA:

- 1) copies of local registration documents on file at ICAI
- 2) annual financial statement on file at ICAI
- 3) be a non-profit/charitable service organisation whose stated purpose is compatible with ICAI's purpose
- 4) have a board consistent with national law
- 5) pays ICAI annual membership dues
- 6) evidence of an active programme

Recommendation: that national ICAs move toward a system for memberships.

INTERNATIONAL PROGRAMME REPORT

WHY should we do an international programme report? In order to:

1. Connect the global care grid and overcome our fragmented stories and inability to see the network communities.
2. Provide a framework in which to place our global story.
3. Clarify and communicate the role of ICAI
4. Place local programme activities within the global context.
5. Re-establish our confidence in our globality.

WHAT 8 pages in English (using Oxford English Dictionary). French and Spanish on good quality paper

Flow of content:

- o Introduce the ICAI, its purpose, organisation, services and membership.
- o which works through the development, education, economic and planetary integrity networks
- o as illustrated by these programme highlights from the national ICAs.

WHO: a multi-city team with primary responsibility in New York primary unit. (Coordination, writing, editing: Ken/Dorcas Rose, Abe/Jan Ulanga, Ellen Howie; Communications services if needed: Rod/Priscilla Wilson, Ray Caruso; Spanish translation, printing: Rod Worden; French translation: Jann Barr
Screened by secretariat and/or Board representatives

GLOBAL GATHERING WORKING GROUP REPORT

GLOBAL GATHERINGS RHYTHM OF ICA INTERNATIONAL

	88	89	90	91	92	93	94	95	96
Global movement	x-MEX				x				x
General Assembly	(x)-> x				x				x
ICAI Board	x	x	x	x	x	x	x	x	x
4 Global Network	x	x	X	x	x	x	X	x	x
interchange			SEAsia						
Local research									
& interchange		ongoing							

84-Chicago; 86-Spain; 88-Mexico; 89-Belgium; 90-Taiwan; 92-Europe;
94-India; 96-Kenya

GLOBAL GATHERING RATIONALE

1990-

Global Movement - emphasize Asian movement participation;
General Assembly - at least one person from each ICA location
ICAI Board - meet in Taipei
4 Global Networks - recruitment by network

1992-

GM - broad movement participation
GA - broad participation
ICAI Board - meet in Europe
4 Global Networks - recruitment by network

1990 Global Meeting - FOUR NETWORKS OF THE GLOBAL MOVEMENT

Taiwan -- 2-11 November 1990

"Our Changing Environment" 2/4 year rhythm; network weaving;
multiple functions; face-to-face power; one movement
Size of meeting: 150-200; at least 1 per location
Budget: \$470-\$550 per person for 10 days
Setup: Taipei Office with backup support of Asia-Pacific Network
- Global Procedures Team 10 days in advance
- Network coordinators:
Dev - Manuel Samayoa/Dick Alton
Ed - AFRICAN/Ursula Winteler
Planetary Int - Mangala Gavi/Judy Gilles
Eco - Bill Grow/Sherwood Shankland
From the standing committee of the Gen. Assembly -
Ray and Sheryl Caruso

Recommendation that each location preregister one person; advance
registration of \$250.

1992 - The EUROPE "Global Gathering in 1992" hosting research
"committee" will meet at 7 pm Friday Night in the Conference Room -
COME!

REPORT OF GROUP ON ENSURING MULTICULTURAL STAFFING

1. Vision/value

Local Leadership Staff<----->Multicultural Staff

- | | |
|-------------------------------|--------------------------|
| -symbolize the local | - keeps wide vision |
| -management | - plays useful role |
| -local program implementation | - experience upon return |
| -ICAI participation | - program extension |

2. Each location will continue to plan and implement economically the vision of above.

3. No "global support mechanism" seems to be currently necessary.

4. Nevertheless, research needs to be initiated into the creation of an international major medical insurance policy as a "backup" for people who are out of their home country for an extended period of time (local option/cost).

5. It is requested that any information or suggestions regarding the long-term future needs of international staffing be forwarded to Paula Otto in Chicago.

6. Paula Otto has applications for individuals for entry into major medical policy - not be in USA for more than 90 days - cheapest \$500/year.

Another kind of insurance is disability insurance. London recommends a certain kind of insurance for volunteers.

REPORT OF RELATIONSHIPS WITH INTERNATIONAL AGENCIES GROUP

LISTING OF ICAI MEMBERSHIPS:

ORG	WHO	WHAT	REQUIREMENTS	BENEFITS
UN-ECOSOC	-----	Consultative Status	Conference participation 4-year review	Access to UN system
UNICEF	-----	"	in connection	"
FAO	-----	Observer Status	with ECOSOC	"
IFAD	-----	"	"	"
Int.Fund Agri.Development				
ICSW	-----	Member	Intl. NGO	NGO networking
Int.Council on Social Welfare				
ICVA	-----	Member	" "	" "
Int.Council of Voluntary Agencies				Management network

RECOMMENDATION:

1. Continue membership in those listed above.
2. Explore (re)connection with:
 - World Health Organization - WHO
 - primary health care awards - money/plaque
 - International Labor Organization - ILO
 - United Nations Education, Scientific & Cultural Organisation - UNESCO
 - International Chambers of Commerce
 - Department for Technical Cooperation for Development

Report of International Relations Group, continued

3. National/Regional Memberships

- European Association of Development Institutes
- SID - Society for International Development - operates on a chapter basis with municipal locations
- AISSEC - Student Association - future CEOs - located at universities, local chapters, individuals go as internes, great energy and ability

4. Conference Recommendations

a. Education for All - Thailand, March 1990, UNDP, UNESCO, World Bank with regional conferences leading up to it in November - For more information: write Dr. Wadi D. Haddad, Exec. Secy, InterAgency Commission, World Conf. on Educ. for All, UNICEF House, 3 UN Plaza, NY, NY 10017

North America, 6-7 Nov, Boston

Europe, 9-10 Nov, Europe

Arab States, 13-16 Nov, Amman

East/Southern Africa, 22-24 Nov, Nairobi

West Central Africa, 28-30 Nov, Senegal

Latin America, 28-30 Nov, Ecuador

East Asia, Pacific, 28-30 Nov, Manila

b. ICSW, Marrakech, June 1990 - focused on development in region, income generation, human dimension in development

c. Conference on Popular Participation - Tanzania, Feb. 1990, ARUSHA,

Joint NGO/UN - UNPAAERD

d. SID - 1991 Amsterdam -

Recommendation for National Based Global Strategy:

1. Education for All - joint conference between NGOs and four UN agencies
2. World Conference on Environment and Development
3. SID

Publications available on request:

"NGO_NETWORKER" Information on NGO/Multi-Lateral events. To be put on mailing list write to:

World Resources Institute

1709 New York Avenue

Washington, DC 20006

"NGO_MANAGEMENT" A newsletter of the NGO Management Network of ICVA. Articles on development management and a calender of Regional training events and publications. Write to be added to the mailing list to:

Piers Campbell, Programme Director

Management for Development, ICVA

13 Rue Gautier

CH-1201 Geneva

Switzerland

"The UN System"

Write to your country mission and request to be on the mailing list for all available publications related to Consultative Status (category II).

REPORT OF GROUP ON FUNDING LOCAL INITIATIVES:

We maintain our principle:

"Every location is responsible for its own self-support."

Every location can seek to provide funds for its work and support by:

1. Seeking direct grants from foundations, governments, orders
(a diskette is ready of over 100 sources; see Rod Worden)
(understand the guidelines on the percentage paid a location
to help with a proposal and the grant)
2. Participating in Social Responsibility Dialogue by doing social
analysis in your geography and how you intend to respond to the major
contradictions
3. Creating letters to donor base describing this program and
inviting their participation
(This tactic will build broader movement support)
(Beginning in Washington, DC; New York, Indianapolis,
and all the locations listed under #4)
4. Accounting for the impact being created
quarterly reports - i.e. national (or location)
newsletters - sent definitely to locations which are
producing and sending out newsletters: Phoenix, Chicago, Troy NY,
Washington DC, Toronto, Brussels, Bombay, Sydney

Proposals to potential donors through quarterly newsletters or annual
appeal visits can yield:

DESIGNATED FUNDS

- \$50,000 TO \$100,000 a year by 1992

UNDESIGNATED FUNDS

- \$100,000 to \$200,000 a year by 1992

The bottom line: sustaining staff in field between programs

We suggest that a location receiving undesignated moneys send 50%
to the locations asking for help in sustaining staff in the field,
divided by the ratio of staff numbers in each location requesting
such partial support (i.e. 5:3:12:7:16)

\$1000 would divide \$23.26/staff for whom support is sought =
(i.e. 116:69:279:162:372).

And as that is assured, a way to respond to particular crises.

Treat the balance 50% as a contingency fund - to be distributed
based on particular local needs, as made known to the contribution
collecting centers by the fields of particular engagement.

KEEP DECISION MAKERS INFORMED ABOUT THE BENEFITS YOU RECEIVE

This would be facilitated by an accounting/reporting system from each
field to the world, especially to those who are making decisions about
where they want to give, in terms of where funds are especially needed.
This accounting should indicate what the location has received, from
designated gifts and out of decisions which have been made from
contingency accounts.

Success on the journey.

REPORT OF GROUP ON IMPLEMENTING BODIES

Implementing bodies of ICAI include the members meeting in General Assembly, the Board of Directors and officers elected by it, and service groups and committees.

We recommend the continuation of a Global Advisory Board who assists the ICAI in its mission.

We identified four categories for providing services to members:

EMPLOYED, CONTRACTED, VOLUNTARY, AND APPOINTED,
with some suggestions for what services may be appropriate during the next year or two, listed under each category.

A. EMPLOYED

One person employed half time (US\$12,000) in the position of Secretary General, hired by and accountable to the Board of Directors, and having the following functions:

1. Secretary to the President.
2. Maintenance of membership records.
3. Publishing NETWORK EXCHANGE and other internal communications.
4. Monitoring information generated by persons/committees providing contracted, voluntary, and appointed services.

We recommend that the General Assembly appoint a committee of three people to write the job description for the Secretary General and initiate the search for applicants for the position to become active no later than 1 January 1990.

B. CONTRACTED

1. Publishing ICAI program report.
2. Hosting and facilitating ICAI conferences and General Assemblies
3. Fundraising (finder's fee)

C. VOLUNTARY

1. ICA location address list (Len Hockley)
2. *ICA program description directory.
3. *Listing of relations with international institutions.
4. *List of working grants.

*currently being done by ICAI Secretariat and ICA:NYC

D. APPOINTED

Persons or groups appointed by the General Assembly or the Board of Directors to maintain and enhance our relations with international bodies. Present locations of these activities are in NYC, Rome, Brussels, Vienna, Paris, Geneva, Nairobi, Abidjan, Manila, Taipei, and possibly others.

Friday 29 September

Day 5 Log

The assembly met first to compile a list of decisions already made during the week up to that moment. It proceeded to identify the issues which remained unresolved within the arenas covered by the nine working groups. It then sent those groups back to work.

At 1400, Mr. Tojo Thachankary of Case Western Reserve University, presented a summary of his findings from interviews he had conducted with 30 of our delegates. A report of his remarks is an appendix to this document.

At 1600, the final plenary began. Final reports of the working groups were made. Then we all reviewed the new decisions and affirmations, listing them for display. Each undecided arena was explored by the whole group to specify the next steps of implementation.

Notes on this plenary occupy the next seven pages of this report. This final plenary session adjourned at 1800 for the closing celebration.

29 September 1989 - ICAI Global Assembly
Friday morning listing of decisions we have made:

- General Assembly in Taipei in November 1990
 - two categories of participation; we have members and patrons
 - we will have dues
 - Board selection screen done
 - process for Board selection is in place
 - next Board Meeting is Taipei, November 1990
 - we do want a secretariat dynamic
 - we will have a budget
 - we will maintain existing relationships with 6 international organizations
 - we will work locally with international agencies
 - we will research membership into other international agencies
 - the international programme report will be in more than English
-

Friday afternoon reports and plenary work

Nominations for the Board of Directors were made by participants from each Sphere selecting 6 Directors and 6 Alternate Directors. A list of the Directors and Alternate Directors with their addresses is in the Appendix.

The Board met to elect a Provisional Executive Committee:

President - Ursula Winteler
Vice President, Sphere East - John Walmsley
Vice President, Sphere South - Tony Beltran
Vice President, Sphere West - Ray Caruso
Secretary - Anne Yallop
Treasurer - Mary Coggeshall

REPORT OF GROUP ON IMPLEMENTING BODIES:

In addition to the Secretariat, implementing bodies of the ICAI include the member organizations and individual and organizational patrons, the General Assembly, the Board of Directors and officers elected by it, and service groups or committees.

RECOMMENDATIONS:

1. that the primary function of the Secretariat be to promote comprehensive flow of information among the membership.
2. that ICA:Brussels continue to carry out the functions of the Secretariat until 1 January 1990.
3. that two people be hired fulltime to carry out the functions of the Secretariat, beginning 1 January 1990.
4. that the Executive Committee decide which functions of the Secretariat are to be provided by employed, contracted, voluntary or appointed staff.

Report of Group on Implementing Bodies, continued

FUNCTIONS OF ICAI SECRETARIAT

A. INTERCHANGE

1. to publish Network Exchange at least ten times a year as a means of internal communication with a low-profile format but with a new imaginal logo and head (banner); to include, but not be limited to:
 - personnel availability/need and information about staff concerns like insurance, pension possibilities, etc.
 - a calendar of international activities
 - all four networks as well as ICAI
 - lists of publications, events
 - issues of "Sharing Approaches that Work" in various arenas like maintaining multi-cultural staff, activities of the networks,
 - promote, advocate, share information about research in events with abstracts
 - information about and reports on global gatherings, local and regional meetings with names and addresses of persons to contact for more information
2. to maintain ICAI mailing list of members and patrons

B. STRUCTURAL/LEGAL FORMS

3. to assist board; attend & enable Board meetings
 - serve as Secretary to the President
 - assist officers to prepare budgets, reports
4. to maintain membership records and respond to inquiries about membership

C. FUNDING:

5. to respond to requests for information about where to go for help with fund-raising for local projects

D. PUBLICATIONS/PUBLIC FACE:

6. to provide information for the international programme report
7. to encourage programme documentation, especially in areas in which gaps appear
8. to recommend to the Board persons to be appointed to represent ICAI in international agencies and to monitor activities of those appointed

ICAI Operating Budget

I.	Board Implementation.....	\$ 56,800
A.	Executive Committee	
	Operations and travel.....	\$ 11,000
	Presidential travel.....	1,000
B.	Operational Expenses.....	16,000
	(rent, communications, supplies equipment)	
C.	Secretariat Services.....	28,800
	(2 people fulltime @ \$14,400 each)	
II.	Members' Liaison Services.....	14,500
A.	International programme report...	2,000
B.	International organisation impact	2,500
	(conferences, subscriptions)	
C.	United Nations liaison.....	5,000
	(Bru 1/2 + NY 1/2)	
D.	Network Exchange.....	5,000
III.	Contingency.....	5,000
	TOTAL PROJECTED EXPENSE.....	\$ 76,300

MEMBERSHIP DUES AND CONTRIBUTIONS PLEDGED

Egypt	5000	
Japan	4000	
Brazil	1500	
USA	17200	
Rep of China	1500	
Ivory Coast	2000	
Canada	1500	
Australia	2500	
Belgium	3000	
Kenya	2500	
India	1000	
Venezuela	1000	
Guatemala	500	
Malaysia	1200	
Portugal	1000	
Zambia	500	
Spain	500	
Jamaica	500	
Peru	800	
Mexico	500	
HongKong	500	
Nigeria	500	
UK	500	
Philippines	500	
Germany	500	
Chile	500	
Netherlands		
Korea	1000-----	52200

Individual Patron Pledges

Coggeshall -	100	
R. Thomas	100	
Wilcox	100	
Howie	100	
Nordin-Caruso	100	
Packard	100	
G. Yost	500	
Shankland	500	
Bergdalls	200	
Sandy Powell	100-----	1900

Organizational Patron Pledges

ICA Associates(VA)	1000-----	1000
--------------------	-----------	------

Subscriptions to Network Exchange-- 4000

Sale of Programme Report----- 4800

Projected Total-----63900

AN INVITATION FROM ICA TAIPEI, R.O.C.
FOR THE 1990 GLOBAL GATHERING

ICA Taipei is delighted to host the 1990 global gathering. We see such an occasion as a great opportunity to host our colleagues from across the globe, allow people to encounter the richness of Chinese culture, develop our four networks, strengthen our frame and further our international and local mission.

We would like this gathering to hold some values important to our work here. One of these is that at least a portion of it have a high-profile public face where we meaningfully involve our local networks of colleagues, sponsors and clients.

"Our Common Future" was a brilliant choice of image and we want in some way to continue this powerful theme of concern for our global ecosystem as an image for the public portion of our gathering. Here in Taiwan, in addition to being a development organization, we are establishing ourselves as a serious player in the environmental and ecological arena. In November of this year, for example, we are sponsoring a symposium on "deep ecology" in conjunction with the European Chamber of Commerce.

Just as we discovered in Oaxtepec that the image of "learning community" was an integrating theme for all four networks, the image of caring for our ecosystem has similar potential. We are thinking a 3-day public event focused on such a theme as the opening portion of our gathering. Guest speakers could come at this from numerous perspectives, including the inner ecosystem of planetary consciousness.

We feel the gathering should include the opportunity for both network expansion and formation, depending upon the readiness of each network for the next steps.

We look forward to hosting you in November, 1990

The ICA Team in Taipei.

DATES: 2 - 11 November, 1990

LOCATION: Chien Tan Center, a new complex, located near the center of Taipei City. It has a main ten story central building in a 6.5 acre landscaped compound with ponds and grassy spaces for meditation and walking. The campus includes facilities for exercise, skating, tennis, swimming and a tea-house. It is across from the Grand Hotel and art treasures from the Mainland are at the Palace Museum not far away. In addition, Chinese opera and music are available as well as the cuisine of most of China.

DAY FIVE, Page 5

VISAS: Visas are required and are not automatic for some nationals. Check with your own consulate. (Verbal note added - you may need to look for something like Republic of China Liaison Trade Office.)

COSTS: Based on 200 people the per participants costs will be: \$250 Registration Fee to cover the "Program" Housing for 10 nights--

based on 2 persons per room US \$160

4 " " 120

6 - 8 " " 80

Meals (for the 10 days) US \$140 each

TOTAL PER PERSON WILL BE \$470-550 PLUS TRAVEL

In order to give ICA Taipei enough operating capital to do the preparation, each location is asked to send at least one pre-registration fee of \$250 before Jan. 1, 1990.

COORDINATION: ICA-Taipei will act as the local set-up team with the support of the Asia-Pacific Economic Network, through Gordon Harper, Judy Gillis and Ann Epps. This network is meeting in Bombay Oct. 2-7 and will begin to initiate the preparation timeline.

The team working on this at the General Assembly suggested that network coordinators be named to coordinate network recruitment, guest speakers, presentations, etc. and to be the 8 person procedures team which would arrive 10 days before the event.

The suggestions are: Development - Manual Samayoa & Dick Alton

Education: (Africa) & Ursula Winteler, Plan. Integrity - Mangala Gavai & Judy Gillis, Economic - Bill Grow & Sherwood Shankland. If these are not the people it is the responsibility of each network to name at least 2 people for this task and notify the As-Pac team.

PARTICIPATION AND PROGRAM: In addition to a 2-3 day public and movement event we have 7 days which will include at least the following:

- Networks meeting with presentations, speakers, strategy formation, reflections, etc.
- A General Assembly meeting of the ICAI
- A Board Meeting of the ICAI Board
- Cross network weaving and reflections
- Meeting with colleagues in small groups and informal encounter.

AFFIRMATIONS MADE:

Expense budget of \$ 76,000 - OK
tiered dues and contributions
89 continues; new budget calendar year 1990
patrons - individual \$100; organisations \$500
responsibility for insuring budget lies with board
four functions of the secretariat
2 fulltime staff in secretariat, responsible to Board
Brussels interim secretariat through 1989
announce Exec. Com. of the Board

STILL WRESTLING

General Assembly/Board 1990
Africa member - education network -

NEXT STEPS

Board think through General Assembly 1990
Africa member of the setup team for Taipei meeting
doing international program report - Troy team - ready by
April 1990
photograph of Exec Com - Adam +
complete the press release - IPPRT
Fax/Telex tonight - Lyn/Len/

APPENDICES

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LIST OF PARTICIPANTS

MORNING ENDORPHIN EXERCISES

REPORT OF CASE WESTERN RESERVE SURVEY

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MONDAY THROUGH FRIDAY 8:30 - 9:00 AM

ENDORPHIN EXERCISES

These exercises are designed to be centering exercises, for us to do together each morning as we begin our day. Endorphins are a chemical substance produced in the brain by certain activities like laughter (belly laughs), singing, meditation, and physical exercise. This chemical serves as a tranquillizing function and catalyzes a sense of well being. The chemical we are more familiar with is adrenalyn which is the opposite and creates a sense of fear and anger.

Monday:

ENOS MYTHOS DANCE

Gather in the garden, for Enos Mythos Dance. Most people remember this dance from The Chicago Research Gathering in July 86 or Bilbao or further local experimentation.

Tuesday:

HUMOR WORKSHOP

Gather in the plenary space, seated at tables. This exercise was introduced to Chicago when they participated in a Conference of Participatory Methods in Kansas City.

Wednesday:

SONG FEST

Gather in the plenary space, pass out all the copies of the songbooks we have and sing. Let people select favorites, sing in special quartets or duets.

Thursday:

CALISTENICS

Gather in garden dressed for exercise and be led in exercises.

Friday:

CENTERING RITE

Gather in plenary space and participate in meditative exercise.

ICA: The Hero with a Thousand Faces

Tojo Thankarey's report on The Appreciative Inquiry Process
to the Representatives of the General Assembly
of the ICA International
Brussels, Belgium
September 29, 1989

ETHNOGRAPHIC OBSERVATIONS:

When I came in as a researcher here, I observed some snapshots of what is going on. I looked for the most obvious. There is nothing I have to say in this report which you don't already know, so don't expect any surprises or novelty. Yet, it is like observing a fish in the water from outside. So, I'm going to say what I noticed as a result of me being an outsider. The first thing I noticed right from the time I came in is that people like each other. This seems like an obvious statement, but I have not seen that in most other places. The second thing is that people here, essentially, are as smart as whips. I can feel that. Yesterday one of the board members told me that ICA people look comprehensively at the world and they have a large mind. Third, all I.C.A. is a marvel of human creation. That came to my mind as a result of observing all that was going on here. There are all kinds of paradoxes in a dynamic tension. And I found a kind of a beauty is this creation called I.C.A.

This building is a microcosm of I.C.A. culture and values. There is a kind of eagerness to demonstrate who we are. I have to ask if you are singing while you are dish washing, saying what a wonderful day. I don't know who was singing that but I heard it and that made me think that it is a good thing to do. Then I noticed the sense of humor in the sessions. This is remarkable. You may not think it is something great, but I say that it is. There is also a sense of humor in relating to people here in this building. I noticed high energy, a lot of collegiality, a mutual respect of people. I must say that ICA:Belgium, ICAI and Service Ventures, who made all these arrangements, have a sense of warmth; they are very sensitive and patient. They took care to find out if things are taken care of. The fact that they tolerated me is more than anything else because I am very rarely tolerated outside. For example I went to all possible rooms, except the bathrooms to do the interviews.

Then comes the last snapshot I noticed as a researcher. This is an organization of globally spaced people dealing with innocent suffering. People come from all around the world and yet have a common mission of dealing with innocent suffering. Another insight I heard was that if you focus on the human factor, you will find the answers faster. I found this a profound statement because that summarizes what ICA has been doing all the time. Then there was a sense of concern. Someone said that it looks like people are dispersing. Others said they want a more community feeling. That again cued me again to where this community sense is coming from. Finally I was wondering why people in ICA do all this? One person made a powerful statement, "Because we want to leave footprints on the sands of time."

ICA: THE HERO WITH A THOUSAND FACES:

BASIC VALUES:

The title of this report is ICA:The Hero with a Thousand Faces as a take off from Joseph Campbell's book. I really feel that ICA is a hero with multiple expressions and manifestations. The hero has one body and one mind which consists of many values. I have done more than 30 interviews, and going through the tapes I did a thematic analysis, looking for common themes, organizing them and trying to substantiate them with quotations. I had 3 questions: What are the basic values? What are the peak experiences? What do you want to see happen?

These are the values which surfaced as a result of the thematic analysis.

1. Affirmation. The most important basic value was affirmation; the whole ICA is based on a sense of affirmation.
2. Corporateness: There is a powerful sense of corporateness, that people want to be together, having a sense of community.
3. Consensus process: everyone has a voice, therefore everyone should be heard; therefore we should be consensual in nature.
4. Spirit: ICA is a church or a temple for me. Someone said "I am ICA". That kind of powerful commitment is very rare to see anywhere else. That comes from the spirit core value.
5. Mission: There is a service mission about ICA and all the people
6. "Life itself is good and gives people possibilities". Several people give this impression.
7. Say yes to life. Almost everyone said that.
8. Challenge: "I want to be pushed to work beyond the edges of my skills." "I have been able to demonstrate that anybody can do it."
9. Openness and sensitivity.
10. Sacrificial living. To some extent that is changing but too some extent is a very powerful value.
11. Life is a gift. "We all have gifts." I must say that ICA is a special organization in speaking this language, believing this language and acting this language.
12. Strong interpersonal relationships. "When I left Japan, I cried all the way to the airport." "When I left 5th City, I cried." When I meet my people, I feel close, something like coming to a family coming here.
13. Grounded spirit depth. There is a deep, intense quality about spirit that is grounded in action; it is not mere theory or talking.
14. Actions as accomplishments. Your actions demonstrate the accomplishment. The actions are a manifestation of the challenge and your basic values.
15. Commitment to the mystery of life. Life is a mystery. I want to discover that, a power beyond myself. God was the limit. My commitment to God and its mystery.
16. Individual and organizational value compatibility. Traditionally as you look at organizations there is always a mismatch of the individual activities and goals and the organizations goals. That is the way organizations are organized.

So ICA is one of the rare cases where there is a match between individual and organizational values.

17. Risk taking. Willingness to put your life on the line.

18. Service mentality.

19. Trusting others. Trust what is going on here. We believe that something will come out of what is going that will be good for everyone. So I trust other people.

20. Fulfillment and enrichment. You are seeking a life through ICA. ICA helps me realize who I am. ICA provides me a vehicle. My association with ICA saved my life. It saved my life to have meaning. My professional life wasn't enough.

21. Facilitating the global dialogue. A sense of globality.

22. Diversity/unity interchange.

23. Affirmative action orientation. Actions have to be an affirmation of other people. More than saying yes, but acting. Action is an affirmation of saying yes. Therefore it is an action oriented group.

24. Collegiality. Capacity for teamwork. Care for the neighbor.

25. Making a difference. I want to make a difference. I want to leave footprints on the sands of time. I want to CREATE a difference.

26. Excellence.

27. Fulfillment through others. Self as others, that you discovered yourself through other people.

28. Intercultural sensitivity. Everyone has something to offer. The value of participation by everyone.

29. Egalitarian values. Mutuality, participation, belief in collaboration.

30. Empowering people.

31. Accelerated learning. It seems that when you look at the organizational learning processes in ICA it is very exhilarating compared to the kind of processes that I have observed elsewhere. It seems that there is something about the total involvement of the people in that. When one of you went to see a development officer in a country, he asked, "How old are you?" He responded, "Twenty-four." The official said, "Come back after 24 years." That was some kind of a shock. The person said I was able to go a year later, it didn't take me 24 years. That indicates the speed at which you learn.

32. Altering people's consciousness.

33. Living on behalf of other people.

34. Finding a way of sustaining oneself.

35. Doing something to make this world a more human place to live.

36. The great truths of life are paradoxes. The ability of ICA to be in a state of ambiguity is coming out. You recognize the basic dialectic nature of existence. I was looking at JT fax which he sent talking about the tension between the two polarities.

THE POWER OF AFFIRMATION:

This leads me to say two things. ICA basic values are so powerful that they are not negotiable. I worked in Chicago where we did 100 interviews and transcribed them. I was struck by the similarities between the values stated in Chicago and those values I see here. I expected there would be more differences because the locations are very different; therefore one ICA would be different than any other. I came with that presumption. But the interview data suggests that there is only one ICA. It is important for me to say that because what I hear here is the need to have autonomy and individuality, but the ultimate reality is that there is just one ICA. There is no way you can negotiate those values. Whenever you try to do it, people don't let you.

This non-negotiable nature of the basic values helped me come up with this analysis of affirmation in ICA. I noticed how much time you spend in procedures talking about things because everything has to be done by consensus. You spent five days to do several things. You could also have done that in one day or five weeks. But why did you choose to do it the way you did it. Then I put that in the context of the questions about "Do we need an ICAI?" What is the significance of ICAI? Can we do without it? If we have it, what do we need to have happen? There is a lot about the very basic existence of ICAI is an affirmation, yet there is a concern. Why is it like that? I found an answer.

Scenario 1. This is what ICA was in the beginning. At the beginning the central notion of ICA as service to others (each person's self is discovered through other people and therefore you go out and do things for other people) is different than what the Yogis do by meditation, where discover self as himself. ICA discovers self as others. At the beginning it was largely internal. All kinds of structures and practices created dynamics for mutual affirmation in the ICA. "When I went to the Marshall Islands I knew that what you can get will be more than what you can give." This is a classic example of how I interpret the reality of ICA. It is not based on what is happening outside, but the source of affirmation comes from the ICA community.

Scenario 2. Sources of organization are largely interorganizational, intrasocietal and external. So it has moved to the outside. Now you have self as others notion still, that hasn't changed because the basic value of ICA is non-negotiable. Then comes affirmation by others. If you look at this as the boundary of ICA, the affirmation basis shifted outside because you started working in local communities. A lot of organizational practices sustained the internal affirmation ceased to exist, the spirit practices and rituals did not happen after scenario one. Therefore since the affirmation was there, the focus moved outward. Mostly other community groups and partly ICA community. This was a shift I noticed in the affirmation value.

What does this do? The result? This produced a cognitive dissonance, a strain on the basic values of corporateness. What

struck was most on the value of corporateness and consensus. So the basic assumption again is that the values are non-negotiable so when you have cognitive dissonance, remembering the affirmation moving outside, the corporateness is reduced. Yet you cannot do without corporateness. Therefore there will be emergent processes which will produce the organism, the ICA, to reduce cognitive dissonance and maintaining homeostasis. Therefore what will happen is that in the absence of conscious acknowledgment of the dissonance, tacit fulfillment of the basic values will take place through affirming corporateness by consensus building in all procedures. To simplify this since corporateness is a basic value and you need it, yet the affirmations have moved outward by and large and there is an absence of conscious acknowledgement that we need to come here because we are family. Everyone comes here because you feel like family, but you don't say that is why you have come here. All these procedures that you have here, there is so much time spent on consensus that would ultimately discovering or reaffirming the existence of corporateness. That is where you always spend so much time because that is a basic value and it is non-negotiable. So what happened was not so much the importance of consensus building to achieve on the outcomes you have today. You could achieve these outcomes by not consensus building also. But the fact that through that process your basic values are affirmed and that is tacit because you could not have spent that time on corporateness itself. Consensus building as a life-giving force. So the final outcome is a reaffirmation of the values of corporateness and consensus-building by tacit procedures and activities. One person said submission to the judgment of my colleagues. When I come here I submit myself to the judgment of my colleagues which is corporateness, consensus building and reaffirmation of the basic values. The result is the homeostasis is brought back as self as others so the community can be maintained. That is why I found the whole intricate dynamics of what is going on to some extent explained by this. The retrospective sense making on that is that activities and procedures of the last five days were mechanism of affirming and replenishing the basic values of ICA. So that is the statement that I will make. You can believe it or not.

If you have a large family with grandchildren and you join after a long time, you are really excited about meeting after a long time. But you won't spend a lot of time thinking about what you should be doing but just being that community. If you can't do that you will find ways of doing that. Ultimately this is an affirmation of corporateness.

PEAK EXPERIENCES:

Most peak experiences were events, programs and projects of ICA. Interestingly almost all were programs which you have had in the past and not so much now: RSI, Academy, IERD, Mexico Conference, building a house in Indonesia worth \$50,000 with \$5,000 in hand, Town Meetings, summer programs in Chicago, imaginal education, celebrations of ICA, altering time experience, helping ICA to get UN recognition, Global Odyssey, teaching, celebration with an aboriginal community (getting back to their culture), working with villagers as partners, Under the Pipal Tree in Brussels, being asked to teach in English on an island when I was not an English teacher, teaching in India, my individual growth and an opportunity to stand on my own, commitment, learning how to build green houses, getting expertise in my field, when I left a village in Malaysia the imam prayed for me, helping people come to grips with their own needs, quitting my company to go for a consult, funeral of my daughter, living out of the word and the deed (giving up our lives), my time in Nigeria, Middle East, USA, India, Kenya, Marshall Islands, Philippines, Chile (in short my time in the world) which is a phenomenal quality of ICA, working with village people, national staff, local community, the school system (in short working with people).

Another thing I noticed in the peak experiences was that people join ICA out of the blue. For example "I went for the university internship program and decided to stay." "I went to RSI and decided to stay." So you go for a weekend and decide to stay. "I went to the Academy and decided to stay."

Creating social inventions was a peak experience, like the Town Meetings and the 5th City experiment are social inventions. Someone said starting ICA:West in the US was a peak experience. So creation as a peak experience is something very unique about ICA.

THE DIALECTIC OF ICA:

These two statements which made me reflect: "The great truths of life are paradoxical" and "We want creative responses to societal contradictions". These led me straight to the dialectic that is happening in ICA, a dynamic tension between the two. This is my opinion so there is no need for consensus on this.

1. Strong networking moving toward indigenization. By this I mean, people are traveling all around. One village you have people from five countries doing a project. Now it is moving toward each location taking care of its own needs.
2. Intra-organizational to interorganizational affirmation. That is one reason why you have the questions about networking.
3. Unity in diversity in the past to diversity in the unity in the present. In the sense there was more unity in the beginning with one unit which permitted diversity but the unity was overarching.

Now it has moved to diversity in unity. You want to have diversity yet you want to be one. That is why you want ICAI yet you want to be different in your own ways. You want to be one under the umbrella of ICAI.

4. Under assignment to individual responsibility and free choice. People were under assignment so you did not have to make the decision about where to go or what to do. That was easier to do because someone asked you and you respected that. So when you are under assignment there is a more missional quality to what you are doing because it comes from above. But now it has become individual responsibility and free choice. You say what you want to do to a large extent. You have a lot of choice on that. That produces problems if you don't really know how to do this and you don't really want this essentially. It produces all kinds of multiple interpretations of what is possible. This can be very messy because depending on how many people there are in one place, there will be that many options and that many choices.

5. ICA as a creator and meaning maker of life in the past. For example many have met their spouses in the ICA. There was no distinction between work and the rest of their lives; the infusion was so deep that the personal life, family life and organizational life wasn't different. Now ICA has become a vehicle of basic value expression. You are using the ICA to express those basic values, which are very much a part of you. The ICA scene has changed and what ICA means to you has changed.

COMPLEMENTARITY OF THEORY AND ACTION:

This is about the complementarity of theory and action. As you look at scenario 1 and 2, this is what it was and what it is to some extent now. Now there is practically no theory. You know what you are doing, but you are not spending enough time to have a theoretical base for it. In the past you had more of a theoretical base so you could find the meaning in what you were doing a lot, and thereby there was a lot of commitment. But now when you make this important transition, you need some kind of a theory, some kind of a forum or a course to support what you are doing here.

I called this the circle of imperative and indicatives. This is an important difference I have noticed here from what you are saying. What has happened is that you have always assumed that the imperative arises from the indicative. The imperative comes out of the indicative. I think that is a basic ICA value. But what is actually happening is a circle. For example if you look at Monday, first you discussed the functions. Then you went back to see what are the values. The values came after the reports. You have a function, then you find out what is the value of the function. In my opinion it is a circular force which means that you cannot really start by what is because historically you have been a creator, you have been inventing things and that is where I see a mismatch because ICA is a social inventor. You create what you want to create. You are not just a big organization which will deal with what is outside. You have been doing that but

historically there is an ability to create experiences not just respond to what is out there. Therefore I think it becomes circular.

You have moved "from training village leaders to training organizations in transformation." This was another key observation I found. Not everyone said or agrees with this, yet I tried to see why some people would think like that. If you look historically Human Development Projects were very exciting. They had a challenge to them; there was a novelty of experiencing and witnessing change. There was a continuous interpretation of the work as having the most significant meaning and worth in one's life and the excitement of making a difference.

What happened then? I believe to some extent when you do this hundreds of times the basic human tendency is to tire and get bored by it. You have done Town Meetings and HDPs hundreds of times. You are finding there are other things which are more meaningful to do. Making a difference has moved elsewhere, therefore the proposition is that basic values of ICA which continue to be the same call for more challenging and novel opportunities for its expression and manifestation. I see this as a trend.

THE IMPACT ICA HAD ON MY LIFE:

Another theme was the impact ICA had on peoples lives. This was a very common statement: "It gave me an active way of playing a role." "It gave a meaning in my life." ICA has left an impact on people's mind which is hard to remove. What made me make this a separate category is that when people have left ICA, even if they left in bitterness, they still have good things to say about it. As someone said, people who left are still leading a caring life. They haven't changed. ICA has shaped the destiny of many people including those who left. ICA is a very powerful force on people.

COMMON THREADS IN ALL ICAS:

I asked two questions in addition to the three questions about peak experiences, values and what you want to see happen. Because it is an ICAI conference, I asked, "What are the common threads in ICA? What is holding together all ICAs?" Then I asked the question, "What is different about this ICA?" Inevitably by the time the people answered what was in common about all ICAs, they forgot the second question. So many things are talked about that is common to all ICAs. This made me wonder why there are these tacit differences that each ICA is so different. Yet when you ask the question what are the similarities you come out with the same answer I got for the question about basic values of ICA.

Human development aspects, common mission, development orientation, methods, emphasis on human factor, community living, corporateness, consensus building, common perception that collaboration is a mode for the future, the notion that my life can make a difference, valuing diversity, global networking, trusting others, everyone has an intuitive sense of what is happening in this world and their role in that. If you had to summarize all this, what came to my

mind is, "All ICAs are doing good work." No one said, "This ICA is not doing that", or "I am doing better than another ICA", which is what you normally hear in other places. If you go to an association meeting, in addition to the fist fighting, you also hear how one is doing better than another. That is why when someone mentioned being an association, what came to my mind is that there are all kinds of coalitions and that is not what the data is saying. The data is saying that there is only one ICA. It is negating that there is even an international organization; it is all one community. As you can see this is the same response as the basic values of ICA. This is exactly what I found in looking at the ICA in the United States in Chicago, the values were similar.

THE EVOLUTION AND SOCIAL CONSTRUCTION OF SECULARISM:

What happened to secularism in ICA? Scenario 1: ICA as a spiritual body of people organized around Christian values expressing themselves in profound humanistic forms. So you organized around Christian values but the expressions were humanistic. For example Fifth City experiment, HDPs and so on. Now if you look at the available recruitment sources at that time, it was the church. If you look at the available recruitment base it was spiritual and comprehensive mentality.

Scenario II: About the 70s I would say, ICA goes secular. Renegotiated reality by interpretation that Christian values may be incompatible and non-facilitative for development in other cultures. That was an interpretation which had a consensual quality that mission values may be incompatible and non-facilitative as you work in other cultures. Nothing really happened at that time because there were a lot of people. The recruitment base was also undeveloped because there was no felt need of recruiting people at that time. People were already doing tremendous work at that time. The existing force was extremely energetic, creative, and productive. That is the golden era of the ICA. You don't need to worry about this part and yet you could go secular.

Now came Scenario III: ICA continues to be secular, expands, there are mutations and evolutions creating new and yet similar forms. Simultaneous growth and decline. Joe Mathews died creating an absence of unified meaning making. With that all of a sudden you had to create meaning for what you are doing which expanded the scope of interpretations of basic values and producing multiple options for mission realization. So all of a sudden there were different ways of realizing what to do. As a result, there is a desirable recruitment base which has a comprehensive development and holistic value orientation. For that the desirable recruitment source will be volunteer segments of interest holders. The available recruitment sources are segmented and specialized volunteer forces. In the 60s you had a volunteer force that would make sacrifices; now times have changed, with the volunteer force very segmented and very specialized. The available recruitment base wants to see tangible outcomes desired based on immediate

actions. You join the Environment or Green Peace because you can see the impact of what you are doing immediately. You can go and stop the hunting of whales and see that you are a success. You can stop pollutants from going into a river and say that you made a difference. So this is availability and this is what you need. So there is incompatibility there. No problem you can get around it, but I don't know how!

Songs of the Assembly 1989

THE VISION

Tune: Sounds of Silence

We heard the cry from the past, we heard the cry set forth at last;
Our ancestors plead to live our time,
The crimson line their only awesome sign.
Now all the earth cries out within our hearts: agony.
Comes the dawn of silence.

Beyond the wanderings of time, beyond the race of humankind;
I see living bodies torn and crushed,
Life emerging from the arid dust.
Now the face I see is dark beyond all hope: mystery.
Comes the dawn of silence.

Pain and joy and hope unfold, pain and joy and hope untold;
We cannot contain ascending life,
Nor escape the chaos and the strife.
Now the wonder of our God is struggle and love: eternally.
Comes the dawn of silence.

Lightning moment, blazing spark; lightning moment in our dark;
The birth and death of every star and tree,
The dread assault of spirit within me.
Then God confronts me with terror and with love: ecstasy.
Comes the dawn of silence.

Burning flame and life is born, burning flame and all is gone;
Trembling and afraid above the abyss,
Grasping now that only nothing exists.
Then I plumb the abyss, my life becomes new birth: ceaselessly.
Comes the dawn of silence.

BELIEVE

Tune: The Sloop John B

Chorus:

Believe that the time has come.
This world's going to live as one
And people are ready now
To create a new way.
New Spirit alive
New dream on the rise
One world together
Create the new day.

Everybody can see
A new way that it can be,
But so many things just seem
to get in the way.
The chains that bind us are strong.
The road to liberty long
Toward one world together
New earth, a new day.

Listen and you will hear
The future is coming clear
And everybody alive
has something to say.
We share a bit of the load,
Walking down the same road,
Working together,
New earth, a new day.

A NEW WAY

Tune: Killing Me Softly

Chorus:

Spinning my life a new story
Giving a face to the pain
Seeing through all of the weakness
Filling my whole life with passion
Filling the future with glory
Surging within me, a new Way.

The world is on my shoulders, it weighs too much to bear.
Still, cries of suffering expose my wounded care,
Boundlessly claiming from me, taking more than I had offered.

Life's complications plague me, nothing is easily done,
Each new frustration driving deeper the resolve.
So easy to give up, but only over my dead body.

My life slips through my fingers, I share the sense of doom.
My longing finds a home in setting spirit free,
Living beyond the border, meaning bleeding from each moment.

FREE AM I

Tune: Summertime

Free am I, come aware at the centre, standing nowhere, and forever exposed
Shaping humanness, and the world that will be, I'm now becoming, endlessly.

Free am I, fated to life and dying; there is nought to blame, life's a gift to receive
Feeling all life's woes and creating the future, I'm final measure, endlessly.

Free am I, now beyond good and evil, deciding the right and surrendering the deed
Ever smiled upon by the mercy of Being, I'm then commissioned, endlessly.

Free am I, coming home on the journey, putting gods to flight with the bend of the knee
Heavy burdens light, all life's cares made easy, I'm under judgment, endlessly.

KWANGYUNG IL

Sa rang hae Kwangyung il
Jung mal ro sa rang hae
Kwangyung eun na ae chin gu
Kwangyung eun an ae hee mang
Na ya chin gu Kwangyung ri
Na nun no rul sa rang ha ri
Yae yae yae . . .

Sa rang hae Kwangyung il
Jung mal ro sa rang hae.

SUDTONGGAN: PAGLAUM

Tune: Silayan

Sudtonggan hataas ang pag-la-um
Ki-na-i-ya-han napuno sa gugma
Tu-go-ti ang iyang mga damgo
Ma-ka-ba-ton-sa ka-tu-man ang dayon.

Taliwala sa iyang kalisdanan
Pangandoy iyang kasulbaran
Paglaum sa iyang lomolupyo
Ma-sak-si-han iyang ka-us-wa-gan.

Repeat second verse

RAGHUPATI RAGHAHA

Refrain

Raghupati Raghava Rajaram,
Patita pavana Seetaram. (*Repeat refrain*)

Seetaram, Seetaram,
Sabhuko Sanmati de Bhagawan. (*Repeat verse*)

Refrain

Ishwar, Allah tere naam,
Sabhuko sanmati de Bhagawan. (*Repeat verse*)

Refrain

Mandir masjid tere dhaam,
Sabhuko sanmati de Bhagawan. (*Repeat verse*)

Refrain

HARAMBEE

Refrain:

Harambee, Harambee Tuimbe Pamoja
Harambee, Harambee Tuimbe Pamoja
Harambee, Harambee Tuimbe Pamoja
Tujenge Serikali.

Wengi walisema Kenya itakuwa matata
repeat 3 times

Watu wote wasalama.

Refrain

Watu wa Kenya hatuna ubaguzi
repeat 3 times

Kila rangi tunaipenda.

Refrain

NEW COMMUNITY BOUND

Tune: Won't You Play a Simple Melody

I believe that life is mystery,
Filled with possibility.
Toil and tears and creativity
Building new community

A new society's rising
And it's not so surprising
If you're looking around.
Just put your ear to the ground
You'll hear a heavenly sound.
New human images spinning.
And the villages winning:
So believe what you see.
Why don't you listen to me?
We're new community bound!



THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

1 December 1989

Dear Colleagues,

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

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

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

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

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

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

I want to be in touch with as many of you as possible. I will welcome any form of communication and, naturally, I hope to see you next November in Taipei.

With my warmest regards,

Ursula Winteler *Ursula*

Boockholtzstrasse 30, D-2000 Wedel, F.R.G. Phone (49-4103) 3045

HELP WANTED FOR ICAI SECRETARIAT

Who of our colleagues would like to work with the ICA International Secretariat? We think there a lot of creative, reliable people for this task who would enjoy working together as a team and who are interested in being engaged in work for our common future. The functions included in this assignment are:

- Publication of the Network Exchange. This is a primary medium of interchange for ICAI, reaching all four networks both inside and outside ICA.
- Maintenance of the ICA mailing list of members and patrons.
- Assistance to the President of the Board: including enablement of, and attendance at, Board meetings; service as secretary to the President; assistance to officers in preparation of budgets and reports.
- Maintenance of membership records and responses to inquiries about membership.
- Response to member organizations who request information about where to go for help in raising funds or locating other resources for local projects.
- Providing information for the international programme report.
- Encouraging program documentation, especially where information gaps appear.
- Recommending to the Board personnel to be appointed as representatives of ICAI in international agencies and monitoring their performance.

Three people are needed for this team, one full time and two on part time basis. Annual compensation for full time service is US\$ 14,400. Compensation of part time service is to be shared at the same annual rate.

The secretariat will be based in Brussels, with residence accommodations in the Brussels ICA House.

If you are interested in this opportunity for service, let us know. Send a resumé of your working experience to the President of the ICAI at rue Amédée Lynen 8, B-1030 Brussels, Belgium so that it arrives no later than 20 January 1990.

The final decision on selection will be made by the Executive Committee. We will be grateful for any of your proposals and ideas about secretariat functions and the selection process. We hope that the result will satisfy us all.

Ursula Winteler

Boockholtzstr. 30
D - 2000 WEDEL
(F.R.Germany)
49-4103-3045

Dear Betty,

12.2.90

I think we both do not know each other up to now and it will be exciting to start to work with each other in the springtime of this year.

I hope you will bring a lot of creativity and energy combined with your long experiences with the Institute, that we can bring the ICAI the power which is needed in this time of a new beginning. I am curious about your concept and ideas about the future of ICAI.

I hope you have a good change-over and a pleasant journey. After some time of setting in Brussels I would like to see you. May be in the Brussels house or if you like in my home in a private atmosphere and with your may be first trip out to the north of Germany near Hamburg.

For a good co-operative time!

Regards to you

Ursula

March 6, 1990

To Jim Weigel, and Mary Laura & Don Bushman:

Enclosed find a letter I received from Ursula Winteler. Her reference to "bringing the ICAI the power it needs" set me to thinking. I decided there were three people from whom I would like their reflections before I leave for Brussels. So I am writing you.

Having been out of touch with our work (to a large extent, with the Board Meetings as the exception), I would like to get back inside our work, and especially how the ICAI can serve the local units.

So I ask these questions:

1. If I were to draw a picture of what our polity looks like in a drawing, especially of the local units and the ICAI, what does it look like? (I am particularly passionate that we not look like a hierarchy, and that we indicate not only the central image, but the central function and dynamical relationship of each).
2. How can the ICAI move toward greater service to the local units? (What would we do, in concretions, to make you glad we had an ICAI and the local units would feel as if they were getting their money's worth when they sent in money to the ICAI?)
3. What would you be moving toward (Your vision) of the ICAI for the next five or ten years? (if you were in my shoes)
4. What books should I be reading that would give me images of authentic trends in forms of international organizations that look viable for the next few years?
5. What style would be helpful for the ICAI, and the individual people in the Secretariat, so we could be effective in our work?
6. Any concerns, contradictions, things I would need to address myself to, in operating in this new job? (Overt or more obscure: that is either/both obvious or things you have noticed that no one has seen or mentioned?).
7. What nickname would be helpful for it? like Social Pioneer, or _____.
8. Where do you see the local units moving that would be helpful for us to do watching and waiting, or being prayerful over (don't tell anyone I was an English teacher, and told my kids not to end in a preposition).
8. Anything you would like to add that I have not thought of?

Please phone me collect at 708 615 0609, or write me soon, or the Bushmans: I could come down and we could have lunch or something. My address is 985 East Maplewood Rd. Lake Forest. The Chicago office of the Consulate has not yet received any papers from Belgium, so I am not sure the date of my departure.

Grace & Peace,

Betty

600457

May 17, 1990

Dear Colleagues,

I am sending this letter to you (in fact, I am sending one to every location on Len Hockley's April 1 printout of ICA offices, plus one to each ICAI Board member). to let you know that I arrived yesterday in Brussels, ready to assume my new assignment on the ICAI secretariat.

You probably know that I thought I was coming two months ago, but God decided otherwise. Now I see why. You know, I quit my job March 1 and then sat in limbo, waiting for my papers. That limbo turned out to be the time/space that became important for me to create some screens for this new task. I talked and wrote to colleagues, getting their initial input, and I have done some reflecting, etc to do this.

I created the screens at the Chicago office, and have decided to share them with you so you will know where I am coming from as I am entering the ICAI office. They are all first drafts, coming from intuitions, memory, etc. It would be great for you to play this game of reading them, and responding back to me, telling me how your screens would look if you were standing in my shoes.

I will have fun putting all your thoughts together. Ursula Winterer, President, will come here June 6 to orient me in my new job. So after hearing from her and from you, I can share with you later on how things are moving.

Grace & Peace,

Betty Peak

CURRENT SCREEN FOR MY YEAR AT ICAI

ICAI			
WHO WE ARE	WHAT WE DO	WHERE WE'RE GOING	WHY
Finish brochure	Keep netwrks alive	Taipei Prep	Vision creation
Finish ann.report	Keep facilities intact for wrk	Watch brkthrus	
Keep spirit contact	Reports to locals on UN work	Watch trends	
		What econ. signs can we create?	

WORLD
Which units have mvt around them
Volunteer motivation and engage.
Awakenment opportun.
With trend toward spi-it(Naisbitt) how do we move on it

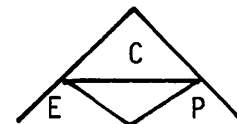
PERSONAL JOURNEY
1. Professional style
2. Financial integrity+no victim
3. Light hearted. Playful. Enchanted
4. Blend emotional+rational journal writing
Grief is door to feeling
5. Pay attention to my journey-- no co-dependency
6. Phase 4 symbol creation of glory of this time of my life
7. Learn about real power

FAMILY
Demonstrate my desires for mothers, grandmas- no orches. other's lives.
Family Symbol: TREE
protect & share fruits

All locations on a map
Names of everyone in the boat
Mission of each location
Their hopes & dreams
Keep contact in human way so each has spirit event

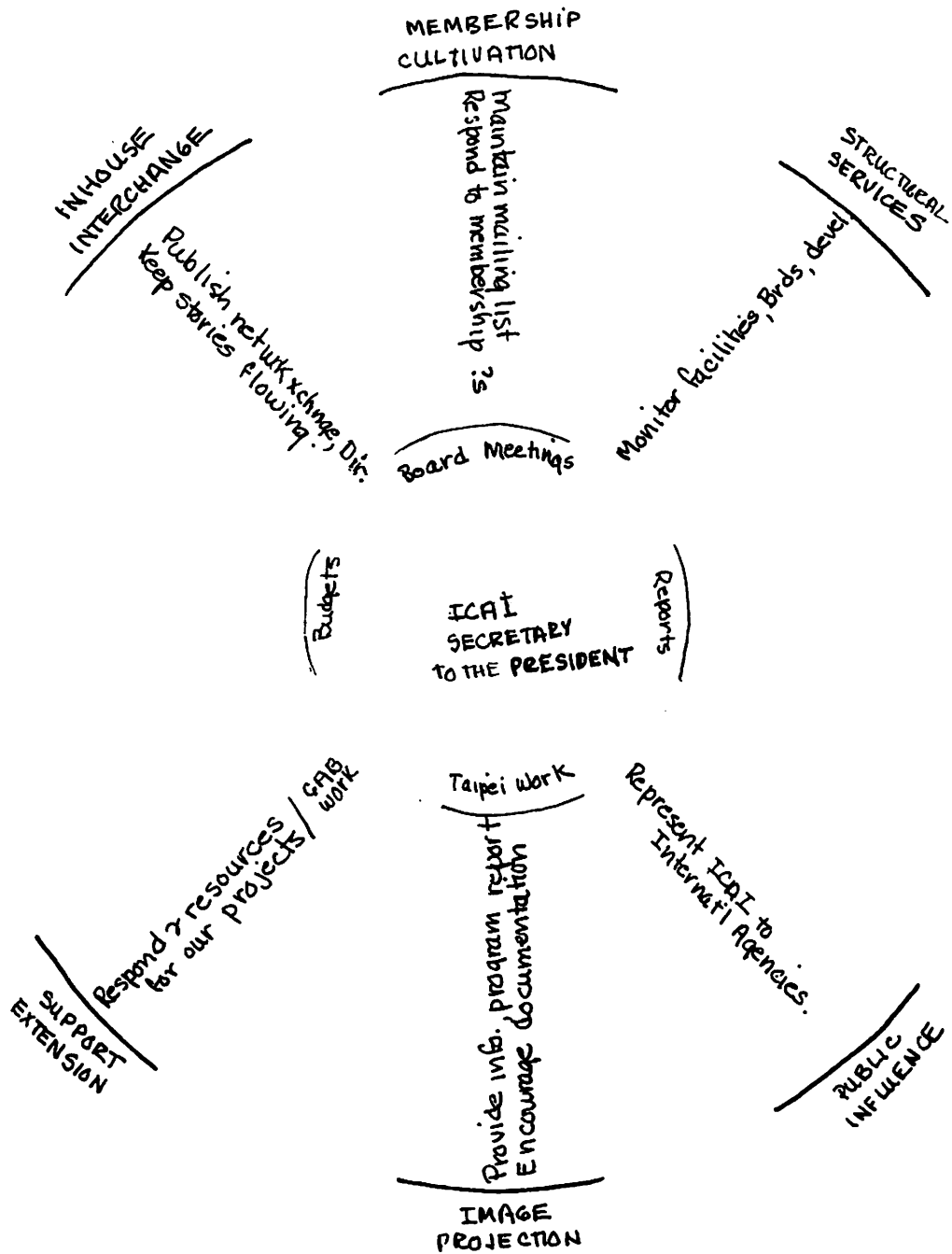
ICAs

Probe on decentralization/long march



What is life like for them if I used this screen?

MY ICAI SECRETARIAT POSITION



What is the common spirit framework?

OUR FRAMEWORK

What are my colleagues saying is our

1. CONTEXTUAL LOCATION? People of the mystery Many faiths	11. OPERATING POLITY? Local action/global context
2. FOUNDATIONAL GROUND? Universal humanness Contentless word Eternal league	12. RELIGIOUS EXERCISES? Meditation
3. CONTROLLING LOYALTY? mystery possibility	13. COMMITMENT? to issues? values? goals? processes
4. OPERATING PRINCIPLES? Love the world Obedience to God for the world	14. REFLECTIVE ARENAS? World, thru book study & other ways Spirit
5. DELINEATING CHARACTERISTICS? Ecumenical Family units Singles	15. QUALITIES? Aggressive/nurturing Competition/cooperation Rational/intuitional
6. CLASSICAL TYPE OF WORK? Teaching, (facilitating, guiding) Serving	16. SYMBOLIC/PARTICULAR FUNCTION? Sociological love Care for the world Create signs of hope
7. EXTERNAL FORMS? ICA local units Extensions of various forms Friends, patrons, supporters ICAI global unit	17. VALUES? Long term thinking Humans in harmony with each other & with nature Decentralization
8. INTERIOR CLASSIFICATIONS? Volunteer Intern? Part Time, Full times	18. PRIORITIES? Innocent suffering The disenfranchised
9. VISION? (See Epp's article, Berry's article)	19. ASSUMPTIONS?
10. BELIEFS? Unlimited possibility	20. OTHERS

A PROPOSED VISION

HISTORY'S HARBINGERS We Who Build the Future By John Epps

We live in a long line of historical anomalies. In every great time of change, people emerge who seem vaguely out of place, whose style and values and activities seem more in tune with what is yet to be than with what is. Sometimes they're mistaken for romantic purists longing for a past that never was; and sometimes for rebels protesting against present ills. In fact, they're harbingers of the future.

The ancient prophet who always seemed to be calling Israel to a new phase of its socio-cultural life, the Greek Philosophers attempting to lead civilisation into a new way of thinking, the monastics bringing a hierarchical order into the Medieval chaos, the Renaissance people daring to revel in human potential – all were out of place in their era, but each assisted in the development of the future. We recognize them because we benefit from their work. Misfits whose future did not emerge are "false prophets," and are quickly forgotten. It's risky being out of step: you may stumble.

No one volunteers to be a misfit. But heredity, environment, circumstances and other manifestations of Divine intervention seem to prevail. People get "called" into a life of discontinuity by the irresistible appeal of a vision, an insight, a perception, an ideal, a cause or simply a vivid sense of presence of that which is not yet. They don't wish for or seek out conflict, but often find themselves at odds with those whose security is tied to present conditions.

Curiously, the particular cause or vision that guides the pioneers may have very little to do with the specifics of the future that emerge; but the basic values they embody become the foundation of the new age. Isaiah's vision of post-exilic Judaism had as little to do with reality as Cromwell's projections of a post-monarchical England. But the values of both were building blocks for the future. Isaiah's monotheism and Cromwell's democracy were firmly imbedded in the future that came.

The efficacy of 'real' prophets isn't measured by precise quantification so much as by direction. In any case, success can't be measured until long

after the pioneer's time is past. By the time they are recognized, they are long dead; so for them reward and accomplishment play no part of their operating motivation. Or, more accurately, they celebrate the future that is intruding, not the past that is receding.

This adds to their peculiarly asynchronous demeanor. "Why aren't they miserable?" may be the observer's question. But the source of their joy and misery is not present; the present factors which occasion happiness or despair in the majority are strangely powerless over these aliens. Not that they lack passion. Far from it. In fact their power and influence stems largely from the immense passion and intensity with which they undertake their task. They tend to scare the beejesus out of normal people who've tamed their spirits to accommodate

People get "called" into a life of discontinuity by the irresistible appeal of a vision, an insight, a perception, an ideal, a cause or simply a vivid sense of presence of that which is not yet.

current circumstances.

Our ancestry is strange, indeed. But more important is our destiny.

A. We have a dream. It's a dream in which the devastating impotence of personal poverty no longer denies participation in society's benefits and decisions and obligation. There will be poor but not wretched. Basic subsistence will be available, and with it, responsibility as a contributing community member. There will be opportunity for mutually enriching interchange among poor and rich. Each will make valuable contributions to the whole of society. The alienation of race and class will be bridged in an era of participation, responsibility and interchange in which appropriate roles will be played by men, women, youth and elders.

Some of us live the reality of that dream. We live in villages and walk with kings. We demonstrate to one the possibility of creativity under adverse conditions and to the other, the opportunity to engage resources in significant endeavours. We are constantly working to develop and use methods of participation and engagement wherein the distinction between "donor" and "beneficiary" is blurred. In profound reality, we are all of us donors of our passion and energy; and we are all of us beneficiaries of the ultimate gift of life itself. Divisions of race, nation, class and circumstance are ultimately insignificant in light of the profound commonness we share. To live, to explore and to dramatize that commonness is our role in the **Development** arena.

B. **We have a vision.** It's a vision in which the entrepreneurial spirit that has fashioned a technological wonderworld is focused onto services of genuine human need. We believe an "Ethic of Service" is emerging which has a proper place for profit and power – a place subordinate to providing valued benefits to another. There will be pollution and industrial tensions, but no longer as threats to civilization. These will be arenas in which the technological and managerial prowess of our time will be focused to ensure a human future in which we all can continue to grow and learn. The innovative capacity will be fostered and celebrated as it continues to disclose the wonders of our world.

Some of us live in that vision. We consult with organizations large and small, often without the slightest expertise in the enterprise of the client. And great things happen because our "consultations" are visits to the vision. We invite clients into the world of service with its teamwork, participation, consensus, respect and productivity, and we allow them to operate in it for the duration of the programme. They (and we) are never the same again, for once tasting the authenticity of service and experiencing the integrity it brings, one cannot return to business as usual. The "New Ethics of Service" is powerful precisely because its basis is reality: **Organizations are mechanisms for delivering benefit.** In profound reality, life — be it individual or social — exists to be expended. Any attempts to hoard its wealth or power is ultimately self-destructive. Groups, like individuals, cannot hang onto their resources. They can only use them to deliver benefit to a greater reality. In the arena of **Economics**, we are hosts and hostesses for a new world of

C. **We foresee a transformation of learning.** No longer will education be the purview of 6-21 year olds with economic advantage. The learning process will begin before birth and continue to death for all people. No longer will there be stigmas attached to non-rational modes; the full range of human intelligence will be tapped by self-regulated programmes that foster individual uniqueness and pursuit of interests whose social pay-off is long range. No longer will study of the diversity of cultural expression produce a paralysing relativism; appreciation of the planet's wondrous variety will promote an integrity capable of gazing on the infinite from a distinctive and finite perspective. There will be remnants of illiteracy and bigotry; but a noosphere of expanding awareness and appreciation will render them harmless curiosities.

Some of us foster that transformation. We live lives of learning. We reflect, we read, we teach, we write and we act. And since "the only way to know the world is to change it," our learning is always practical. We live in the world dominated by images, mental paradigms and constructs that disclose meaning and presage action. But these paradigms are in constant flux so that to remain fixed in perspective is to become increasingly anachronistic. What we find in learning is the profound Wonder attached to all that is. Whether one explores computer technology, mathematics, physics, anthropology, medicine, economics, music or the mysteries of the mind itself, each field of specialization is becoming transparent to ultimate Mystery. Learning profoundly is not about attaining mastery over reality. It is profoundly to appreciate the infinite basis of finite reality. It is to reinforce our integrity as finite souls amidst Infinite Being. It is constantly to forge images that awaken awe and effective responsibility as temporary sojourners on an infinite voyage. We are models and advocates of the new **Education**.

D. **We have a premonition.** We foresee a wealth of human potential released into history. What if the 90% of untapped mental power in each of us were released? What if the wisdom of sages, mystics and intuitives of every sort were the birthright of every person? What if the energy of mind in all its dimensions were accessible to everyone — the discipline of the yogis, the insight of the mystics, the perception of the prophets, the reason of the philosophers, and the depths of the religious — accessible and infusing education, development and business with a spirit of wonder, adventure and significance!

Some of us live in the developing potential of human beings — the capacity to access uncommon physical, mental and psychic resources. We exercise our minds and bodies and explore levels of consciousness with a passionate commitment many reserve for the pursuit of pleasure. Why? Is it only to maximise our own prowess, to fertilize the garden of our lives? No more than education is to get smart, economics is to get rich or development to get power. Human potential is, as the old Calvinist said, "to render praise to God and enjoy Him forever." And we might remythologise it, Human Potential is to participate in life's Ultimate Mystery with grace-filled freedom. Any untapped potential can limit our capacity to appreciate, to discern, and to serve. And so we continually probe resources for releasing the flow of **Human Potential** that will shape the world to come.

These are synopses of the future we see, to which we respond, in which we are engaged and for which we have committed our lives. We are emissaries from the future to the present, ambassadors of good will, assigned to make welcome the new when it arrives.

And what if it doesn't turn out like that: Then the values undergirding those visions will still provide solid foundations for the unrevealed marvels of the world to come. That for which we really stand is: Participation in community, Responsibility in service, Awe in the mundane, and Freedom in Gratitude. Our four "Networks" are each efforts to promote the whole value-rich foundation for the world that is coming and is already intruding on the present.

Our role is not to impose our ideas on history like a feudal tyrant. Our role is to live what we see, to explore our vision and to make available our insights. We are a living experiment for the future that is becoming, a joint venture with the civilizing process, whose efforts constitute intentional participation in the great drama of