

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

Meeting in Brussels, Belgium

24 to 29 September 1989

BARKONY



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.

DAY THREE

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

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 interchange | x | x | X | x | x | x | X | x | x |
| Local research & interchange | | | SEAsia | | | | | | |
| | | | 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

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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

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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

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| 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 interchange | x | x | X | x | x | x | X | x | x |
| | | | 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

| | |
|---|---|
| <ul style="list-style-type: none"> -symbolize the local management -local program implementation -ICAI participation | <ul style="list-style-type: none"> - keeps wide vision - plays useful role - experience upon return - 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 calendar 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 ICAI: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 a 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

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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 adrenalin 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.

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 in 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!