

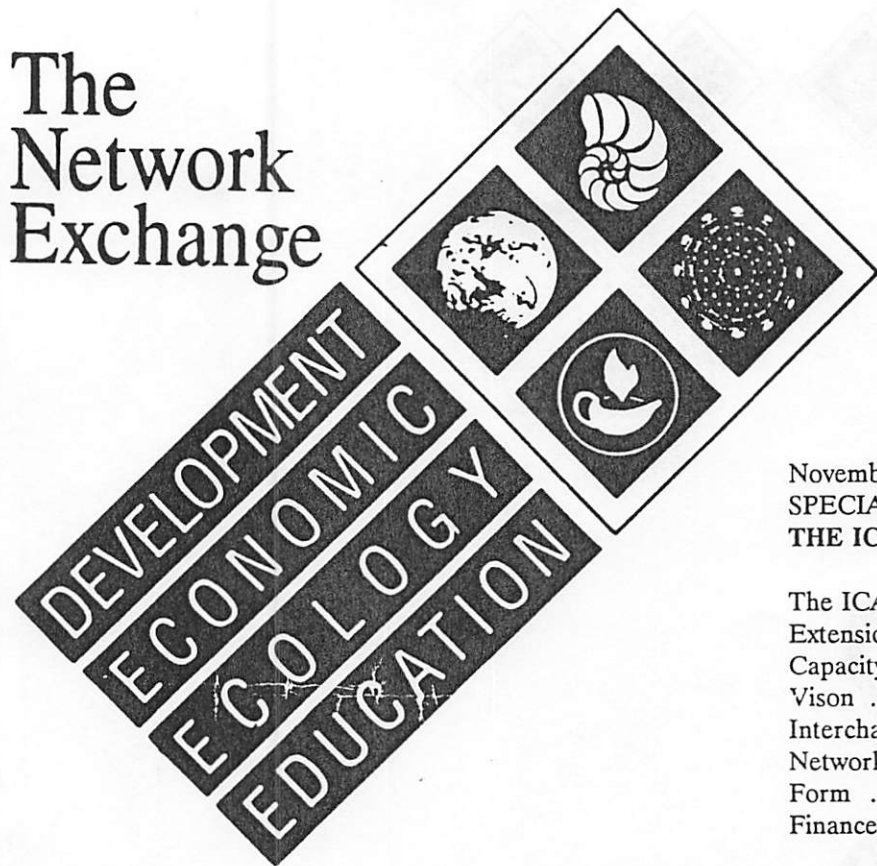


**2nd ICA INTERNATIONAL
BOARD MEETING**



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

The Network Exchange



November 1994
 SPECIAL ISSUE
 THE ICAI BOARD MEETING

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

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

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

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

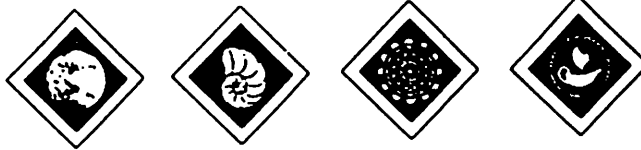
Others: ICAI General Secretary, Dick Alton; ICAI staff, Tony Beltran; Brazil, Dulce Gabiate; India, Bhimrao Tupe; Kenya, Sophia Donde; USA West, Shirley Heckman, John Oyler; Zagreb, Susan Fertig-Dykes, Drazen Letica, Zlata Pavic, Vlatka Vedris; Zambia, Voice Vingo.



**ICAI BOARD MEETING 1994
WORKING GROUPS**

EXTENSION	VISION	FORM
<ul style="list-style-type: none"> ▪ URSULA WINTELER RUTH LUKONA JOHN HUTCHINSON VLATKA VEDRIS 	<ul style="list-style-type: none"> ▪ INGA BESSIN SUSAN FERTIG-DYKES DULCE GABIATE 	<ul style="list-style-type: none"> ▪ LARRY PHILBROOK FELIX AKPE SOPHIA DONDE DRAZEN LETICA JANN BARR
CAPACITY BUILDING	INTERCHANGE	FINANCE
<ul style="list-style-type: none"> ▪ MANGLA GAVAI CRISTIAN NACHT JOHN OYLER EDWARD MUTSIO 	<ul style="list-style-type: none"> ▪ KEN OTTO RAFAEL SAN MARTIN ZLATA PAVIC DICK ALTON 	<ul style="list-style-type: none"> ▪ SHIZUYO SATO DON ELLIOTT SHIRLEY HECKMAN DICK SEACORD
	NETWORKING	
	<ul style="list-style-type: none"> ▪ SUZANNE JACKSON BHIMRAO TUPE TONY BELTRAN 	





**ICAI BOARD WORKING GROUPS
EXTENSION**

TOPIC #1: EXPANSION OF ICAI

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

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

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

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

TOPIC #2: ICAs PARTICIPATION IN UN CONFERENCES

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

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

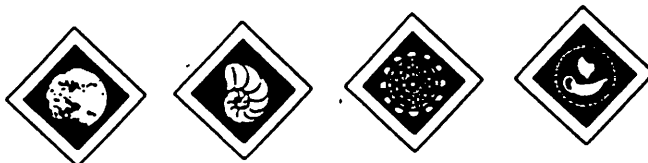
3. Recommended that ICAI send a total of 2 formal delegates to the UN 4th World Council on Women with 1 delegate being from ICA: Zagreb. **APPROVED**

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

FURTHER DISCUSSION:

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

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



**ICAI BOARD WORKING GROUPS
CAPACITY BUILDING**

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

POINTS OF DISCUSSION:

What Can Involve ICAs

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

Suggested Journey of Introducing Courses

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

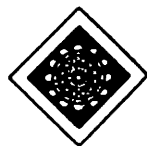
Suggested Journey of Leaders

Option to start:

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

Issues

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



ICAI BOARD WORKING GROUPS
CAPACITY BUILDING
cont.

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

Brazil:

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

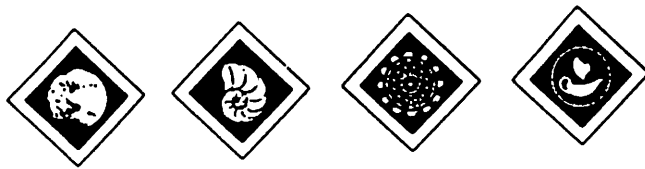
Kenya: We have been a community development organization. With these courses we could provide services to people for which they would pay. We could move from working primarily with local organizations by providing services to a variety of organizations and businesses. We will be learning as much as the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

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

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

LIST OF PLACES THAT HAVE HAD TOP COURSES

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



ICAI BOARD WORKING GROUPS
VISION

RECOMMENDATION: To create an ICAI brochure that will be smaller than the one done in 1990. **APPROVED**
The discussion included the following suggestions a) that a list of the Global Advisory Board be printed on the back of the brochure b) that there be short paragraphs about each of the four arenas of endeavour, as in the 1990 version c) that there be a pocket on the right in which to insert examples of the four arenas.

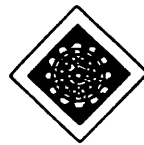
The following paragraphs were suggested as possible text:

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

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

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

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



**ICAI BOARD WORKING GROUPS
INTERCHANGE**

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

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

RECOMMENDATION: That in:

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

Background #1

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

Background #2

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

Background #3

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

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

Other Thoughts:

Places where Global Meetings have been held:

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

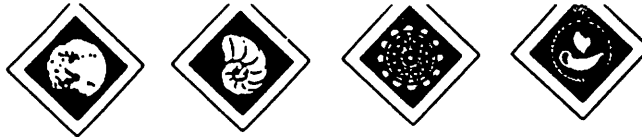
New locations proposed:

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



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





**ICAI BOARD WORKING GROUPS
NETWORKING**

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

BACKGROUND:

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

*Objective: To publish a new ICA book.

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

*Questions for further consideration:

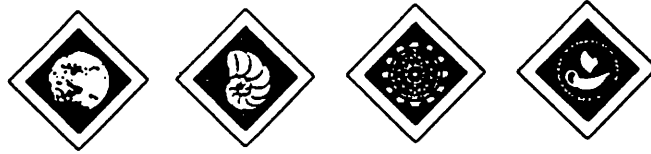
1. Utilization of book within ICA context; ex. presentation chapters at 1996 conference.
2. Role of the ICAI Secretariat as responsible party receiving the loan.
3. The process for selecting case studies.
4. Best marketing strategy.

LIST OF ICA RELATED BOOKS

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

BOOKS IN THE MAKING

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



**ICAI BOARD WORKING GROUPS
FORM**

TOPIC 1: THE OFFICERS OF THE BOARD

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

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

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

APPROVED

The new Executive Committee is thus comprised of:

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

APPROVED

Topic 2. RECOMMENDATIONS TO THE STATUTES

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

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

. . . **APPROVED**

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

. . **APPROVED**

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



ICAI WORKING GROUPS
FORM cont.

Topic 3: THE GLOBAL ADVISORY BOARD

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

Sandy Powell- Director of International Training, CARE, USA
Robertson Work- Senior Technical Coordinator, Urban Development Unit, UNDP, New York.

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

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

APPROVED

Data and Discussion Points: Global Advisory Board

* Current members = 36

* Selection Screen

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

* Need and how to nurture the relationship

- Keep connected through sending Network

Exchange/Directory

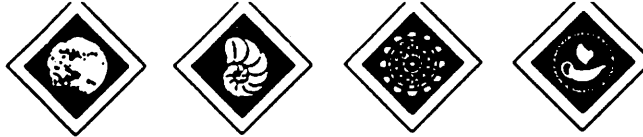
(appointing organization to pay the cost, or ICAI to pay or GAB member pays?)

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

* Role

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





**ICAI BOARD WORKING GROUPS
FINANCES**

PLEDGES FROM MEMBER ICAS

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



**ICAI BOARD WORKING GROUPS
FINANCES**

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



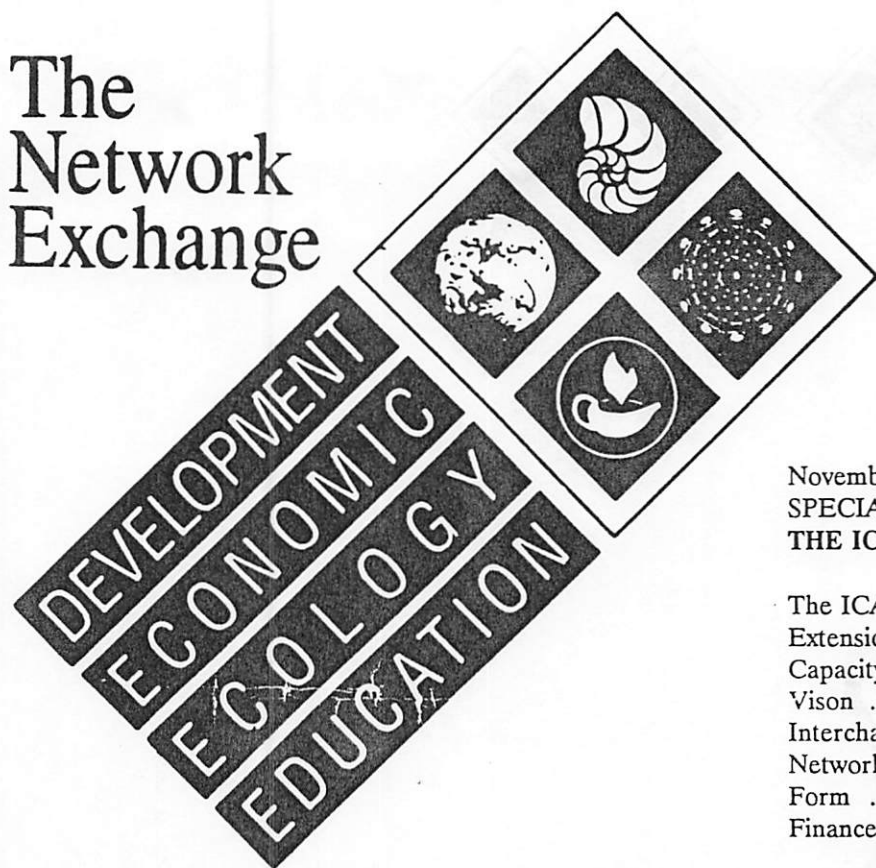


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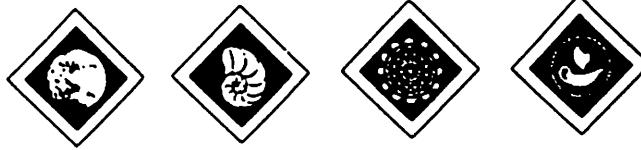
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**ICAI BOARD WORKING GROUPS
EXTENSION**

TOPIC #1: EXPANSION OF ICAI

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

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

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

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

TOPIC #2: ICAs PARTICIPATION IN UN CONFERENCES

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

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

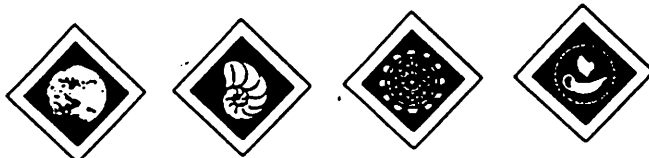
3. Recommended that ICAI send a total of 2 formal delegates to the UN 4th World Council on Women with 1 delegate being from ICA: Zagreb. **APPROVED**

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

FURTHER DISCUSSION:

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

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



**ICAI BOARD WORKING GROUPS
CAPACITY BUILDING**

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

POINTS OF DISCUSSION:

What Can Involve ICAs

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

Suggested Journey of Introducing Courses

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

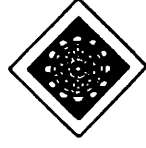
Suggested Journey of Leaders

Option to start:

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

Issues

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



ICAI BOARD WORKING GROUPS
CAPACITY BUILDING
cont.

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

Brazil:

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

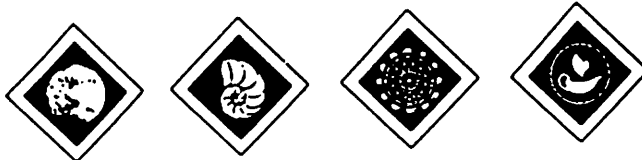
Kenya: We have been a community development organization. With these courses we could provide services to people for which they would pay. We could move from working primarily with local organizations by providing services to a variety of organizations and businesses. We will be learning as much as the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

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

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

LIST OF PLACES THAT HAVE HAD TOP COURSES

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



ICAI BOARD WORKING GROUPS
VISION

RECOMMENDATION: To create an ICAI brochure that will be smaller than the one done in 1990. **APPROVED**
The discussion included the following suggestions a) that a list of the Global Advisory Board be printed on the back of the brochure b) that there be short paragraphs about each of the four arenas of endeavour, as in the 1990 version c) that there be a pocket on the right in which to insert examples of the four arenas.

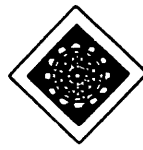
The following paragraphs were suggested as possible text:

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

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

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

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



**ICAI BOARD WORKING GROUPS
INTERCHANGE**

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

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

RECOMMENDATION: That in:

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

Background #1

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

Background #2

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

Background #3

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

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

Other Thoughts:

Places where Global Meetings have been held:

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

New locations proposed:

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



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





**ICAI BOARD WORKING GROUPS
NETWORKING**

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

BACKGROUND:

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

*Objective: To publish a new ICA book.

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

*Questions for further consideration:

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

LIST OF ICA RELATED BOOKS

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

BOOKS IN THE MAKING

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



**ICAI BOARD WORKING GROUPS
FORM**

TOPIC 1: THE OFFICERS OF THE BOARD

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

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

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

APPROVED

The new Executive Committee is thus comprised of:

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

APPROVED

Topic 2. RECOMMENDATIONS TO THE STATUTES

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

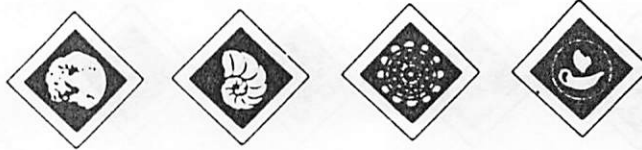
Statute 12 - The organization is administered by a Board of Directors comprising more than two members. At least one member of the Board must be of Belgian nationality.

. . . **APPROVED**

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

. . . **APPROVED**

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



ICAI WORKING GROUPS
FORM cont.

Topic 3: THE GLOBAL ADVISORY BOARD

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

Sandy Powell- Director of International Training, CARE, USA
Robertson Work- Senior Technical Coordinator, Urban Development Unit, UNDP, New York.

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

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

APPROVED

Data and Discussion Points: Global Advisory Board

* Current members = 36

* Selection Screen

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

* Need and how to nurture the relationship
- Keep connected through sending Network

Exchange/Directory

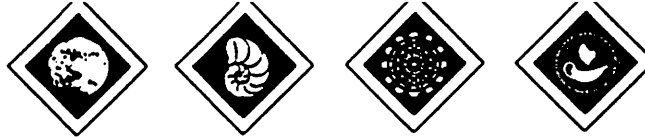
(appointing organization to pay the cost, or ICAI to pay or GAB member pays?)

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

* Role

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

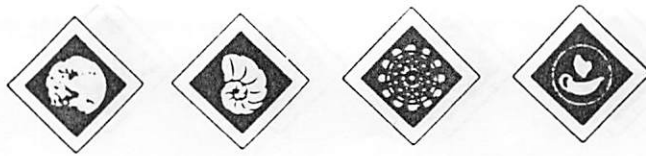




**ICAI BOARD WORKING GROUPS
FINANCES**

PLEDGES FROM MEMBER ICAS

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



**ICAI BOARD WORKING GROUPS
FINANCES**

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

