



**network  
news**

issue number 15, November 2001



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5BE (tel/fax: 0161 232 0550).

Cover image from Valli Yanni: my inspiration, my beloved daughter Yasmina!

## Editorial

### Editorial

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## A view from Oxford

*Valli Yanni in Oxford*

*<valli.yanni@ntlworld.com>*

Hello from Oxford! Well, at long last, I am participating actively in the ICA:UK network and newsletter. I have been on the receiving end for quite a long time (I'll tell you about this in a minute).

My name is Valli Yanni. I come from Egypt, where I first came across ICA in 1991, when I met Martin Gilbraith and Tim Allard. Working in the famous Bayad El Arab integrated development project has left its marks on me since, even though the experience was only for five months. I will never forget Martin's immaculate room with all his cassettes' titles typed up and classified! Or Tim's passion about Molokheya (a famous Egyptian dish) and Om Nafousa (the lady who used to make it!). Sorry to embarrass both of you!

Since then, I've been through a masters in Bristol, two jobs in Ecuador (where I met Tim again - actually it was him who told me about the first job!), married with a three year old, Yasmina, and settled in Oxford for freelancing in training and consultancy work for the last six years.

So, how is it to be at the receiving end? Brilliant! I know we all promote (or try to promote) active participation, but let me tell you that passive participation is good at times! I feel I have benefited a lot from the ICA network: from practical things like the fabric I use now in all my training courses and presentations (thanks to Ghee Bowman) to winning a tender for a consultancy. And the latter is what I would like to share with you here.

Back in July, I think, there was an advert on the network email listserv about an evaluation of the use and impact of Participatory Appraisal (PA) in two projects in Glasgow, for Oxfam UK Poverty Programme. Well, I am currently at the report writing stage of this evaluation. The very special thing about this evaluation for me (in addition to the fact that it came via ICA) is that it is my first (hopefully of many) consultancy in the UK. My consultancy work so far has been mainly focused on countries in the South.

The two health projects involved in this evaluation have used PA tools (known more as PRA in the South) for community consultations. Project staff, as well as other stakeholders feel very positive and excited about the visual and participative nature of the tools. They also feel very committed to using the tools for community empowerment to inform and influence decision making processes. However, a heavy focus on the tools may distract from the emphasis on the wider political context.

organisations to start a PA/PRA process by exploring this wider context in terms of understanding poverty and social exclusion, and levels and purposes of community participation (current and potential). By doing so, PA tools are then used as 'tools' to address and tackle these complex realities, rather than being the main focus.

This evaluation has been a great challenging and enjoyable learning experience for me. So, thanks again to the ICA:UK Network!

Now, let me welcome you to this issue of the newsletter. As always with ICA-UK newsletters, this issue is full of great news and views, and many exciting events that are hard to miss out on:

News from Peru, Baar, Manchester, Exeter, London, Guatemala, Tajikistan, South Africa, Piéla, Zambia, Preston, Brussels, Toronto and Andhra Pradesh.

Views about the VFC course, the Crosspool Pre-school, the new interesting on-line conversation on ICA:UK Values, ICA experiences around the world, and much more.

Events: Play Back Theatre workshop, the joyful Christmas gathering, ToP courses and events, International Association of Facilitators Europe conference, InterAct, VSP, ToP Associates meeting, Northern Network gathering, and many more. Don't miss out on the calendar of forthcoming courses and events, and the personal page!

Valli and Des are a year older, six years married and their daughter Yasmina turned three: all happened in the month of October. A very expensive month! Happy Reading!

*You are invited to the*

## ICA:UK network Christmas gathering and 2nd AGM

November 30 - December 2  
at the Bishop Mascall Centre  
in Ludlow, Shropshire



A few minutes' walk from the train station in the centre of this historic market town in the Welsh Marches, the Bishop Mascall Centre is also minutes from the castle and medieval church and just across the river to a wooded hillside with nature trails.

There'll be a review of progress against ICA's 3-year Strategic Plan, and the 2nd AGM of the new ICA:UK company with elections for Trustees and officers - and another chance for a walk and a Christmas party on Sunday. There will also be an opportunity for a parallel programme of activities for children and adults not participating in the sessions.

The network gathering will be preceded by a ToP Associates meeting from noon on Friday.

If you have been or would like to be involved in ICA programme work, or if you are just interested to get to know ICA and other members, **BE THERE!** Come for the whole weekend or just for Sunday lunch, or for any period in-between.

*You are invited to an ICA:UK*

## Playback Theatre workshop

a unique form of spontaneous improvisational theatre created through a collaboration between performers and audience, with applications in community development, education, group work, counselling..

**Date:** Saturday 17th November, from 9.30 - 5.30 (with optional social activities in the evening).

**Venue:** in the South West (for convenience of workshop leaders), exact venue to be arranged, but probably in or near Exeter.

**Cost:** to cover hire of venue and refreshments - no more than £10 each (workshop leaders are doing this in exchange for a GFM place)

**For information and bookings,**  
contact Ghee Bowman on 01392 422216

gbowman@ica-uk.org.uk

## Letters



## An open letter to VFC 2001 participants

*Julia Cantrell in Naluyanda*  
<cantrell\_julia@hotmail.com>

This time last year I was participating in the ICA Volunteer Foundation Course myself, full of enthusiasm and expectation, and dying to know what volunteering was really like in a developing country. Having been a volunteer in Zambia for two months now, I thought you might appreciate me sharing a few of my experiences with you. It's impossible to tell you everything I'd like to, so if there's anything else you'd like to know then feel free to email me.

I arrived on 24th July and have been placed at a new ICA-Zambia project at a place called Naluyanda. Living conditions are basic - no electricity so we use candles at night and charcoal to cook on, and the nearest water source is a hand-pump about half a mile away. For laundry we walk to a well about a mile distant, and then we iron everything with a charcoal iron (something that's taken a while to get used to - see the photo). There are four of us at the project, three Zambian staff and myself, and we're currently sharing

two rooms though we're hoping to move to some bigger accommodation soon. To get to the project from the capital, Lusaka, we travel on a local minibus (an exercise in squeezing as many people, boxes, babies and chickens as possible into the smallest imaginable space) for 45 mins, then walk for another 45 mins on a footpath through the bush.

The main focus of the project is sustainable agriculture - the soils have been destroyed by erosion and chemical fertilisers and most people are unable to produce enough to sustain their families throughout the year. We'll be giving advice and training farmers in agricultural practices that will help to refertilise the soils and produce higher, more sustainable crop yields. So far we've just been laying the groundwork as it's a new project - forming farmers' clubs, doing a mapping exercise of the project area and conducting some introductory training sessions. The project proper starts in January and will also have several other components in addition to sustainable agriculture - leadership training and capacity building, HIV/AIDS awareness, micro-credit, and small-enterprise development among others, so I'll certainly be getting a wide range of experience while I'm here.

Emotionally, the two months since I arrived have been a rollercoaster ride. The physical hardships - walking long distances in the heat, no running water or electricity - have not been too difficult to adapt to. It has been the emotional and mental adjustments required that have been challenging. The first few weeks were especially difficult; I missed my boyfriend of two years desperately, felt out of my depth concerning the customs and language (and worried about not doing anything wrong or unwittingly offending anyone), had difficulties finding a role for myself as a volunteer, and spent much of my time thinking 'Why am I doing this to myself?!'



Julia getting used to the charcoal iron

Now, the situation is loads better. I'm feeling settled and the project staff have become good friends. I know a lot more about Zambian customs, feel at ease with people, and am slowly picking up a few words in the local languages (there are three round here - very confusing!). I love working as a close team at the project, and the sense of achievement when we've held a successful meeting or training is fantastic. I still have the occasional down day, but overall I feel very positive and am excited about the months ahead. I can't wait to see the project grow and take shape while I'm here.

Undertaking development work in a rural area can be both rewarding and frustrating. In some of the villages we've found genuine enthusiasm, willingness to participate and good organisation, while in others we've found complete apathy and total disorganisation. One of the things I've found most frustrating is the lack of communication means - it's not uncommon, for example, to walk for hours to reach a remote village where you've organised a meeting only to find that everyone's gone to a funeral. The only option is to arrange another date and walk all the way back. If only we could just

pick up the telephone! On the occasions when meetings are successful, though, the progress and rewards are tremendous.

It's been great to see the techniques I learnt at the VFC being used in rural Zambia, and they really do work! We've been training farmers' groups in action planning, using ORID discussions with various groups, and using something very similar to the workshop method just among the project staff. Sessions on proposal-writing, gender, culture shock, fund-raising and numerous others have also been invaluable!

I've learnt far more in two months volunteering than I did in the whole year of my Masters in Development Studies. The experience I'm gaining is fantastic and I'm also learning so much about myself. I can't emphasise enough how important the VFC is - it may be hectic and knackered but I promise it's worth it! Good luck to all of you, enjoy yourselves, and best of luck in your placements if you decide to go ahead with volunteering. I hope you find them as rewarding as mine,

## News from Peru

*Louise Finer in Lima*  
<louisefiner@hotmail.com>

I'm succeeding with my idea for a Spanish translators' network, thanks to John Lawton who had a similar idea. When he finally decides which list to use we'll be up and running I hope. Our micro-enterprise business training project is at full steam and I'm loving the involvement (when there's funds for me to travel to the area).

Outside ICA I'm involved in a high-profile project at the Peruvian Press Council, with working groups on freedom of state information. A serious lack of facilitation, but you can't suggest that the President of Congress and the Director of the

Newsweek-equivalent write 3-5 words on a small piece of paper and stick them on a wall. Or can you?

And I'm having great fun with Afro-Peruvian percussion - soon to be performing in an enormous event with 39 others to celebrate the cajon (the 'box') being recognised by Congress as part of Peru's cultural heritage!!! Better than the tin whistle, that's for sure!

That's really it for now, Still can't believe how well spread out all us VSP2000 lot are around the world. Such wonderful stories from everyone! Hope the VSP2001 is going fantastically.

## Developing a European plant conservation strategy

- an 'ORID' experience

*Martin Harper in London*  
<martin.harper@plantlife.org.uk>

The workshop method works! That is the conclusion I came to after facilitating a hectic two-day workshop in Purhonice near Prague in the Czech Republic. 159 people from 38 European countries had converged to try to develop the first European Plant Conservation Strategy. I was one of a team of five facilitators whose job it was to try to help the delegates, through a two day workshop, agree a set of SMART (Specific, Measurable, Achievable, Realistic and Timed) targets to halt the decline of plants across Europe by 2007.

Although I had previously 'led' a number workshops, I wanted to develop my facilitation skills in preparation for the conference.

Those friendly people at the RSPB suggested I try the ICA. So, given that our training budget had been exhausted, I decided, on the advice of the ICA, to use my Individual Learning Account to attend the Group Facilitation Methods course held in London in May. Following a day full of fine food, good company, Samson, Delilah and 12 Angry Men I became a committed, born-again facilitator. I had been converted to the wonders of ORID and the workshop method in particular.

As a firm believer that practice, even if it doesn't make things perfect, certainly gives you more confidence, I decided to do a couple of dummy runs with smaller entirely English-speaking groups. On the first occasion my equipment let me down, but I was surprised at how much consensus had been achieved with a potentially contentious topic. On the second occasion, using the discussion method, things went like clock-work, and I flew to the Czech Republic heartened that I could facilitate using either the discussion or the workshop methods.

There had been some doubt about the quality of the facilities in the Czech Republic, and I had therefore purchased the requisite green balloon sheet and repositioning spray mount. Even though, on arrival, we soon realised that our venue was (bar the acoustics) ideal, I decided to stick up the balloon sheet and see what happened. Although there were some glitches on the way, by and large, things went smoothly and the result was an impressive set of targets designed to identify Important Plant Areas in Europe over the next six years. 25 people initially contributed to the process and all had opportunities to contribute, even if, inevitably, English speakers dominated for much of the group discussion work. What was interesting, was that the two occasions when things went slightly wobbly over the course of the two days were both when I decided (under some pressure from the group) to deviate away from the

workshop methodology. As soon as we returned to the structure, which I had been taught, we managed to get back on track.

The whole experience was exhausting, but exhilarating. The group was delighted with the final product and I even found myself advertising Cameroon Balloons Limited. Who knows, maybe the Bristol firm will soon be getting a number of orders from Estonia, Lithuania and Turkey.

And my top tips based on this experience?

1. Make sure you have tried and tested the techniques before a big occasion – it does give you confidence.
2. Check your equipment carefully before the session begins, and then check it again.
3. Do not, even when under severe pressure, deviate from the structure of the workshop method - trust it, it works!

*Martin Harper is Conservation Director of Plantlife, the Wild Plant Conservation Charity. He facilitated at the third Planta Europa conference in the Czech Republic on the 23-28<sup>th</sup> June 2001 details of which can be found at [www.vlantaeuropa.org](http://www.vlantaeuropa.org).*

## A difficult month

*David Heslop in Baar  
<wyssheslop@bluewin.ch>*

It has been a difficult month and one can only surmise from the most recent news reports that the immediate future does not appear too rosy either. Just as we were trying to get to grips with the imagery and implications of the terrorist attacks in the USA on September 11th, the local community suffered its own devastating blow with the mass random murders of 14 local

parliament members by a lone gunman. This event shocked the whole country and the mood was further darkened by the news that Swissair, the country's flagship airline, had gone bankrupt. As a result of these last two events, Switzerland, which normally likes to keep itself to itself, has recently come under close scrutiny from foreign media and governments alike and one felt it was keen to escape the spotlight that had been thrust upon it. Now, with the recent attacks on Afghanistan toward some rather dubious and woolly end, this spotlight has indeed shifted away to other parts of the world and Switzerland can begin to take stock recover from its own personal tragedies with more privacy.

One outcome of the devastating attack on the World Trade Centre has been some of the most powerful current affairs writing that I have ever had the privilege to read. One of the most moving initial pieces in the immediate aftermath of the attacks came from the author Ian McEwan - a wholly personal view of the effects of seeing the planes hit the buildings, hearing the transcripts and recordings of last telephone messages, watching people jump without hope from floor hundreds of metres from the ground and finally seeing the towers collapse, knowing that several thousand people were trapped in them. For all of us this was something new - watching a calculated catastrophe unfold on our television screens like the latest blockbuster disaster movie. For me, the amateur video footage of the second plane disappearing completely into the second (South?) Tower before it even exploded was the one image which has stuck with me this past month. But it is the tales of the doomed, their last moments recorded on emergency phone lines and answering machines that will probably stick with me longest. McEwan, in the above-mentioned essay commented, "Last words placed in the public domain were once the prerogative of the mighty and venerable - Henry James, Neslon, Goethe - recorded

and perhaps edited for posterity by relatives at the bedside. The effect was often consolatory, showing acceptance, or even transcendence in the face of death. They set us an example. But those last words spoken down mobile phones, reported to us by the bereaved, are both more haunting and true. They compel us to imagine ourselves in that moment. What would we say? Now we know."

Once the immediate emotion in the aftermath of this tragedy had dimmed somewhat it was the turn of the debaters to take centre stage. Whether written by the 'bomb 'em and nuke 'em' brigade or the 'they deserved it' brigade or (most usually) from somewhere in between, the debate that has ensued, at least in the press I have been able to get my hands on, has been of terrific quality. Thank you to all of you who have been helping this process by circulating poignant texts on the internet and helping to make my head swirl again with argument and counter-argument. Sitting here in what until recently felt like a little landlocked patch of innocence, I can only surmise that, unlike any event in my lifetime, the resulting actions from the atrocities on September 11th will no doubt have a profound and lasting effect on us all.

Two weeks ago and some ten days after the attack on New York, I was discussing with a class of 5 year olds the potential hazards to be found in the home when the Principal rushed in, instructed me to lock all the doors and keep the children inside until further notice. It was 11.30am and time seemed to suddenly stand still. The school had received a phone call from a parent working in the town of Zug (about 6km from school and 3km from our flat) saying that there were explosions, gunfire and people lying dead and wounded in the streets. Coming so soon after September 11th it was easy to make a connection even though in our wildest dreams none of us imagined a terrorist attack on this very rich yet tiny cantonal town. Having phoned Manuela and Stefan to check they

were safe (they had left Zug just a few minutes before the tragic events) there followed a 20 minute period when my imagination went into overdrive as I imagined every possible Doomsday scenario - after all, if Zug was being attacked then there were no safe havens left. I wondered what I would do if I saw armed men appearing on the school grounds - how would I react in such conditions. I did not feel in the least bit brave especially after a distraught parent arrived to rush her children out of school - 'I don't know what is happening', she said, 'but it is not a pleasant sight down there'.

Eventually the news began to drift through that this was no terrorist attack but the work of a lone gunman, with a petty grudge against the local parliamentarians. In three minutes he had carried out Switzerland's worst massacre in modern history (certainly for 200 years). Here was a country so unused to armed violence that there were no security officers on duty at the parliament. It took 3 minutes for police to arrive from around the corner. In that time, Friedrich Leibacher had emptied the magazine of one automatic weapon inside the building, set off an explosive device, gone back to his car to get some more weaponry and gone back inside the building to shoot some more before killing himself.

The sense of trust that people will act and behave in a manner appropriate to a 'civilised' country cannot be underestimated and is deeply embedded into Swiss culture. (The only exception to this is the Swiss do not have a clue on how to form a proper and orderly queue!). While the UK spends its whole time calling for more police to be back on the street, I have never once seen a policeman patrol in this way in Switzerland. Indeed, I have hardly ever seen a policeman (except the odd one or two harassing immigrants at a train station - but that is another story). This summer Zurich had a street party, one of several in fact. The day I went there were over

500,000 people crowding the streets and I never saw one act of loutish or aggressive behaviour. Nor did I notice any police presence. People leave their house doors open, their bicycles unlocked. Illegal car parking doesn't seem to enter anyone's mind here. Trains run without guards yet everyone seems to have a ticket - people seem to understand that screwing the system is in fact just an indirect way to eventually screw yourself.

Furthermore, people just don't kill one another - that is the role of the mountains or the roads - so this massacre has stunned many people. In a country where most adult males have a loaded gun in their possession at home (as reservists in the army), there is utter disbelief that this could have happened here. In a town of barely 30,000 people 14 murders have hit the community hard and it appears that everyone knows someone who was killed or wounded. One can only hope that the trust element, although no doubt more than a little battered, will remain within the Swiss psyche.

The demise of Swissair, apart from having a more personal feel than any of the above events (both Manuela's dad and sister-in-law work for the

company - at least they did when I last spoke to them two days ago), seems to have greatly affected the country. A once proud name now lies in ruins by what is apparently years of mis-management and over extension. How could this have been allowed to happen, people are asking. September 11th was just the latest in a long line of misdemeanours that eventually turned the company belly up. At time of writing the exact future of the name and what remains of the company is still in doubt, but it appears that effectively Swissair will cease to exist by the end of the month. With an expected lay off of up to 30% of the workforce, things do not look good. Even the Swiss football team failed to qualify for next year's World Cup so things are really hitting rock bottom at present.

To try and break out of this cycle and bring some joy into our lives, we had a 48 hour birthday celebration for Stefan last weekend! On the Friday afternoon, Stefan had three other 2 year olds round for a small, sedate party. They ran into the flat, ran around the flat for three hours and ran out again! Chaos and mayhem and a big mess to clear up afterwards. Saturday was calmer - just the three of us - an outing to an

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## the ICA:UK network internet group has moved

from [icauk-network@gn.apc.org](mailto:icauk-network@gn.apc.org) to

**ICAUKNetwork@yahoogroups.com**

we are now 134 subscribers, representing 96% of the membership

we posted & received 25 messages per month in the last six months

if you're not on-line, or on-line and not subscribed - *WHY NOT?*

to subscribe, contact Martin on 0161 232 0550 or <[martin@ica-uk.org.uk](mailto:martin@ica-uk.org.uk)>

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animal park, feed the deer, look at the bears, smell the wild boar, run away from mami and papi (great fun that bit), home for tea and cake. Sunday: 8 people round for brunch. Brunch starts at 10am, guests leave at 10pm; wash the dishes, tidy the flat, collapse into bed. Total number of birthday cakes consumed - 3 (and the boy is only 2 for God's sake!). Still, only one more week of work before 1/2 term.

Work is going very well indeed. I have a dual role 4/10ths classroom teacher (job share with the Early Years Principal in class of 5 year olds) and 6/10ths Support Services with focus on Early Years children. I also teach 4 small groups of children with learning difficulties (from Grade 1 to 5 (Y2 to 6) and am in charge of creating all the Education Plans for children with Special Needs throughout the school. This brings me into contact with almost all the teachers so I have a much higher profile in the school this year. I'm not just known as 'that guy stupid enough to teach the little kids', I'm now seen as 'that bloody guy that gets us to do all this paperwork' (much the same as at my last school really!).

Manuela is also working hard. She teaches 8 hours a week and from next week she will have 10 hours of English teaching a week - all in the evening. The extra income she brings in helps us do little things like pay the increased rent for this new apartment we are in this year, or go away to the south of the country for 1/2 term. It also gives her a different focus than caring for Stefan all the time but it means that we don't see a great deal of each other during the week as I get home and she gets ready to leave. Stefan is becoming very adept at saying 'Hi' and 'Bye' (or Hoi and Tchuss) in the same breath!



Peter Day, Louise Cole & Sue Gregory at the ToP programme planning

## ICA:UK Reports

# Top Associates Meeting,

*June 29 – July 1, 2001 at YHA, Manchester*

*Louise Cole in Taunton  
<louise@lcole.freemove.co.uk  
>*

ToP Programme Strategic Planning, 'How will we develop the ICA:UK ToP programme over the next 3 years?' was the question in front of us. Unsurprisingly, ORID, the workshop method and the ICA participatory strategic planning method were all employed to help us answer it. The facilitation skills of Martin Gilbraith and Jonathan Dudding enabled us to do so.

Martin has produced a clear and comprehensive written output available on the new ICA:UK ToP Associates web page documenting the process and detail of the contributions and decisions made at

the meeting. I shall just highlight a few of the key outcomes of the meeting and a few of my own insights as I see them in my capacity as a relatively new member of the ICA ToP Associates network.

In terms of the collective vision of the ToP programme our discussions highlighted 9 areas to work towards:

- new and targeted courses;
- comprehensive & supportive ToP trainers' journey;
- experience of the application and training produced & compiled;
- improved trainers' network;
- developed marketing strategy; developed & well used supportive partnerships;
- accessible up to date curriculum materials;
- clearly defined objectives and
- increased awareness & reputation of ToP facilitation & participation.

No mean feat, plenty of work and a host of actions which will help to overcome some of the blockages to ICA:UK's work and planned growth. Those blockages were identified as: not understanding or nurturing our own capacity; directionless growth;

inadequate skills & priority of marketing in ToP; unclear roles; responsibilities and task of stakeholders; inadequate articulation & communication of common identity of ToP programme.

What struck me as a newcomer was how high expectations of the ToP programme are. My own interpretation of this is that it is seen as highly valued, however small or large the personal contribution of the individuals involved. Which seems to me to be an accolade to the organisation ICA:UK and the network that is an integral part of it. It is also perhaps a recognition of the relevance and applicability of ToP methods.

Whilst there may be some elements of frustration with ToP, the key factor is that there was a process in place to harness those frustrations and to build on the creativity and enthusiasm for the programme. In particular for the diversification of ToP and to speed up the process for more associates to become ToP trainers.

Progress since the Manchester meeting demonstrates the commitment of both ToP staff and associates, Martin has detailed these actions via email already so I won't list them here. The nature of ToP, ICA:UK and the ICA Associates Network will always mean there is too much to do and too little time. But the Manchester meeting at least has helped to define and map out the order of priorities and in a highly participatory way which also broadens the shoulders of responsibility for who does what.

There wasn't much time left for chatting and socialising but we did tap in a little to the Jazz festival that was taking place in Manchester that weekend for a few beers. And on Saturday night we had a great time socialising at Martin and Derek's house - a big thank you to them for their hospitality.

As a new member of the network, it was an opportunity to meet more people and also to deepen my understanding of what ICA is. Kind

of skip the induction process and dive straight into the strategic planning process - as a facilitator who's learning style is that of activist, I liked that! I look forward to the next one in Ludlow, to review progress six months on!

## ToP training and facilitation

*Jonathan Dudding in London*  
<[jdudding@ica-uk.org.uk](mailto:jdudding@ica-uk.org.uk)>

### Two GFMs in London

Since the last newsletter two public courses on Group Facilitation Methods have been held in London. Held in May and October, the courses attracted a total of 27 participants and five faculty and were notable as they represented the first public courses in the UK which used the "method-a-day" (or MAD!) construct. Feedback from both trainers and participants confirmed that this is an effective way of delivering the course, and although it still requires strict timekeeping, the overall experience seems to be less stressful for all concerned. One bonus is that there is more time for the participants to review their practice sessions in more depth and so make explicit the lessons they have learnt about the methods and where they can be used. As ever, there is always room for more adjustment and development, but it is looking good!

Apart from the experience of the participants, we had some great faculty involved! Jonathan Dudding and Andy Fitton were the main trainers on both courses, with Amanda McDowell working with us in May, and Wilf Richards and Michelle Virgo with us in October. Not only is it good from the ICA perspective to have more people involved, but several participants

commented on how much they appreciated having a variety of trainers in the room, each of us with our own style and approach, and bringing our own angle on the content.

### One weekend in Glasgow.....

The very varied situations which facilitators can find themselves working in were illustrated nicely in June when Jonathan Dudding facilitated two events in Glasgow. The first, held on the Saturday afternoon, was for the Scottish Allotments and Gardens Society (SAGS) who were holding their AGM at one of the allotments in the city, and which brought together a wide range of people concerned about allotments and their importance in the wider scheme of things. Although the facilitated part of the meeting was relatively short as the official business took longer than expected (where have you heard that before?!), it was long enough to get some useful ideas out and for the members to provide the Steering Committee with an indication of where the priorities of the Society should be.

By contrast, Monday brought a meeting in the University of Glasgow, bringing together lecturers, tutors and mentors to discuss the level of mathematics needed for students studying Engineering. A different venue, different participants and a very different discussion, but equally manageable when looked at from a process perspective.

And the link between the two? Judy Wilkinson, Secretary of SAGS and lecturer in the Department of Electronic Engineering at the University and (later!) participant in a GFM held in Exeter.

### Team Building for The Extended Day Care Service (EDCS) of Brent, Kensington & Chelsea, and Westminster Mental Health Trust

Bring together four EDCS team members, a facilitator, a sticky wall, markers, and various sizes, shapes

and colours of paper, an attic room overlooking Paddington Green, tea and biscuits, and you have all the ingredients for a great team building day! This was "time-out" for the team to take a step back from their usual pressured work schedule and review what they are doing, how they are doing it, their own roles and to discuss new ideas and directions for the future. It was a chance for them to make explicit many of the issues and debates which had been going on in their minds since the last such opportunity (which Alan Berresford had facilitated about two years previously). And the result? "We need to do this more often" "Very enjoyable and useful".

### **Bournemouth Church Housing Association (BCHA)**

In October 2000 Jonathan Dudding facilitated a strategic planning exercise for the senior management and Board of BCHA which informed the subsequent development of their Business Plan. In August 2001, Jonathan was asked back to facilitate a review of the progress made and to examine more carefully the implications of growth for BCHA. Held in the same venue and involving many of the same people who had been in the previous event, the day had a nice feeling of familiarity about it, and we were able to address all the issues which had been raised for discussion during the course of the day.

### **Ponders End Community Action Plan**

Ponders End is situated in the London Borough of Enfield, and one of the areas selected by Going for Green for their Sustainable Communities Project. This project has been active in Ponders End for some time and work has been done on a community survey and organising a celebration to bring together the various groups, individuals and agencies involved in the community. In October a two-day meeting was organised to develop a Community Action Plan, informed

both by the people in the room, but also by the results of the community survey carried out earlier. The process used was Participatory Strategic Planning, and facilitated by Jonathan Dudding, Bernie Rees, Martine Drake and Glenda Baptiste of the Edmonton Facilitators Group. The intention was to involve EFG at this stage in order for them to be identified as a local resource (Edmonton is close to Ponders End) which the Ponders End Development Forum can call upon.

The event went well, and although the turnout was not as high as hoped, it seems that the plan reflects well the issues raised by the community during the survey. The Ponders End Development Forum have taken responsibility for the implementation and we will be watching with interest from the sidelines, willing to offer support and further guidance if needed. Going for Green have already expressed an interest in having ICA facilitate further such plans for them, and some of their staff are attending our training courses in Manchester and Exeter.

### **The Prince's Foundation Community Planning Training**

The Prince's Foundation have organised a series of training modules centred on the concept of community planning and how to involve people more in the design and maintenance of the built environment, as well as enabling them to play a more active role as citizens (see the Princes Foundation brochure enclosed with this newsletter). ICA is running one of these modules on Group Facilitation Skills in April next year, complementing many of the other modules which are more techniques-based, and exploring what facilitators can do to deal with challenges and ensure that participants have the opportunity to participate meaningfully.

The programme was launched at the Foundation recently, with around 25 people coming to hear about the

wider context within which the training is being offered and to have the chance to discuss issues of concern to them and to meet others working in the same field.

### **Other courses and events**

*Martin Gilbraith in Manchester*  
<[martin@ica-uk.org](mailto:martin@ica-uk.org)>

Public GFM courses were also held in Exeter in September and Manchester in October, with 17 and 18 participants respectively. Jenny Archard, Julie Ashton, Ghee Bowman, Marilyn Doyle & Martin Gilbraith were faculty. Courses have been booked up so well and so far in advance over the autumn that many have been turned away to book ahead for next year's courses.

While the Exeter course was 'method-a-day' as in London, Martin & Marilyn stuck to the traditional format in Manchester and agreed that it worked well that way for them – so there's an interesting conversation on course formats to be had at a future ToP Associates meeting.

Ghee pioneered yet another new GFM construct on an in-house training with the West Devon Environmental Network, as he delivered two separate one-day courses on the Workshop Method and Discussion Method in July and November. He also devised and led a customised in-house training on facilitation skills for Torridge Local Agenda 21 Network in Devon in August. With earlier work by Ann Lukens, and Jonathan's upcoming Group Facilitation Skills course with the Princes Foundation, a number of approaches are being identified that might fill the 'facilitation skills course' gap that ToP Associates have identified in ICA:UK's range of public courses.

Martin also facilitated a 50-minute taster session on effective facilitation at the Manchester Charity Fair in October, and an away-day for the management team and Directors of EMERGE Recycling in Manchester

in November.

### Public course evaluations

In July, Emily Marks undertook a short research project to compile a report from participants' and trainers' evaluations of public courses from May 1999-June 2001. This followed on from an earlier evaluation report by Ann Lukens on public courses from 1996-99, and will be fed into a future review and revision of the public course schedule.

## Promoting a Culture of Participation

*Jonathan Dudding in London*  
<jdudding@ica-uk.org.uk>

While ICA's main work in this area is in the training and facilitation it provides, we are also involved in wider initiatives with other like-minded individuals and organisations to promote the concept of participation more widely.

### **The International Association of Facilitators (IAF) Europe Conference 2001**

Jonathan Dudding was a member of the team which designed, planned and organised the IAF Conference this year. This took place at the Civil Service College in Sunningdale from 5<sup>th</sup>-7<sup>th</sup> October, and attracted nearly 150 people from 12 countries. Run on a largely self-managing basis, the Conference allowed participants to select which sessions they wanted to attend from a choice of about 25, as well as having an Open Space session on the Saturday afternoon, which allowed people to select their own topics and to lead discussions around them. It was also great to see so many ICA Network members and ToP Associates there

The next IAF Europe Conference will be in The Netherlands on 11<sup>th</sup>-13<sup>th</sup>

October 2002.

### InterAct

The work of InterAct continues, with focus currently on three main areas:

#### **Evaluation of Participatory**

**Processes:** InterAct produced a Working Paper on Evaluating Participatory, Deliberative and Co-operative Ways of Working in June 2001. This is seen as the first stage in an ongoing effort to assess the quality of participatory processes, and as a way of providing robust evidence for their use.

**Local facilitator networks:** There is an increase in demand for 'process management' and facilitation. InterAct is developing a range of methods of building local 'process capacity', with the aim of building up a resource of good process managers / facilitators who are 'on hand' and affordable, rather than a set of expensive consultants spread across the country.

**Participatory Futures:** InterAct is working on a process of engaging with policy makers, academics and practitioners to develop feasible scenarios for governance, democracy, civil society, corporate responsibility over the next 10 – 15 years. These scenarios will be used to explore how participatory ways of working can promote and enhance the democratic process, civil society, corporate responsibility and governance, and the role of government, civil society and business at the local, regional, national and international levels.

For further information you can visit the NEW InterAct website at <www.interactweb.org.uk>

### **Participatory Approaches for London Network**

A small steering group of individuals and organisations (including Jonathan Dudding of ICA) has come together with support from the King's Fund to develop a network for people interested in and/or practising participatory approaches in London.

The idea is to provide opportunities for people to find out about participatory approaches, share experiences and learn from others. Although just in its formative stages, two open meetings have already been held to share case studies (from Haringey and Deptford) and further meetings are planned.

For more details visit <www.participatory-london.org.uk>

## Learning through play

*Jonathan Wells in Leeds*  
<jw65@hotmail.com>

*Volunteer Orientation Weekends were held this year in May and July, plus an additional Volunteer Orientation Day in August. Jonathan was one of 10 participants who attended this year's Volunteer Foundation Course at Unstone Grange in September & October.*

*Look out in future issues for more news from this year's volunteers, and from the programme – and see the box ad and contact VSP Co-ordinator Ghee Bowman if you are interested to get involved.*

"So what's your favourite toy " I asked, "dunno " replied the three year old, "what are you drawing" I asked " nothing" replied the child. I'm a 17 stone hard as nails rugby player from up north and in two answers a three year old no more than two foot has sent the fear of god running through my bones. Suddenly volunteering to spent the day at Crosspool pre-school has started me into a nervous sweat as three girls start to watch me intensely to see what my next daft question was going to be. Then as I'm about to speak the wise words of Anne one of the leaders at the school rings out in a confident manner that it is "story time" and with that the excitement in the room rises as children stop playing in the sand pit, put tops on their felt tips and gather expectantly

in the middle of the room to hear a story about a bear hunt with actions included for all.

It had started off as such as peaceful day to begin with, I was staying at Unstone Grange near Sheffield on the ICA Volunteer Foundation Course exploring development and developing participatory methods for use on volunteer placements abroad. As part of the course it had been agreed we spend one day on field visits to look at other organisational structures, their teaching techniques, funding and other various needs to be self sufficient and able to develop. Whilst sat at Unstone Grange the rose tinted glasses of my days at play group drew me towards the pre school with the thought of fun in the sand pit and the chance to work with children. In fact at that time I felt fairly confident in being able to get on with children as I'm just a big kid at heart.

After getting lost on route to the school, Wendy (another VFC participant) and myself arrived late and when reaching the school we were met by the primary school children on their break. Having not been at a primary school for 20 years I was struck by the amount of colour in the playground with huge snakes drawn on the playground floor and the excited voices of children playing a multitude of games. We were shown through to the pre-school, which is at the far end of the primary school. Although in the primary school the preschool is completely separate and the pre-school staff sat in the staff room in turn welcomed us.

After the normal hello's the discussions flowed like old friends with questions from us on the ages of the children and about the preschool and from the teachers on what is ICA and why were we doing it, with each showing as much interest in one another, then the moment I had been looking forward to the classroom.

I've always wondered what the Willy Wonka's chocolate factory was like, I

hope it not very dissimilar to Crosspool pre-school as when we walked through the door your eyes couldn't help to be hit by a huge paper mache spider hanging from the wall, a big canvas fire engine play tent in the corner, a sand pit at one end right next to the paints. Around the room children were busy, however not noisy and unruly but somehow concentrating and smiling at the same time.

Which brings us back to the start of my tale, the morning session for twenty children is drawing to a close and parents are coming to collect their children, this allowed me some of the most inspirational conversations I have experienced for sometime. It appears the pre-school is the merger of three playgroups run by Anne Brenda and Anne. The merger was due to a change in government policy in the introduction of funding for preschools and the need for staff to be fully trained causing the ladies to form the preschool after seeing each other on the same training courses and also due to the need for funding.

From talking to Anne and Brenda who had been in the room I was struck by their commitment to the school and how they had gone from being volunteers running playgroups to the leaders of the preschool and it's future developing by firstly expanding to another school room. It is hard to express in words the commitment and the enjoyment they expressed however if you ever need some inspiration to do something I hope you meet people like these.

Then we met the last leader Ann Michael who had just returned from one of the many committees she is a volunteer chairwoman on for the benefit of the school. She explained all about the school and how the mission statement was "learning through play". As Anne explained just because a child can count to ten it doesn't mean they can recognize ten individual items, however let a child squash ten individual pieces of clay when they count to ten and then you realise why the statement.

It was enjoyable to hear how many parents have got involved in committees at the school, have become classroom helpers and how they are consulted at every stage of their child's development. In fact the amount of helpful leaflets from the school on asking parents what their children could do before they come to school to even what makes them scared brought a whole new side to schooling I had never seen. However it was sad to hear that although all this effort is made by the school it still needs new parents to step forward and take over from parents who's children are moving onto primary school and that following government funding the general attitude of people in the country has been that somebody else will do it. Which from my own experience has been my attitude for many years.

I took great pleasure from Anne who explained that five years ago she was a volunteer and to the present day she is a preschool leader who a chairwomen and in the middle of a course to be able to train people into being able to teach in preschools. As a leaflet she has produced says, "I was a volunteer five years ago and now I'm here - where will you be in five years time?" I hope my five years are as productive.

So to the final part of my tale, back to the classroom for the final time, already my palms are getting sweaty and my voice slightly wobbly, however in walking into the room I remembered the old do your best saying from scouts, so in I walked, joined in the birthday celebration for two of the pupils and then played with the helter skelter and the children of the afternoon session and didn't stop smiling for the next two days due to the experience.

You are invited to a

## VSP review & planning meeting

on a weekend in January,  
date & location to be confirmed

for more information  
and to get involved,

please contact: Ghee Bowman on  
01392 422216 or  
gbowman@ica-uk.org.uk

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To anybody who reads this, from volunteers to parents at Crosspool pre-school, I hope you get involved in projects like this as they need your support, even where their people like the leaders at Cross Stone are working day and night to make the project work. However they need help and if the only skill you think you have is the time you can give, then use that skill and you will be surprised at all the other skills you take for granted. Trust me, I was - and if the only thing you get out of it is a smile, how much would you pay for happiness.?

## A volunteer placement in Mauritius

*Martha Chester in Reunion  
<martha\_chester@hotmail.com>*

*Martha attended the VFC 2000 and volunteered with the Presbyterian Church of Mauritius Nov 2000 – July 2001*

When I first arrived I did not have a clearly defined role. I was staying above the local nursery school in Pointe aux Piments, one of the northern parishes. This was a good base as I was living with the teacher, Nicole who introduced me to lots of people. I started out helping a bit in the school but this did not become a permanent part of my role. After a few weeks I had meetings with various committees and it was decided that I would work with the PWS (Presbyterian Welfare Society). This is a kind of umbrella group for the work of the church and encompasses social work. However, as I soon learnt, in practice, lots more social work goes on in and around the church within the parishes than is actually reported to or run by PWS.

I was asked if I could carry out a project in my area looking into the social problems that exist and what resources there are to address them. This project lasted the whole 7 months; I started by noting my own reflections and observations and then carried out more structured research as I got to know people better. I decided to use this project as a way of getting the community interested in development work and wanted it to be more than an information gathering exercise.

I used PRA methods (Participatory Rural Appraisal) and carried out a series of workshops with groups of adults and young people. Methods I used were; social mapping, historical

mapping, discussion groups, problem workshops and pie charts etc – the importance being that the members of the community led the sessions and determined the outcomes. I acted more as a facilitator than a researcher. An exercise I did with the children early on was also very eye opening: The school had a new wall built and we decided it would be good to paint it. I asked the kids from the area to draw images of family life, which were then transposed onto the wall. This isn't finished yet but the youth group have plans to paint it. The overall project went really well and generated a lot of interest and activity in the community. The groups I worked with have really got together and want to register now as a community group, with a view to involving the Indian community.

The report I wrote on this was given to the Church and also a copy kept in the community. I discussed the problems and resources by theme, as identified during the sessions. The groups plan on using this report as a working document to guide and develop their work in the community. It was hard getting people together at first but really inspiring seeing them work together and even more so knowing that they plan to continue the work.

The youth group I worked with on this project is also growing well. When I started there were a few girls who met for prayer every Tuesday. I started running activities during this session and soon had 15 – 20 people coming. We did various activities, sometimes discussions, games and other times more focused work for the research project. We organised an afternoon of activity with another parish and have plans to hold an 'environment day'.

Another group I worked with was Group Freedom, a local gospel group. I sang with them and helped co-ordinate a series of events, including lots of paper work and taping!. We organised to sing in the Catholic Church in Port Loius on a Sunday, when they invite tramps

from the city to come and eat, get washed, play games etc. This was a great experience for the group, and for me.

Other work I did included working alongside a EU funded project; a group of unemployed women from my area who are setting up a patisserie. I went to meet the director of the program to discuss our work and offered to help out with the project. I ran a week long training program in group dynamics for the women, using community development techniques. This was great as they really appreciated it and learnt a lot from it. I continued working with the group throughout my time there, helping out with getting the project off the ground and providing a link between the group and the program officers who were not living in the area. This project should be up and running soon.

A main part of my work was the designing and running of a series of workshops on leadership skills for animators of church groups in Gaube, another northern parish. During discussions with the pastor, we agreed I could help these people who are running various groups, but have not had any training in facilitation skills or group dynamics. The course was spread over the 7 months and included sessions in listening skills, feedback, the role of a facilitator, co-operation and project planning. This was a great experience for me to put my own training into practice! I carried out an evaluation at the end of the course and was really heartened to hear people say how much they had learned from it, how they had much more confidence now and feel they can lead a group now. The pastor plans to recreate this course in other areas. I completed a manual of the course, which I left with them. I also shared this with the social facilitators of the government programme I was working with, so hopefully they can incorporate some of the methods into their own projects.

On top of this work I also ran weekly English lessons, two for kids and one for adults. I am happy to

forward copies of the written work I completed (in French).

## International Partnerships News

*Jonathan Dudding in London*  
<[jdudding@ica-uk.org.uk](mailto:jdudding@ica-uk.org.uk)>

Looking back over the past year.....

### Fundraising and Grant Management

Strong relationships have been developed and money has been raised with ICAs in Kenya, Tanzania and Ghana.

In **Kenya** ICADT is project holder for two major grants (from Comic Relief and the Community Fund) and for four further grants being used for matching money. Three of the smaller grants end this year, with the Laing Family Trust grant continuing until March 2002. Further funding has been applied for from the Tudor Trust (a decision is expected in November) and Zurich Financial Services have recently agreed to provide £2,145 as matching money to the Community Fund supported programme.

This situation reflects a common issue for NGOs overseas. Often they manage to attract sufficient larger donors to fund the bulk of their programmes, but have found that many donors do want to fund 100% of the costs. Hence the need to search for matching money.

In **Tanzania** the eighteen-month programme supported by SCIAF and the Baring Foundation ends in October 2001. This programme has gone well, both from the administration and implementation perspectives. We are currently working with ICA Tanzania on a follow-on proposal. This will work

with the same groups and enable them to continue on their journeys of establishment and development. SCIAF have already shown an interest in supporting part of this programme, but we need to seek further funding from other donors.

In **Ghana** the Comic Relief funded programme in West Gonja District has got off to a strong start with the first six months being devoted to establishment and consolidation of the programme. Activities are now under way.

We have an ongoing practice of sending information about donors to ICAs in developing countries with whom we have established some kind of relationship. A recent example in Africa was the new guidelines for Comic Relief. This led to several more ICAs expressing an interest in submitting proposals, specifically Cote d'Ivoire, Nigeria and Zambia.

### Capacity Building of Individual ICAs

Running alongside any fundraising work that ICADT has carried out with

ICAs in Africa, is the strategy of using an approach, which strengthens, develops and builds the capacity of the partner organisation. While this is partly in the interests of having the particular programme implemented more effectively and efficiently, it is also in the interests of the partner organisation being able to develop and grow in the future. It is in this area that the main challenges lie.

In **Kenya**, ICA is facing a number of challenges, all of which are affecting its ability to learn as an organisation and to move with the trends and issues now seen to be dominating

international development thinking (and increasingly reflected in donor policies and funding guidelines).

ICA Kenya has embarked on a course of decentralisation, designed to establish individual Community Based Organisations (CBOs) in place of the existing field offices. Initial steps have been taken, and ICADT invited to feed into the process.

In **Tanzania**, where the ICA is a much younger organisation, the signs are that the organisation is developing well. Under the capable guidance of their Board and Director, they are gradually building up their staff numbers and capacity in order to be able to deliver more and better programmes.

In **Ghana**, ICA Ghana is growing, largely due to its own initiatives, into a strong and exciting organisation. Lambert Okrah, their Director, visited the U.K. in October, attending part of the Volunteer Foundation Course and visiting organisations such as CAFOD and the Commonwealth Foundation.

**In addition to the ICAs where funding has been raised, there is ongoing correspondence with other ICAs interested in developing stronger relationships with ICADT, but who do not yet meet the criteria set for partnership or who have yet to get to the point of submitting a proposal. This work can be time consuming, but it is seen as important to establish the basis of the relationship from the beginning, and to ensure that however we respond to an approach from another ICA, then it is in an enabling and empowering way. ICAs in this category include Peru, India, Nepal, Cameroon, Cote d'Ivoire, Nigeria, Somaliland, Zimbabwe and South Africa.**

### Regional Capacity Building Initiative in Africa

ICADT has established itself as a key support agency/facilitator in this overall initiative. The process itself dates back to a series of workshops

## Village Volunteers

The ICA's Village Volunteer sponsorship scheme has been running since 1985, linking individual donors in the UK with the ICA Kenya field staff, and providing support and assistance to their development. In the fifteen years that VV has been operating it has:

- \* Sent over £50,000 to ICA Kenya
- \* Provided a regular source of support for the benefit and development of the ICA Kenya staff
- \* Produced regular newsletters for the UK supporters without drawing on supporters contributions
- \* Served as a platform which has enabled the raising of additional programme funding from donors such as Comic Relief and the National Lottery Charities Board
- \* Complemented other ICA initiatives with Kenya such as the Volunteer Service Programme
- \* Disseminated information on community-based development approaches within the UK

## VV needs you as a sponsor!

As a supporter you will:

- \* receive a six-monthly newsletter written by the staff of ICA Kenya, sharing their thoughts and experiences of the work they are doing
- \* be secure in the knowledge that ALL the money you are donating will be sent to Kenya. Administration of the scheme in the UK is carried out by volunteers, with any expenses being covered by tax concessions we can claim
- \* be able to pay as often as you like (i.e. monthly, quarterly, annually)
- \* be able to increase the value of your donation by over 20% at no extra cost by signing a Gift Aid declaration, provided you are a UK taxpayer

We will be sending around further information on the scheme in the near future to encourage you to join (or for you to encourage others to join!) but if anyone is interested in finding out

(on Practical Modes of Co-operation) held in Germany about ten years ago. An outcome of that has been regular meetings for the African ICAs, supported largely through the efforts of Dick Alton (of ICAI) with funding from Misereor. This process still continues, but the intention now is to intensify and focus this effort further. Two significant meetings are being held this year:

In September there was a meeting in Brussels between ICADT (represented by Jonathan Dudding and Michelle Virgo), ICAI (Fennie Chan and Dick Alton) and individuals from the Netherlands (Kirsten Tinnemans, Sybrech Nevenzeel and Jouwert van Geene). This reviewed the support currently given by ICAs in Europe and elsewhere to Africa, and explored future ways of working.

In November there will be a meeting in Accra, Ghana for the Directors of all the African ICAs. This meeting will be facilitated by Jonathan Dudding, and will review the progress made over the past year and work on developing a proposal for submission to Comic Relief before the end of the year. The other potential donor in this field is DFID, and this initiative may give ICADT the opportunity to access funding from them. It is also noticeable how other donors are entering this field with new initiatives from the Nuffield Commonwealth Programme and the Charity Aid Foundation.

#### **Village Volunteers Sponsorship Scheme**

The Village Volunteer Scheme is in a stronger position now than it was a year ago.

Despite the deaths of two supporters, increased donations from existing supporters and two new supporters have contributed to an increase of around £100 per month in donations. Combined with tax reclaims and one-off donations, this means that we can continue to send £5,000 per year to Kenya.

The VV Newsletter has developed. Now sent out twice a year, the



A family with their new water tank in Siaya district of Kenya

quality of both the presentation and content has improved, and it has begun to link the VV scheme more closely with other ICADT initiatives in Africa. This may pave the way, in the future, to broadening the scheme itself.

There has been an increase in the level of correspondence about the scheme with current supporters and with the wider ICA membership. While the mailout in June raised little in terms of income, it raised sufficient to justify the mailout, and will have played a role in increasing people's awareness. The intention is to try and maintain that awareness through regular articles/updates in the ICA:UK Newsletter.

#### **IPP/ICA Profile**

**Within the ICA** in the UK and internationally, the IPP continues to maintain a strong profile. In the U.K. clear links have been established with the VSP and ToP programmes, and regular updates in the ICA Newsletter keep people aware of progress. During the course of the year, several people have expressed an interest in becoming involved in the programme. Internationally, ICADT continues to be regarded as one of the ICAI members at the

forefront of partnership working, resulting in a regular correspondence with other ICAs on issues of capacity building and establishment of new ICAs. The next opportunity for ICADT to affirm this will be at the General Assembly of ICAI, planned for August 2002.

**In the wider field of international development**, ICA's profile has been raised significantly by joining the British Overseas NGOs in Development network (BOND). Although this represents a significant investment for the Trust, being a member includes us in with all the major players in this field in the U.K., keeps us updated on the key aspects of international development, and maintains our awareness of major issues and trends. It also puts us "on the map" as far as other agencies are concerned.

Three other factors have helped our profile in this area:

The good relationship we enjoy with Comic Relief and other donors has helped in accessing further funding from them, and to be involved in wider consultations on their future strategy. While we cannot claim to have had a major influence on Comic Relief's new guidelines, it is

gratifying that some of their new initiatives do reflect approaches we endorse. We currently have a similar opportunity with the Community Fund, which is reviewing the International Grants strategy for 2002-2005.

The second factor is less direct, but has come about through our involvement in InterAct, an alliance of people and organisations "putting participation at the heart of policy and practice". InterAct produced a Working Paper in 2001 on the evaluation of participatory processes, a subject that has been largely ignored not only in this country, but internationally as well. Our work in researching for that paper has put us in contact with a wide range of people, both in the UK and overseas, many of whom are in the field of international development.

Thirdly, ICA has been able to establish useful relationships with cross-cultural organisations working in the U.K. which has implications both for work in the U.K. and overseas. Examples include the African Foundation for Development and the Confederation of Indian Organisations. Both of these work with groups in this country, but with links to groups overseas as well.

Finally, in all of this the ICA website assists by providing a ready summary of the IPP activities, accessible to all. The efforts put into producing a better quality Annual Report and Accounts for 2000 will also contribute to this.

## Board & staff developments

*Martin Gilbraith in Manchester*  
<martin@ica-uk.org.uk>

It's been a time of major organisational development in ICA in Britain since the last issue of this newsletter, and this is very much reflected in discussions and

decisions of the Boards of ICA:UK and ICA Development Trust during the period.

At the Board level, Andy Daw and Michelle Virgo were newly appointed to the Board in June, bringing the number of ICA:UK Trustees to nine. In September Louise Garner was newly appointed as a fourth Trustee of ICA Development Trust.

Also at the June Board meetings it was formally agreed that ICA:UK would manage the programmes of ICADT (VSP & IPP) on its behalf. Interviews were held for the three new posts of VSP Co-ordinator, IPP Co-ordinator and ToP/Development Co-ordinator, and Ghee Bowman, Jonathan Dudding and Martin Gilbraith respectively were appointed to the posts as employees of ICA:UK as of July 1<sup>st</sup>.

After long and hard research and consideration of options including subcontracting and home-working, and after a special meeting of the Board People subcommittee in August, it was agreed to recruit a part-time Administrator to work with Martin to establish and operate a new administrative office for ICA:UK in Manchester. Interviews were held in Manchester in October, and Katie Hines was appointed to the post with effect from December 1<sup>st</sup>. Katie responded to an ad in the local press in Manchester and is new to ICA, but has already managed to attend a GFM course in Manchester even before starting work.

A small office unit has been secured at a managed workspace in a converted warehouse at 23 New Mount Street in central Manchester, and Martin and Katie will move in and get established in the first week of December, directly after attending the AGM and Christmas gathering in Ludlow. PO Box and email addresses will remain unchanged, but look out for a new office phone number shortly.

In view of its new role as an employer, the Board has also during the period established a new line management arrangement such that each staff member is paired with a

particular Board member for line management purposes, including a probationary review after the first quarter of employment and an annual appraisal. As well as working out detailed terms & conditions of employment, Board and staff together have drafted a disciplinary/grievance policy and a Health & Safety policy for ICA:UK.

## On-line conversation: ICA:UK values

*Duncan Holmes in Toronto*  
<dholmes@icacan.ca> &  
*Martin Gilbraith in Manchester*  
<martin@ica-uk.org.uk>

*Reprinted from a recent email to all ICA:UK members – please let us know if you didn't receive it with details of how to participate.*

As a member of ICA:UK, you are being invited to participate in an on-line participatory process to discuss the values ICA:UK needs to hold as it moves into the future. This discussion has been initiated by the Board of ICA:UK. We will be using the ToP-on-line tools developed by ICA Canada. This will be an opportunity to explore these tools as well as discuss an important topic. We hope the on-line tools will promote discussion between members during times when we are not meeting face to face.

Duncan Holmes of ICA Associates Inc. in Canada is facilitating the on-line process. ICA Associates Inc. has a suite of tools to use. The process we will be using this time, asks you to go to the ToP-on-line web site and answer the questions that are there. You can go to the site as often as you want. You can add answers any time you want – either because you have thought of

## New Board members sought

*ICA is seeking to appoint new members to its Board.*

If you are interested to contribute to ICA's work in Britain by playing such a role, please call Trustees Alan Berresford (01342 824439) or Keith Moultrie (0117 924 8380) for more information on the roles & responsibilities involved.

new ideas or you want to respond to something that has been said by another person.

### Context for the Discussion

ICA:UK was incorporated last year. As ICA:UK becomes an employer and prepares itself for further growth and development, there has been a concern expressed on a number of occasions that we articulate what values we hold as ICA:UK, in order that these may guide our growth and development and so we may be careful to stay true to them.

In deciding to become an employer, the Board expressed a concern that new employees recruited from beyond the membership be expected to share and adhere to ICA:UK's values. At the recent ToP programme strategic planning event, ToP Associates identified an 'ethic of participation' as distinguishing ICA:UK from other proponents of participatory methods, but felt that this was poorly understood or appreciated within ICA:UK, and especially among clients & partners. On both occasions it was felt that ICA:UK has values that are distinctive and important, and that it is time to articulate them for our own benefit, and for that of ICA:UK and its development.

The rational aim of this discussion is to elicit perspectives of ICA:UK network members on what values they discern and appreciate in ICA and its work; ultimately, to articulate a values statement to guide ICA:UK's organizational & programme development, and against which to be held accountable.

In participating in this conversation you may find yourself considering your relationship to ICA and to each other at a deeper level than programme or even policy. We hope to plumb the depths of what ICA means to members, and what it stands for.

## Northern network gathering & BBQ

*Margaret Meredith in Sheffield  
margaret\_meredith@hotmail.com*

On Saturday 28th July the northern regional group met for a barbecue at Martin and Derek's house in Manchester. It was a glorious summer's day as we basked in their newly landscaped garden.

The region was well represented with the following members present: Shelly Hung; Martin Gilbraith; Derek McAuley; Richard and Joanna Bircher and their children Rachel & Adam; Margaret Meredith; and Catalina Quiroz from Peru, already known to some ICA:UK members, was there too.

It was an opportunity for colleagues and friends to gather together as well as meet new people. The topics of the conversations ranged from Shelley's experiences at the International ToP training course in

Phoenix and her plans to go to Tajikistan, to the forthcoming ICA European gathering in Gran Canaria. The current situation in the partnership between ICA:UK and ICA Peru, which we are working towards, was discussed. Another issue raised was the volunteers' programme which is being developed in Peru, and Martin shared some insights into his experiences as a volunteer in Egypt. Derek told us about the usefulness of ICA methodology in his work as a manager in the NHS, and Richard explained his plans to pilot ToP courses in his work.

The children had a great time rearranging the garden and the food was a triumph. It was a lovely afternoon and we hoped to be able to get together again sometime.

### ICA World reports

## ICA European Interchange

*Patrick Brennan in  
Oxfordshire  
<patbrenn@hotmail.com>*

*ICA:UK was represented in Gran Canaria by Patrick Brennan, Martin Gilbraith & Derek McAuley. For further details of the sessions and a copy of the complete documentation, please email Martin at <martin@ica-uk.org.uk>.*

Gran Canaria proved to be a lovely setting for the ICA European Interchange. The hotel had large apartments overlooking a swimming pool and right on the sea. You could sit on your balcony at night and hear the waves crashing against the shore.

Those attending formed a varied group, representing ICAs from the UK, Belgium, the Netherlands, Germany, Spain, Bosnia-

Herzegovina, Croatia and Tajikistan, as well as ICA International. In fact the variety transcended European boundaries with participants from North and South America and Hong Kong.

Did I see you raise an eyebrow at Tajikistan? Yes, there really is an ICA there now, and its representative Munira braved a three-day journey via Moscow and Madrid to discover exactly what was it that she had become a part of.

There were some interesting workshops, with each country reporting on its activities and discussions on potential collaboration, the future of ICAI and plans for European Interchanges.

One American lady who had lived on the island for many years gave an eye-opening talk about corruption at the local government level. She introduced us to some local people who treated us to an evening of music and dance in native costume, followed by huge amounts of food. If you've never seen a paella that would easily feed 70 people, then you missed an experience.

Another afternoon we took a boat trip up the coast and a bus inland to a mountain village. Evenings and lunchtimes we spent sampling Canarian fish and other local dishes. Potatoes in mojo sauce, a strong garlicky sauce, was a firm favourite.

Outside the Interchange I managed a trip to the capital, Las Palmas. The old part of the city was particularly pleasant, with the highlight a museum dedicated to Christopher Columbus who stopped off here for rest and relaxation before setting off for some serious discovering.

I also spent a short time under the sea in a yellow submarine. No, it wasn't a magical mystery tour.

The interchange offers an opportunity to meet friends and colleagues in a relaxed atmosphere and put the work of your own ICA into a wider context. All the participants appeared to love Gran



ICA European Interchange participants at Puerto Rico harbour

Canaria, feeling their time had been well spent, and I would certainly recommend future interchanges

## 2004 ICA global conference in Guatemala

*Dick Alton in Brussels*  
<[icai@linkline.be](mailto:icai@linkline.be)>

The 2004 ICA International Conference in Guatemala was officially initiated in June of this year when Louise Singleton, Chair of the 2000 Denver Conference, The Millennium Connection, handed over to Inga Bessin, Chair of the Guatemala Conference and President of the ICA Guatemala Board, the binder of the notes and materials used in Denver plus a pull together of the four year preparation time-line.

The 1CAI Conferencing programme has gone from strength to strength since the 1989 1CAI General Assembly identified global conferences as one of the pillars of

1CAI. The first three Conferences, Taiwan, India and Prague were small events with about 100 people.

This took a major leap in Cairo with 200 participants through the ICA USA providing an initiating loan, the 1CAI Secretariat hiring a full time person as conference coordinator and preparing a book, *Beyond Prince and Merchant (Citizen Participation and the Rise of Civil Society)* by John Burbidge before, during and after the Conference.

The 2000 Denver Conference with its seven streams was huge. Denver was even bigger than the 1984 International Exposition of Rural Development (IERD), cosponsored by UNDP, UNICEF, WHO and ILO and attended by 500 people from 50 countries.

The Denver mix was rich with 650 participants, 62 partners (beside the two global partners, Civicus and the Inter-American Foundation) representing 42 countries of which one third of the participants outside the USA and more than 10% youth.

Denver was unique with its 'telling your story' drama exercise, being housed at a University and visiting 25 projects spread through out Colorado. This almost matched the magic of New Delhi's going out in teams of 10 by train, plane, bus and



participants at the International ToP Training of Trainers in Phoenix

walking for two days to see the best projects in all of India.

Guatemala will also be a unique conference. First, from the very beginning, this will be a partnering Conference. During this June visit 1CAI, ICA Guatemala and a local NGO, The Network of Civil Society, hammered out an agreement to share responsibility for the Conference. The President of the Network of Civil Society is an old ICA friend, Rodolfo Paiz, who did the closing speech in Denver.

Maybe ICA will work on having 200 global participants and the Network will work on having 1000 attendees from Central and South America. Maybe the Conference will be both in Guatemala City, Antigua (the beautiful old capital) and the lush highlands. We are still exploring a six-day conference with 2 days of dialoguing with projects and experts (sharing approaches that work), two days of looking and exploring rural Guatemala projects and finishing with two days of action planning. There is still an idea to have ICAs host national one-day workshops to feed into Guatemala and have people follow the conference electronically.

We are blessed to have the opportunity to have the 2004

conference in Guatemala. First, Guatemala from the geography to the people to the ancient and extant culture is a beautiful and complex amalgam of the best the Western Hemisphere has to offer. Secondly, most stunning is the fact that Guatemala has just recently emerged from 36 years of civil war offering this conference the opportunity to participate and support this process.

Although few superlatives can accurately capture the grandeur of Guatemala's topography, the real magic of this small country (13 million) is the people. The indigenous population is real and rich. The people of Guatemala have a very amicable and helpful demeanour that is highly infectious. This alone already makes Guatemala exciting. We all need to put the Conference on our calendars for July/August, 2004 and begin preparations.

## International ToP Training of Trainers 2001

*Emma Leamon in Guatemala City <icag@guate.net>*

### The IToPToT Course

During the period April 25 – June 3, 2001 I was one of eighteen participants who took part in the fourth International Technology of Participation Training of Trainers (IToPToT) held in Phoenix in the USA. Within the group of participants we had representatives from nine different countries: Ghana (3), Guatemala (2), Netherlands (1), Nigeria (1), Tajikistan (1), UK (3), USA (4), Venezuela (2), Zimbabwe (1). Within the participants there were many different experiences of ICA, some were established paid employees or consultants, whilst some were part-time volunteers and others were hoping to start new ICAs. The group constituted a diverse mix of cultures, beliefs and backgrounds.

The primary aim of the course was to train us in ToP methods of participation and further, to train us to train others in these methods. We were trained by the staff of ICA:USA, in particular Alisa Oyler and Jim Weigel. We also gained an understanding of the ToP system within the USA and developed an awareness of the history of ICA. This year IToPToT was given a focus of 'Youth as Facilitative Leaders'. This focus was twofold: firstly participants under 30 were targeted, secondly we looked at the value young people can play within community development. We were trained in a series of adaptations designed by the USA Community Youth Development team to appeal to a younger audience.

During the course we took several of the ToP courses: 'Group Facilitation Methods', 'Participatory Strategic Planning', 'Application Design Lab', 'Liveliness & Image in Training' and 'ToP Secrets of Implementation Course'. Particular attention was paid to the basic Group Facilitation Methods (GFM) course. We took on the role of 'Participant Observers' within a public GFM course, then to practice training we held guilds within our own group. Finally, in either pairs or threes, we all took the opportunity to train our own courses in different parts of Arizona. Many of these were the adapted 'Youth as Facilitative Leaders' GFM course and the groups trained were a mixture of young people and adults.

Another part of the course involved us all taking part in 'regional treks' to different parts of the USA to gain an understanding of how ICA and the ToP system worked in these areas. My trek was actually based in Phoenix where I met several people who regularly used ToP methods as a part of their work. I had the opportunity to take part in, and facilitate part of, a 'Leadership and Diversity' training programme in a Phoenix Junior High School. I also attended a local community event that was the culmination of a twelve week training programme with a new community group.

Throughout the course we were hosted by people who lived in the area surrounding the ICA offices. They kindly gave us a place to sleep and access to their homes. In my case I shared a room with Roxana Gonzalez from Venezuela and we lived with Joyce Moderow and her dog Merc. Shirley Heckman arranged all our domestic arrangements and dealt with any problems or queries we had. She also arranged a group visit to the biggest tourist attraction in Arizona, the Grand Canyon. But perhaps the most important role was fulfilled by Alan, Clarence and Rachel who provided us with delicious nourishment throughout the duration of the course!

### **My experience of IToPToT**

I had many great experiences over the six weeks of IToPToT, but two of my highlights were the course I co-trained and the regional trek I took part in, in particular my involvement in the training at Kino Junior High School. I also enjoyed the final graduation that marked the end of our formal session time and the successes we had all achieved. On a general note I appreciated being part of a diverse group and gaining a better understanding of other peoples' cultures. I liked working within a relaxed atmosphere that also had supreme confidence in all of our abilities to successfully complete the course. I feel that a special bond between all the group members evolved during our shared experience. In addition I also formed strong relationships with certain members of the group and some of the ICA staff.

Although the experience of IToPToT was generally very positive, inevitably there were also some lowlights and points of frustration. In general for me these came towards the end of the course when people were tired and tensions had begun to fray. During the course I found it difficult that I had almost no time in my own space and I missed the opportunity to think and have time to reflect on the activities of the day. I also found it difficult to balance what little free time we had between spending time with my host and time spent doing things with other members of the group.

On a course of such intensity with a wide variety cultures we all expected to experience differences between our cultures. Of course this was true and we learnt a lot from each other. What surprised me were the differences between American language and culture and British language and culture. I had visited the USA previously on short trips and knew that though there were many similarities between the two cultures there were also many differences. However during the IToPToT course I recognised the magnitude of these differences and

began to appreciate more of the subtleties between the cultures.

I also had an interesting experience concerning the subject of religious beliefs. In one of the exercises it transpired that myself, another participant, and one of the trainers did not believe in any form of God. This shocked some members of the group and consequently led to several conversations about religion in general, but also specific conversations about why we did not have a religion. I had never experienced such a reaction to my personal beliefs before and found myself feeling uncomfortable about expressing my views on this subject.

### **The Value of IToPToT**

IToPToT has provided me with many practical insights into facilitating and training ToP methods. Nevertheless I have also learnt that in order to maintain and improve the many skills I have gained from the course I need to continually practice them. The course however also provided all the participants with the necessary support and opportunities to become confident trainers and facilitators who will seize opportunities to practice.

The course allowed me to gain a more thorough understanding of ToP methods and their applications. I found the methods particularly compelling because they are able to dig deep into an issue in a relatively short period of time and thus produce outstanding results. The continuous exposure to ToP during the course has reconfirmed my belief that participation and enabling communities to build their own solutions is the only realistic way of promoting community development.

My experiences throughout the course continually reaffirmed to me that the methods can be used in a diverse range of settings and that they can be adapted to suit different situations. This flexibility offered by the ToP methods reinforces how powerful the tool of participation is. I learned that a key to successfully

adapting the courses to different client groups is to context the training appropriately. It is necessary to enable them to think about how they might apply the skills they have learned.

Aside from the practical insights I have gained from IToPToT I think one of the most important benefits of the course is the network it has created for each one of us. Because we have a good understanding of all the interests and experiences within our group and members of ICA staff, we have a great many more people to call on for advice or expertise. The group itself will also continue to act as a source of inspiration and momentum for us all, particularly when working on common projects.

### How I will use my Experience

I have many ideas about how I can use the skills and insights I have taken away from IToPToT. In a couple of days I am due to depart to work as volunteer for ICA in Guatemala. The course has provided me with an excellent base of knowledge and resources that will enable me to be an effective member of staff for the organisation. In particular I will be using these skills to develop the ToP system in Guatemala and incorporate a youth leadership component to the training system. I also hope that once my Spanish skills have reached a certain level I will be able to train and facilitate myself. Guatemala is hosting the ICAI global Conference in 2004 and my experience in Phoenix will be able to guide my contribution to organising this event. I will also work on an education project which will be organised by members of the IToPToT group. As part of this I will endeavour to set up links between schools in Guatemala and those in other countries.

In the longer term when I return from Guatemala I hope to continue my involvement with ICA: UK by becoming a UK trainer and facilitator. In order to practice my facilitation I hope to offer my



services to organisations local to myself, perhaps on a voluntary basis. I would also be interested in designing courses that are specifically targeted towards the potential client groups of Student Unions and teachers. I am also keen to experiment with courses in terms of time-scales and also finding ways to context the ToP methods. I am also sure that the ideology behind the ToP methods will continue to influence my thought processes in all areas of my life for a long time to come!

## EHIO: ICA Tajikistan

*Shelley Hung in Khajund*  
<[munira@mci5.khj.tajik.net](mailto:munira@mci5.khj.tajik.net)>

As an American expatriate commented to me last week, I have arrived in Tajikistan at a crazy time. And indeed I have. I have only been here for a little over two weeks, and four momentous events have occurred. The first was Tajikistan's 10<sup>th</sup> Year of Independence that was celebrated on 9 September; the second is the change in political climate regarding the terrorist attack in the States; thirdly the naming of ICA: EHIO for our ICA organization in Tajikistan; and fourthly the conduct of ICA: EHIO's first GFM training course.

### 10 Years of Independence

I arrived to a mood of excitement and anticipation. The decoration on Khujand's streets, and the

construction of a temporary stage in the main square testified to the fact that this was an important and momentous holiday for Tajikistan. Indeed, my senses were filled with views of crowds on Khujand's roads, temporarily pedestrianised for the holiday celebrations. The military parade followed by the city workforce parade (each float representing the organizations and businesses within the city) on the morning of the 9<sup>th</sup> ironically held a flavour of its Soviet past. Carpets (a Tajik pride) depicting the president adorned many a float, mirroring the many large sized portraits on the walls of most public buildings. The celebrations took place against a backdrop of beautiful mountains and a large impressive statue of Lenin. Unlike their other CIS counterparts, Tajikistan refuses to tear down its many Lenin statues. This is perhaps rightly so, as the Soviet era plays a large part of Tajikistan's history, and contributes to make it what it is today. Why should Tajikistan pull down soviet reminders; to banish its past away? But I accept that the irony is there.

Going to a Central Asian country where 99% of the population is Muslim, I expected a religious culture that is deeper and more integrated than I arrived to discover. European dress is popular, although many locals still favour Tajik dress. I was surprised to find shoulders, arms, legs, knees and female heads on display as you would in any western town. It would seem that the secular soviet influence has reduced the depth of understanding and following of Islam. Everywhere, I see the influence of a soviet past... never more so than when I registered my presence at the OVIR office (a bureaucratic relic to keep an eye on foreign visitors). But Tajikistan is conscientiously trying to build a national identity. This is very apparent by the way the government has poured money into its 10<sup>th</sup> year celebrations... erecting new monuments of Ismail Somoni to remind Tajiks of their pre soviet past. The government plays a large part to push Somoni as the nation's symbol,

and the new currency introduced only this year named after the nation's hero, is very telling indeed.

It is amidst this celebratory atmosphere, that I first experienced Tajik hospitality and warm welcome. Perhaps it is because I am a curiosity, but everywhere I turned, I met people willing and eager to practice their limited English skills on me. Being foreign has its advantages, as I soon discovered on the crowded Independence Day. Crowds parted for me, I was given the best views and front row seats, as soon it was known I was a foreigner.

"It is because you are a guest in our country", was the explanation for their hospitality. Despite having to repeatedly refuse offers of vodka, it was and still is, a favourable first impression.

### Changing Political Climate

From euphoria to utter shock and sadness upon finding out about the terrorist act committed nine time zones away. Only two days after happy celebrations, the mood changed dramatically. This tragic event immediately made me more aware of two things: that although I am volunteering for ICA I am under the wing of Mercy Corps, an American organization; and Tajikistan's close geographical proximity to Afghanistan. It didn't require all the frantic emails and phone calls from friends and family, nor the sudden staff meeting detailing emergency evacuation procedures, for me to quickly realise that western perception of the international political climate has taken a dramatic change.

When I departed for Tajikistan, few had ever heard of this country, let alone have any idea of its geographical location. The first question from friends and family was, 'where is that?' when I informed them of my volunteer destination. Only two weeks later, Tajikistan is featured on the news broadcasts all over the world. Indeed, I have been

told that over 100 foreign journalists have applied to enter Dushanbe because of its proximity to Afghanistan. It seems ironic that one of my reasons for choosing Tajikistan was its relative anonymity. With due respect to the needs and good work done in Africa, Tajikistan seemed to me, a world away from the clichéd image of the 'starving African' waiting for western 'help'. Now international spotlight is being shone on my temporarily adopted country. This does little to ease the thoughts of my already worried mother.

This is thus my opportunity to tell the story from the inside... from a viewpoint that has not been informed by western media. Despite dire warnings for foreign nationals to leave the country, I am, and continue to feel safe in Khujand (north Tajikistan). The locals are friendly, and are just as shocked as any other by the events that have happened in a land that seems a world away. There is little to fear for my safety among the local Muslim population, though urgent warnings for westerners to 'maintain a low profile' would suggest otherwise. The Tajik's on the whole are peaceful people by nature. On a more cynical note, the local population relies heavily on schemes and projects (such as Mercy Corps' micro credit programme) that are funded by the international community. It would not be in the interest of the local community (and this local viewpoint has been verbally expressed to me) for the international NGO's to abandon Tajikistan.

More than ever, this incident has highlighted Russia's political, economic and military influence over Tajikistan. Tajikistan's president will not give the United States their support without a signal from Russia. Indeed, the military bases in Tajikistan are Russian controlled. Russian forces tightly man security on the Tajik-Afghan border: this has been the case for a long time, but even more so now. Tajikistan is in effect, Russia's outer border with Afghanistan. It is therefore in

Russia's interest to ensure military security in the south. With limited Russian, I cannot fully understand all the debates and analytical comments on Russian news and programmes. What I clearly understand is that whatever decision Russia makes, it will be carefully made. The quality of international reporting on Russian channels is far superior to that found on local Tajik channels. Tajikistan has a long way to go to fully realize a free civil society where independent media is given free reign.

### The Christening

If the idea of an ICA organization in Tajikistan was conceived in December 2000, the birth in June 2001, then I would say the christening occurred on September 14-15 when we officially named it ICA: EHIO (Empowering Human Involvement Organisation). EHIO has a secondary meaning; it is a Tajik word meaning Renaissance. We felt that this was a fitting name to indicate a rebirth in the way that we approach community development in Tajikistan.

Like any proud parent wanting the best for its child, Munira and I had much trouble deciding on a name for our baby organization. Of course, it did not help that she and I were in different continents and our email correspondence a bit sketchy at best. The necessity to rename ICA: Tajikistan arose because the name Institute of Cultural Affairs does not translate well into either Tajik or Russian. The word 'institute' has Soviet connotations of governmental institutions and hospitals; and the word 'cultural' misleads many to think that we provide music and dance lessons! As we are not an institution of music and dance, nor do we wish to be thought of in this way, our priority was to appropriately name our organization.

Not having a name for ICA in Tajikistan was a major block that we had to overcome. Without a name, it prevented us from completing the registration process, applying for

funding proposals and being able to raise our heads up high to declare exactly who we are. Turning to trusty methods, the name was decided upon by conducting two small workshops. The first workshop sought to seek consensus on the criteria for which the organization should be named. We thus asked the group to define, 'What elements do we need to consider when naming a new organization?'. The second (adapted) workshop sought to actually come up with a name, using the criteria already set.

### The launch of ICA: EHIO

The launch of any ICA organization occurs with its first GFM training course. We knew we had arrived when Munira and I co-trained a three-day, dual-language Group Facilitation Methods course for a group of fifteen participants. The experience was utterly exhausting, as it required double the amount of preparation (on account of translating everything from English to Russian), and double the amount of work during the conduct of the course itself (every word required interpretation) and the participants were a mix of English only, Russian/Tajik only and bilingual speakers.

The delivery of the course was a big success, but we did not escape numerous learning points. Our biggest learning would have to be the consideration of cultural differences. Local participants were more reticent about revealing their emotions at the 'reflective' stage, and were noticeably more comfortable when asked what the mood of the group was (rather than directly owning their feelings). We noticed that the American participants were quicker to grasp the concepts of the methods than their Tajik counterparts. We have not quite determined whether the style of training and learning required of the GFM course favours the western approach (as taught by the educational systems in the west);

whether modes of thinking is different between Tajiks and Americans (Tajiks more analytically in depth, and American's more practically based); or whether we have not quite got the Russian training quite right on account of translation of meaning.

My highlight was the success of our deliberate attempts to create an inviting atmosphere to share thoughts within the group. We did this by choosing to demonstrate the GFM by using a frivolous bingo game, inserting fun energizers, teaching the participants the Kilo Clap (my eternal thanks to Moses Ogianyo of ICA in Nigeria for teaching me this Kenyan celebratory ritual), and using light topics for demonstrations and practices. Considering the cultural differences, the decision to do this was a gamble on our part. We were rewarded by comments that participants had fun (as well as learning, of course!).

I briefly round off this report by expressing my wonderment of having so much to write about in such a short amount of time. It has been exciting to experience so much at such a fast pace, but in a sense I hope this does not continue throughout my time here in Tajikistan... for the simple fact that I cannot possibly write a report once every two weeks! So until the next installment, assalom u aleykum... Peace be with you.

### Postscript – October 5<sup>th</sup>

*Shelley Hung & Munira Saifulloeva in Khajund*  
<munira@mci5.khj.tajik.net>

Greetings from Tajikistan, where we have some wonderful news to share!

ICA:EHIO (ICA Tajikistan) has secured its first project grant... 125,790 USD from USAID!! We will be one of many joint partners working on an ambitious 3 year conflict mitigation project (total grant worth 3 million USD) in the Ferghana Valley region.

It's a pioneering and high profile project, because it is a cross border, cross-sectoral project between Tajikistan, Uzbekistan and Kyrgyzstan. ICA:EHIO will help formulate a consistent method of community facilitation that will be used in all three countries.

The support here for ICA:EHIO, ToP methods and ICA philosophy by Mercy Corps in Tajikistan has been phenomenal. For a brand new organisation, we are growing at an extraordinary rate... great opportunities have exploded here!

## Itereleng: ICA South Africa

*John Cornwell in Johannesburg*  
<nkanyiso@sn.apc.org>

In the early part of this year, I started to make tentative investigations into the possibilities of establishing an ICA here in South Africa. From the many contacts I had been given and others that I made, the response was overwhelmingly positive and enthusiastic. Many people felt that there was a great need for ICA to be established here and that there were many, many gaps in the NGO sector, which ICA could assist with.

After a series of consultative meetings, the decision was made to go ahead with establishing a new organisation and Itereleng : ICA was born and formally constituted on July 3<sup>rd</sup> 2001. The name Itereleng is a Tswana word meaning 'people doing things for themselves' and was chosen to give us a South African flavour as well as neatly summarising our purpose as an organisation.

Since July, we have been able to establish a small office, formally register as an NGO in South Africa, undertake a youth consultation exercise, investigate various

potential funding sources and generally grow as an organisation. We have been holding monthly meetings and undertaken a number of in-house training exercises (simultaneously exposing ICA methodologies to those unfamiliar with them) to assess our own position as an organisation.

In terms of work programmes, we have decided on a 2-pronged approach. Firstly, we are very focused on youth development and are developing programmes accordingly. Secondly, we aim to be a training provider and offer a number of accredited courses - initially we hope to offer ICA's own GFM and PSP, a short course in HIV / AIDS, and a basic training in Peer Education.

We intend to hold our first AGM in the early part of 2002 and have set ourselves a number of key goals to work on between now and then, which include:

- Establish a clearly defined organisational structure
- Establish key policies and procedures
- Effective financial systems
- Course development, accreditation and training of trainers
- Establish clear, working relationships with appropriate partners

Although we've come a long way, the task ahead remains a large one. However, we have a very dedicated group of people who have committed themselves to these tasks and to the growth of the organisation as a whole.

Finally, we are hoping to send one or two people to the African Regional Gathering in Ghana at the end of November, which we hope will provide added impetus and inspiration towards the continued growth of ICA in South Africa.

## Features

## Action On Disability

*Alison Dunn in Piela*

*Reprinted with thanks from Vista, newsletter of International Service, spring/summer 2001*

IS learned about ASAP through Alison Dunn, who was already working at the project when she became an IS development worker. The rural villages that make up the project area present special challenges: economic independence is always a struggle away from the towns and cities, and for disabled people, overcoming prejudice and misunderstanding about their capabilities is another hurdle. Alison writes about the concept of human rights for disabled people in Burkina Faso:

Piela is a major village of around 4,000 people, in the east of Burkina Faso. It has 3 primary schools, a college, several bars and a good health clinic and as everywhere the young people are becoming more attracted to modern lifestyles. 'Human rights' in the modern sense are not recognised in Piéla partly because of a tradition which enforces a clearly defined social hierarchy and partly because of the deep poverty that exists. Any tenuous rights in this society are informal and are tied closely to your age, your family position and your financial means. In fact, the words for 'rights' or 'liberty' in our Western way of thinking don't even exist in the local language Gourmantchéma. The closest translation to be found is 'min di lani' which means 'that which belongs to me'.

In Piéla, it is only a minority of students, intellectuals and government officials who are aware that the concept of human rights has been created in the developed world and that these rights apply to every single person on the globe. The majority of the population are uneducated, illiterate and do not speak French and are ignorant of their basic rights and responsibilities. The majority of disabled people in Piela fall into this latter category and they are unaware of their rights as humans and as disabled people.

Society here dictates that you are obliged to respect and obey those who are older and those who are more capable than you. This is very significant for disabled people who are physically and therefore often financially less capable than others, meaning that they rarely gain respect and they often have to obey. In Burkina Faso, access to money affects how many rights you enjoy. For example a child here cannot expect the right to an education if his parents have no money to send him to school. Similarly, disabled people cannot demand the right to mobility or demand the right to work if there are no means to do so. In the social and economic hierarchy that exists, disabled people are usually at the very bottom. A group of 40 disabled people have been

meeting regularly in Piela for the past five years and their disabilities range from blindness caused by Vitamin A deficiency or measles to deafness and dumbness, to motor impairment caused by polio and meningitis. Giving a tricycle to a woman who cannot walk will help her overcome her disability; giving a trailer to a blind man who likes to sell charcoal will help him overcome his. Diallo Abdul, 34, who lost his leg in a car accident received a tricycle two years ago and a small sum of money to sell sweets and matches in the market. He has now saved up enough to be able to get married this year. The group has received support of this kind for the past few years and disabled people from Piéla and the surrounding villages enjoy meeting with each other and look forward to new tricycles, ploughs, trailers etc each year. It is useful to receive such pieces of equipment, however this kind of help does not breed real independence, neither does it go far enough towards changing society's view of disabled people.

L'Association de Soutien à l'Auto-Promotion has been working with the group since it's creation in 1995 and we realised that disabled people needed to be encouraged to think differently about their capabilities. We wanted to encourage people to think about what would benefit them in the long term, not only as an individual but as a group as well. We designed some workshops using images and participatory methods to allow the mostly illiterate group to express their ideas. On 1st September 2000 we started working in this way and saw that even though most had never held a pen or crayon, people were able to draw at least something to represent their thoughts. By the end of the day we were all looking at a wall of well-organised drawings and symbols.

The disabled people concluded they wanted a place where they can learn useful lifelong skills such as reading and writing, metal work, tailoring and mechanics which will bring in an income to individuals and the group as a whole. They would like to see a centre set up in Piéla, with a pharmacy, sewing workshop, metal workshop, flour-grinder and a training room which they would operate entirely on their own. People can gain personal incomes and money will also be put into a collective fund where tricycles, ploughs and trailers etc can be bought with the profits of their own hard work instead of waiting each year for European funding to come along. It is in this way too, that the disabled people can start to challenge the social hierarchy. If people with disabilities are seen to be capable individuals who can earn their own living and do not need to be dependent on others, they will gain the respect and freedom that will earn them a higher position in society. This change in attitude will not happen quickly and much ground needs to be broken even within the group itself. After each meeting, a meal of rice and sauce is brought for all the disabled people to eat and as in everyday life here people eat in groups, often sharing the same large plate. And, as in the society here, certain people like to eat together and certain people are excluded. At the end of the meetings, there are groups that form who refuse to

eat with certain others; for example, the educated disabled people do not want to eat with the farming people who have arrived from a long journey and are maybe a bit dirty. Neither are the Pheuls, a nomadic people in West Africa and the Gourmantché used to sharing the same plate. And, of course, nobody wants to eat with the woman with leprosy. Each meeting there is a small fuss about organising who will eat with who and there is an inherent lack of understanding in the group that it is this kind of social exclusion which puts disabled people in a undervalued position in the first place.

A significant contributing factor that causes the problems that disabled people face is ignorance – ignorance from the community and ignorance from disabled people themselves. It could be argued that this is even more of a burden than the disability itself. Education has to be the key to change attitudes. Everyone needs to be educated that first and foremost, most disability in the third world can be prevented by vaccinations and good health care practices. Disability is not a punishment from God. Also, everybody needs to acknowledge that disability does not mean incapacity. Disabled people are capable too. If the centre develops, disabled people themselves could teach others about these issues.

In realistic terms, if the average person in Burkina were to be taught about 'human rights' and 'disability rights' most would consider them to be irrelevant and say 'it's for the white people, not for us'. The only way to make disabled people conscious of their rights as human beings is to give them opportunities to enjoy those rights.

## Two weeks in Zambia

a completely life-changing experience - I hope!

*Alan Waugh in Ampleforth*  
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As a participant on the Volunteer Foundation Course last year (VFC2000), I was extremely interested by the presentation given to the group by our visitor from ICA Zambia (ICAZ), Mr. James Sinyangwe. James became project manager for ICAZ's Ipongo Rural Development Project (IRDP) in 1999 (I think) and, from his presentation, IRDP seemed to be doing exactly the sort of work that I want to gain experience of.

I wrote to James last February, asking him if I could come out to Zambia for a short visit, and his reply arrived in March, suggesting September or October as a good time to visit IRDP. I wrote back with suggested dates for a two-week visit in September – and then heard nothing more. Luckily, Julia Cantrell (my "buddy" from VFC2000) went out to ICAZ as a volunteer in July, and she was able to tell me via e-mail why I hadn't heard back again from James. He had been extremely ill earlier in the year, prior to being diagnosed with diabetes. But my trip was still on, and the dates I had proposed (5<sup>th</sup> to 20<sup>th</sup>

September) were fine.

So I did the usual sort of medical stuff – impersonating a pin-cushion, sorting out malaria prophylaxis (conventional and homoeopathic), that sort of thing – and before I knew it, there I was sitting on a plane at Gatwick about to head back to Africa. Unfortunately, not all my baggage was in the cargo hold or the overhead lockers: last time I came back from Africa (Tanzania in 1992) it was to a week-long spell in the Hospital for Tropical Diseases in London (where they found out fairly quickly that I'd contracted glandular fever, but practised all their tests on me anyway); and shortly after that a good friend died of cerebral malaria, in Tanzania, while doing a job that I might have been doing, had the circumstances been different. It helped a lot knowing that Julia would be there in Zambia to meet me.

The 'plane arrived uneventfully in Lusaka, after a short stop-over in Harare, and Julia was there to meet me in the arrivals hall, along with James (whom I didn't recognise – he's much thinner than he was). So, off we went, via the Harvest Help office (the funders of the Ipongo and Naluyanda projects, which ICAZ implements) to the ICAZ office in Lusaka. Here I was very pleased to meet up again with ICAZ's Executive Director, Mrs. Eularia Syamujaye (whom I had first met on a GFM course in London last year) and we greeted the other staff who were in the office at the time as well. Julia and I were then taken out to the Naluyanda project house (Julia's base), where we were to await the IRDP project vehicle (still undergoing repair in Lusaka) to take us up to Ipongo.

At the Naluyanda project office-cum-house I met the Naluyanda project team; Ernest (project manager), Humphrey (agronomist) and Florence (community development specialist, "project mother" – and now my Zambian mother). Lovely people, all of them. Apparently I had arrived just as a new school term was about to start, which meant that Julia and I would have the weekend to ourselves, while the project team dispersed to their home areas to prepare sundry younger relations for the start of school. It was nice just to be able to relax for a while. However, once I'd got going we made the 45 minute walk and 45 minute minibuss ride ("always room for one more") necessary to get into town to buy some salad stuff and other food for the weekend. [I'd brought some iodine with me – for treating water – and Julia was determined to try her first salad for two months]. And we had a nice, relaxing weekend doing nothing very much.

Julia has invested in a mobile 'phone since her arrival in Zambia – I think they only work in quite a limited area around Lusaka, of which Naluyanda is about the furthest it reaches – but this means that she can get in touch with the ICAZ office in town relatively easily. [It also meant that, on September 11<sup>th</sup>, Julia's Mum was able to ring up from UK to tell us to tune in to World Service after the airliner atrocities in the U.S.] Hence Julia was able to ring up the office fairly regularly to see whether transport would be available to take us to Ipongo – and the reply

she kept getting was “Yes.” In my (limited) experience of Africa, people really do not like to disappoint you by conveying bad news – and I’m sure that the repairers of the IRDP vehicle were giving out overly-optimistic reports of progress. Be that as it may, we felt we couldn’t go out with the Naluyanda project team to see them in action at the meetings and trainings they were holding in the villages (in case we missed our transport) and that was a shame. It was frustrating to see all the ICA-type training materials being prepared each morning, but then not be able to see how they were being used (by Florence, Humphrey and Chipipa/Ernest - whoever was present: Chipipa is the local government agricultural extension officer; Ernest had to spend most of his time attempting to liberate the project’s brand new “honda” – i.e. motorbike – from the red tape immobilising it in Lusaka: he succeeded while we were there, much to everyone’s delight – it meant a good deal less walking!).

So Julia and I waited in the project house for the transport issue to resolve itself – which was actually ideal for me: I had more time to acclimatise and get used to the idea of being in Africa again; of being happy there. We did crosswords, and three-dimensional noughts and crosses and cooked, and fetched water (from the pump 0.7 km away) and did some laundry (at the well, maybe 1.5 km away). And, after almost a week of quality (and, for me, much-needed) acclimatisation time, we were able to go to Ipongo in the Executive Director’s vehicle.

Ipongo is five or six (it feels like eight or nine) hours away from Lusaka, not far from the northern part of the Kafue National Park. In Lusaka, people told us you could eat a different type of game meat each night of the week in Ipongo. So I think that James and Elizabeth Lishimba (James’ ICAZ colleague at Ipongo, and IRDP’s agronomist), our hosts, were a little disappointed only to be able to offer us duiker (a small antelope) and porcupine (“pork marinated in a sweet barbecue sauce” is the closest I have been able to get in describing the flavour...) along with the usual fish, chicken, goat and relishes, served with *nshima* maize stodge – really quite tasty! (And maize they most certainly *do* grow in Ipongo – given the appropriate weather).

Our stay in Ipongo was fantastic. We were made welcome wherever we went (in my limited experience, true of Africa as a whole), and we were wonderfully looked after by Betty and her sister Rosina (employed by James to cook and clean etc), as well as by James’ colleague Eliza.

As a first step in deciding what they could do for us, James and Eliza showed us the filing cabinet in the ICAZ Ipongo Office, and asked us to look through the project records to see what might interest us. Then they went away and sat down together to work out our programme. Julia and I said that we’d like to find out more about the sustainable agriculture that ICAZ was promoting in the area, so James went out on the motorbike to ask various farmers’ club members to come and meet the *wazungu* visitors the following morning. We also said we’d like to

see the water and sanitation project and said we were interested in gender issues – so a special (and I believe the first) meeting for women members of farmers’ clubs was set up for the Saturday morning.

On Friday morning we met the “sustainable agriculture” farmers – mostly men – and, having omitted to plan or structure our questions beforehand, I felt the meeting didn’t go quite as well as we might have hoped. We found out what the farmers grew on their farms, and the sort of techniques that they used or were advocated (including integrated pest management or IPM), but it all felt a bit unplanned, disjointed and unsatisfactory. Nevertheless, the farmers were patient and courteous, and tried their best to answer the questions we (mostly I – I’m a farmer’s son) asked them, even if (as could well have been the case) the questions we were asking them were fairly irrelevant or even meaningless.

In the afternoon we had a short walk (guided by Eliza and Martin Chapuswike, from CLUSA – the “Co-operative League of the USA” I think) around the holdings of some of the farmers we had spoken with that morning. We saw lots of poultry (hens and chickens; some doves and ducks), puppies, goats and pigs, but few cattle (due to the prevalence of a bovine tick-borne ailment that I had not heard of before which sounded like “corridor disease”) and we also took in an IRDP-protected well.

We spoke with Mr. Sam Phiri about his experience of growing paprika as a cash crop, under the auspices of CLUSA (who specialise in the marketing of cash crops, while ICAZ concentrate more on the low-external input/organic production of subsistence crops, and on food security). Although quite expensive to grow, returns from paprika are apparently quite high, and Mr. Phiri was planning to increase the area he grows this year (the maize harvest in Ipongo last year was terrible because of *too much* rain – a lot of the cobs simply rotted in the fields – and growing paprika, as well as groundnut cultivation, proved to be two very useful diversification strategies in a difficult growing season). We also saw Mrs. Mary Nshimba’s improved grain storage bin (made of ferro-cement, I think, rather than mud, and set on sump-oil covered stilts to deter ants) as well as some innovative (but labour-intensive) cultivation techniques involving the digging of metre-square, 60cm deep compost pits, on which the farmer planned to sow maize seed at up to five times the conventional plant density. [Although low external input methods (using few if any synthetic fertilisers or pesticides) generally require little cash to implement, they do often need much higher *internal inputs* - in terms of the labour needed and the intensity of management required - to ensure their short term success]. Martin, the local CLUSA field officer, collaborates closely with ICAZ on IRDP work (for instance, it is a CLUSA flip chart stand that is used at IRDP trainings, and Martin helps out with facilitating sessions). CLUSA’s slightly different emphasis is, however, seen as an advantage, not a drawback; if people are well enough off to be able to afford the

external inputs necessary to grow paprika for cash, then that's fine by James – it's not what ICAZ is concerned to promote, but it can be a useful diversification strategy for people in the area.

Feeling somewhat chagrined by our experience at the “sustainable agriculture” farmers’ meeting that morning, Julia and I sat down on Friday evening to brainstorm some questions, in an ORID format (first individually, then... well, you know the form) to use at the meeting of women farmers’ club members on Saturday. This felt like a great meeting. There were 12 or 14 women present, and as we put our questions in English (all the trainings and discussions we saw were written in English, but explained in Lenje), Eliza, and/or James, would translate both the questions and the answers, firstly into Lenje (for the Zambians who spoke no English) and then into English (for us *wazungu* who spoke very little – in Julia's case – and virtually no – in my case – Lenje). [There are over 70 different languages and dialects spoken in Zambia, and English is the national second/third language for all: apparently when James first started work in Ipongo in 1994 he spoke no Lenje. But both he and Eliza seem to have turned this “Lenje-as-a-second/third (possibly fourth?) language” challenge into a positive advantage for encouraging group participation; if they are not sure of the Lenje word for something in a discussion or training, they get the group to decide – it seems to work a treat!]. We got through our questions, were surprised by some of the answers (did we ask the right question, in the right way, to find out what we wanted to know?) and felt very pleased with the result – as I think did the women present. [Apparently one of the women said at the end “Why can't all our meetings be like this?” – which still sends a bit of a shiver (of excitement/pride and satisfaction at a job well done) down my spine when I think about it.] I think we did O.K. – although at one point I did get a bit carried away in thinking up questions on the hoof, and asked Eliza, none too quietly, if “such and such” would be a good question to ask the ladies now, or would it be better to leave it until later, or not ask it at all. (Julia quietly pointed out that I *had* actually just asked the question – the point of which I honestly can't remember now – at least to the women in the group who understood English! Thankfully, it seemed to me that the question was tactfully ignored, anyway).

At the end of the meeting, nobody seemed to know quite how to round it off, so muggins said “Why don't we sing a song?” Which became interpreted as “The *mzungu* is going to sing us a song!” Now, anyone who knows me well enough can testify to the sheer terror that can sometimes overtake me when asked to get up in front of a group of people to “perform.” The phrase “stage fright” simply does not begin to do justice to how my knees shake, the mouth dries, the brow dampens, and my ears, against all reason, jangle. But there was no getting out of this – it was my idea. It was just that the only thing my poor stage-frit brain could think of to sing was “On Ilkley Moor bar t'at” – so that, poor souls, is what they got! (Or the first verse thereof, in any case). Hilarity ensued. Julia

very kindly explained that it was a “traditional song” from the part of England that we both come from – and then two of the more senior ladies present (both widows) got up and led the group in a song and dance of their own (And they weren't over-impressed with my dancing, either – but *that's* understandable...)

On Sunday we had a rest day, and on Monday we attended a (pre-arranged, but not for us) training for farmers' groups' elected representatives on the “self-participatory monitoring” techniques introduced to IRDP by a Zimbabwean consultant (John Wilson?) in 1999 (I believe). The techniques being used were *participatory mapping* (of the locations of all members' farms in each club); “*pie-charting*” of a food security calendar (using a 12-segmented pie to represent the months, and individual maize grains to represent each 90kg sack of maize that each farmer expected to harvest from their plot after the next growing season; each farmer in turn was then asked to place the number of grains/90kg sacks of maize that would be needed to feed their family in a particular month on that month in the diagram, and where the maize grains ran out they would be able to see that they needed to do something different to get food for their families – maybe even plant more maize to start with. A simple exercise, maybe, but nevertheless it appeared to be a very effective tool). The third technique in the training involved the participatory listing (within club groups) of sustainable agricultural tasks to be undertaken between now and next year's harvest, which – when allocated to particular times on a grid-like calendar – built up into a very useful *labour profile* that could be used to match the (family, club and communal) labour resources each compound had access to, with the labour required to do the specific task(s) in each particular period. The (annually-elected) representatives of the farmers' clubs at this training were to return to their clubs and train their own club members in how to use the techniques to build up their own individual “management plans.” This appeared to be a powerful incentive for those present to understand what was going on, to practise it and to *get it right*. People were working hard; it was *important* to them. It was also magnificent to watch – there is much talk in “development” circles about “scaling up” (of successful development initiatives, to have wider impact). Here it was happening before our very eyes. It seemed to epitomise, for me, the best definition of “development” that I have ever heard, which I got from Howard Dalzell of Concern, in Dublin, a few years ago now:

“Development occurs within people, and is achieved, not given”

I felt that what we were witnessing was development in its truest sense – that is, helping people to help themselves plan and do things that will enable them to practically gain more control over their own lives. Hopefully this can be done in a biophysically, environmentally and socio-economically sustainable way (and discussions and trainings can be held to try to

encourage this) but fundamentally it is up to the people themselves to work out the best way for them to improve their own lives. They are the experts in this. Outsiders, people like us, can only hope to enable or facilitate this process in the best way that we can. And that, at the moment, is what I think I want to spend the rest of my life doing – in one way or another.

On our penultimate day in Ipongo, Tuesday (which had been the day arranged for my return to Lusaka – it's that transport challenge again!) Julia and I were lucky (and privileged) enough to be able to attend a training/discussion meeting for members of the IRDP General Council (who are elected every three years by all the club members, rather than annually). There are 36 farmers' clubs in IRDP at the moment, each with 25 members, organised into six – I think – regional councils, under the aegis of the triennially-elected General Council, which is charged with the responsibility of ensuring that all the clubs act in accordance with their own constitution. There are now a number of "daughter" clubs – the off-spring of clubs originally set up with direct advice and encouragement from ICAZ - but which now receive the same advice and assistance from ICAZ as any of the original clubs. And there is now even one "grand-daughter" club, the off-spring of a daughter club, which is twice-removed from the original motivating force, but which again is treated in the same way as any other farmers' club in IRDP. Again, "scaling up" is happening, and all ICAZ has to do is respond to requests for assistance – which is exactly the way it should be, in my opinion.

The meeting that Julia and I attended on Tuesday was to familiarise members of the General Council with the requirements necessary to turn the IRDP structure of farmers' clubs into a legally constituted co-operative, capable of maintaining the benefits that IRDP has brought to the area and extending these benefits through management of its own credit schemes (such as the oxen-and-plough loan scheme, which I haven't yet mentioned) and loans to club members etc. This is a key aspect of ICAZ's "exit strategy" for Ipongo – to leave the farmers' clubs in a position whereby they can maintain the benefits that have accrued to the area, independently, into the future. [The plan, as I understand it, is for ICAZ to move to a different area close by, and start up the same process all over again, but slightly closer to Mumbwa (the closest sizeable town to Ipongo). Thus "scaling up" of a successful development initiative can hopefully spread into a new geographical area, but without ICAZ moving so far away from Ipongo that the farmers there are prevented from asking for advice or assistance when necessary].

As the director of Harvest Help UK (ICAZ's funder for the Ipongo and Naluyanda projects) was overheard to say at VFC2000 last year: "It's the best rural development project I've ever seen." I say "Amen" to that – and hope that I will be able to gain more experience of it as a volunteer from early next year (as well as of the Naluyanda project - which is due to start up in January

2002, and has similar potential to Ipongo, but a very different context, being so close to Lusaka). I really must get my act together and formally apply to Eularia for a voluntary posting. Life-changing indeed, for me.

My thanks to all those in ICAZ and ICA:UK who made it possible.

## The Dream Scheme

*Kate King in Preston <k.king@can-online.org.uk>*

The first Dream Scheme was dreamt, devised and developed in Sheffield between 1995 and 1998. In those three years, one hundred young people worked on community projects for which they earned points, which they could spend on pleasurable and sporting activities of their choice. Work projects included environmental, social and creative and personal development tasks. Young people grew to become part of the solution to the shared problems that urban life on a dysfunctional housing estate presented; the scheme provided a new sense of belonging and enabled the young people to serve the community. It won various awards; contributed to three national conferences and a group visited Rt. Hon. David Blunkett to discuss the Dream Scheme and school policies.

*"The scheme offers a positive way forward which is not only using the energy of young people in a way which is beneficial to them, but also creates a new sense of purpose for the community who start to believe that improvements can be brought about, behaviour changed and problems overcome" Rt. Hon. David Blunkett.*

### The Dream Scheme Network

By 1998, social landlords, community and regeneration groups and faith-based organisations were requesting details of the dream scheme method. In 1999, the Dream Scheme Network became a registered charity, training courses developed and in 2000 Kate King became the Director/Inspirer. By 2001 around 20 new local dream scheme projects had been started.

The board of trustees has continued to expand and has worked continuously with a management consultant in order to plan strategically. It has attracted funding and support from the Christian Initiative Trust, the World In Need and other grant making trusts.

The experience of six years, working directly for three years with the young people in Sheffield and with the new groups across the UK and in Uganda has equipped us to envisage big adventures for the future of the Dream Scheme Network

*Our mission is to inspire and enable communities*

*across the world to release the potential of their young people. We aim to grow 1000 local dream scheme groups by 2006.*

Community audits and surveys frequently show that youth related issues are of prime importance to residents of all ages. The dream scheme approach can involve the whole community in addressing the problems. The DSN provides the inspiration and the tools to set up and sustain a dream scheme local group.

The DSN is committed to becoming financially self-sufficient and by 2006 we aim to be 75% self-financing and to leave behind grant dependency. We search out enterprising approaches and communicate with leading entrepreneurial organisations; we want to be part of the changing face of the voluntary sector.

Three main income streams are being developed:

- The sale of training materials
- Subscription charges to an extranet service
- Training, consultancy, conference services

We have decided to restrict the area where we will actively market the dream scheme services and target the Registered Social Landlords (RSLs) in the UK. However, we will continue to respond to those other organisations that continue to find us, rather than us seeking to contact them, i.e. faith based organisations, community groups or regeneration projects. Their interest will be welcomed and they will be offered the same opportunities and services as the RSLs.

Our human resources will increase to service this growth, but we are committed to employing as small a number of people as possible, to fulfill our mission effectively.

The DSN will foster the growth of trustees, supporters, volunteers and "champions", as well as employing staff and using professional outsourcing. The DSN structure will remain minimal, with the emphasis on inspiration and information, not empire-building! Use of the Web, training materials, conferences and self-governing regional clusters will be the way forward, reducing the need for additional offices and management layers. By 2002 information will be available on our new website: [www.dreamscheme.org.uk](http://www.dreamscheme.org.uk)

## Managing and Facilitative Leadership

*Jim Campbell in Brussels <[icab@linkline.be](mailto:icab@linkline.be)>*

*This is the second of three articles to be reprinted with thanks from Focus Magazine. The first (last issue) dealt*

*with the nature of facilitation. The final one will deal with the facilitator's task.*

"Modernism, which dates from the late 19<sup>th</sup> century, is associated with mass production, uniformity, and predictability; post-modernism with flexibility, choice and personal responsibility." Michael Prowse, "Post Modern Test for Government" Financial Times, April 21, 1992

One of the great social constructs born of the Industrial Age is the business corporation as it was first conceived in the latter part of the 19<sup>th</sup> century and as it reached its zenith in the first half of the 20<sup>th</sup> century. This complex hierarchical organisation was capable of taking on and accomplishing the most complicated tasks. It made possible mass production and the creation of global corporations. By mid-twentieth century people looked at these organisations as the ultimate in business organisation.

However, with hindsight, we can see the cracks starting to appear in the 1960s and soon all around the world, hundreds, if not thousands, of these corporations went out of existence. For more than 35 years my father worked for a large corporation. Today the corporation is gone and the site where he worked is a riverside park.

**What happened in the second half of the 20<sup>th</sup> century that made the world different from what it was in the first half of the 20<sup>th</sup> century?**

The usual answer to this question points to a multitude of economic factors (new technology, new competitors, new markets, etc.). All this is true but misses an essential shift that has profound implications for business organisations. In 1980 Robert Hughes (art critic for Time Magazine) hosted a BBC TV programme called, The Shock of the New. In it he explored the 19<sup>th</sup> century shift to the modern world-view and how it had now run its course and we were struggling to invent what was being called post modernism. Beginning in the 1960s the world has seen what can only be described as a shift in culture. The Youth Revolution, the Feminine Revolution, the Conservation Revolution, are just the most visible manifestations of what is a profound shift in attitudes, values and beliefs that has affected people around the world.

As human beings we are not the same as we were fifty years ago. Our sense of right and wrong, good and bad, our expectations for ourselves, others and our communities and its institutions, our attitude toward the world around us and how we use it, what and who we trust—have changed. **One of the basic changes has been in our attitude to authority.** We no longer automatically give respect and/or power to someone because of the role or position they occupy. Whether president, prime minister or a line manager in a factory we give respect/power when it is earned. And, more importantly, this giving of respect/power is not understood to be a surrender of our own will or selfhood. We expect, indeed we demand, a reciprocal respect and

recognition of our unique contribution. As post modernists we expect choice and to be able to act out our personal responsibility.

For the corporate manager this has meant a profound shift in the way he/she must do business and in the way he/she must manage his/her business. Management is about governance but it is rooted in our attitudes, values and beliefs (our culture). When these shift then the mode of governance must also shift. Henry Ford could declare that the customer could have any colour car they wanted as long as it was black but today people expect to be able to tell Nike what word(s) they want emblazoned on their trainers so that every pair is unique. Corporations might have once expected that we would follow the orders of our manager in return for our paycheck with no questioning or challenging of that manager or the corporation. Today, of course, we do not blindly follow where the corporation leads. We hold our destiny in our own hands and if we surrender part of it to a corporation we expect to have the opportunity to participate in shaping that destiny. Bruce Springsteen brought a hundred thousand cheering people to their feet when he said in the introduction to a song "...because in 1985 blind faith in your leaders or in anything will get you killed." Managers can no longer be 'masters of all they survey'.

Managers must shift their attitudes and values if they are going to meet the challenge of leading when leadership means enabling people to lead themselves.

#### The Traditional Manager

1. Control and Power
2. Lead from the Front
3. Make all decisions
4. Delegate Authority

#### A New Image of the Manager

1. Corporate Responsibility
2. First Among Equals
3. Build Teams
4. Empower Other People

The manager as facilitator must make real these four new images in the workplace.

1. **Corporate Responsibility** - The manager finds ways to enable his/her people to participate in the decision-making, problem solving, and planning that concerns their work.
2. **First among Equals** - The manager participates not as the up-front leader but as partner in the group. He/She accepts assignments to real work that make a real contribution to the accomplishment of the task - they do not just 'lead.'
3. **Build teams** - The manager works to create a team that is capable of solving its own problems, that respects individual members, that empowers every member to do his/her best and govern its own destiny.

4. **Empower other people** - The manager looks at each person in a full and rounded manner - in terms of skills, psychological well being, etc. Whether it is a simple word of support, or sending someone off for training the manager is always alert to empowering each individual.

Roger Schwarz reminds us that, "Anyone in an organization can become a facilitative leader, even someone who has no supervisory authority. Traditionally, the influence of a manager and traditional leader stems largely from formal authority. But a facilitative leader's influence stems largely from the ability to help others accomplish what they want to accomplish."

## The Development of the Workshop Method

*Brian Stanfield in Toronto*

*<bstanfield@icacan.ca>*

*Reprinted with thanks from the draft preface to the forthcoming book from ICA Canada on the ToP Workshop method.*

Graduates of ICA's Group Facilitation Course with a passion for etiology are always asking, with some exasperation, "Where did these methods come from?" So this chapter is for the etiologists among us. (Etiologists are those concerned about where things came from: sources and origins.)

I first came across the phenomenon of brainstorming somewhere round 1961 when I was doing a teacher refresher course in pedagogy. A speaker who had recently done some research in the US introduced us to brainstorming. A question was posed and our group was instructed to shout out our ideas as they occurred to us. The instructor wrote them on a flip chart. We were told to lose our inhibitions and that no ideas will be judged so that we were free to shout out any ideas at all without feeling uncomfortable. People could build on the ideas called out by other participants. The purpose was to gain as many ideas as possible for later analysis. Presumably, this went on outside the group.

As I recall, there was an immense amount of shouting. The facilitator managed to get down lots of ideas-not all of them, naturally. At the end, we were expected to marvel at all the ideas we had produced. At the time, it seemed a very novel idea, but inconclusive. I remember not being favorably impressed; It seemed, in Macbeth's words, like a lot of "sound and fury, signifying nothing." At this stage in the development of this method, there was no way for the group to pull all the ideas together into a synthesis. This was an expert's job. The method seemed exciting, but impotent. Synthesis was to come later.

### Alex Osborn's "Brainstorming"

My research indicates that one source for the brainstorming part of the workshop method was an advertising executive by the name of Alex Osborn. In 1941 Mr. Osborn found that conventional business meetings were inhibiting the creation of new ideas and proposed some rules designed to help stimulate them. He was looking for rules which would give people the freedom of mind and action to spark off and reveal new ideas. To "think up" was originally the term he used to describe the process he developed, and that in turn came to be known as "brainstorming". He described brainstorming as "a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously by its members". The rules he came up with are the following:

- No criticism of ideas
- Go for large quantities of ideas
- Build on each others ideas
- Encourage wild and exaggerated ideas

He found that when these rules were followed, a lot more ideas were created and that a greater quantity of original ideas gave rise to a greater quantity of useful ideas. Quantity produced quality.

Using these new rules, people's natural inhibitions were reduced, inhibitions which prevented them putting forward ideas which they felt might be considered "wrong" or "stupid". Osborn also found that generating "silly" ideas could spark off very useful ideas because they changed the way people thought.

The development of this original technique was considered revolutionary at the time. You can read Alex Osborn's original approach in his book Applied Imagination. Since its birth in 1941, brainstorming spread throughout the world.

### The Delphi Process

Another possible source was the Delphi Process, originally developed in the 1950s by Olaf Helmer and Norman Dalkey, both scientists at the Rand Corporation. It served as an iterative, consensus building process for forecasting futures. The process unfolds like this:

1. Each member independently and anonymously writes down comments and suggestions about ways to deal with a problem or issue.
2. Ideas are compiled, reproduced, and distributed to members for observation and reaction.
3. Each member provides feedback to the entire group concerning each of the comments and proposed solutions.
4. The members reach consensus on which solution is most acceptable to the group as a whole.

This has similarities with the Osborn method, with two differences. First, it gives participants time to think up their ideas, and second, there is a degree of processing of results, in which a consensus is reached.

### ICA's Contribution

ICA revolutionized the brainstorming technique with the addition of gestalting which it acquired from Piaget's writings on gestalt psychology. The word, gestalt, is German, and can be a verb. It means things like organizing or making a whole pattern out of many parts. According to gestalt psychology, images are perceived as a pattern or a whole rather than merely as a sum of distinct component parts. Gestalt emphasizes the tendency in the human mind towards integration, organization and co-operation.

ICA used gestalting as the third step of the workshop method. Today, we are a little coy about using this word, unfamiliar to most people. We use instead the grouping and naming steps. But gestalting is what is going on. In front of the group may be a cluster of 10 to 20 cards. We use the steps of the gestalting process to enable a whole new creation to crawl out of the cluster of cards. The process is part rational, part intuitive.

The addition of the gestalt was the equivalent of putting a Rolls Royce jet engine in a T-model Ford. The Brainstorming Process had come of age.

ICA began using the workshop regularly as a standard tool in the 1960s. As ICAs spread round the world in the late 60s and early 70s, the workshop was the standard problem-solving tool. By then it had acquired its contexting step.. When ICA's work spread to working with corporations in the mid-70s, the LENS Course was taught all over the world. It was a series of four workshops: vision, contradictions, proposals and tactics aimed at catalysing global responsibility in the corporations. Later in the 70s this planning method was adapted to the holding of village consultations in less developed countries.

In the mid 80s, ICA developed training courses on the workshop and the planning methods. These courses are increasingly taught around the world to pass these methods on and to train future facilitators. Although the definitive paper on workshoping was written in 1971 by George West, subsequently, the methods have been endowed with increasing sophistication in process and understanding. Recently, its fourth step was named "Resolving", rather than "Consensus" or "Reflection."

# Member's Profile

*Emily Marks in Vijayawada*  
<emmarks@rediffmail.com>

Hi everyone! I am a new member of the ICA-UK network group. I was first introduced to ICA through my aunt and uncle who work for ICA Canada. They knew of my ambition to volunteer overseas as well as my desire to learn more about ICA, so they handed me Ghee's email address. Within a few weeks I was set to head over to England to assist with the Volunteer Program. I spent almost two months in England and during that time I attended a VOW (what a great weekend!!), a ToP Planning weekend and a Workshop Method training course in addition to a variety of other projects that Ghee had me whip up during my short time in Exeter. I had a fantastic stay in England and enjoyed meeting members of ICA:UK.

But now I'm writing to you while listening to the Hindi music being played from a nearby temple, which is lit up with hundreds of colourful festival lights. I am currently volunteering in Vijayawada, India until the end of February. India's flavour is something that I have never encountered before and adjusting to this new life is at times quite exhausting but rewarding also! I am acting as a Systems Manager and also a computer and English teacher. My educational background is actually in criminology/legal studies and psychology but no one seems to mind here.

Let's see...what's next? Oh yes, hobbies. Well I'm a bit of a tomboy and enjoy a variety of sporting activities including boxing, rowing, cycling and my newly found passion – climbing coconut trees (I'm hoping to climb one while wearing a sari for the chance of getting a great photo for the ICA:UK newsletter!). I also enjoy dance, contemplating life in front of the ocean and studying different cultures and their languages - which explains why I am so keen on travelling.

At present, my plans for the future are only to keep travelling and tackle other overseas volunteering experiences. But if ever I do decide what I want to be when I grow up (and settle down!), I will let you know.

## Who's who &amp; what's when

## Calendar of forthcoming events

When	What	Where	When	What	Where
Nov 7-8	<sup>ToP</sup> Applied Group Facil. Methods	Exeter	Apr 22-23	<sup>ToP</sup> Applied Group Facil. Methods	Manchester
Nov 20-21	<sup>ToP</sup> Participatory Strategic Planning	Manchester	Apr 25	<sup>ToP</sup> Group Facilitation Skills	London
Nov 29	<sup>ToP</sup> ToP Associates meeting	Ludlow	May 16-17	<sup>ToP</sup> Group Facilitation Methods	Craigavon
Nov30-Dec2	<sup>Net</sup> Christmas gathering & AGM	Ludlow	May 20-21	<sup>ToP</sup> Participatory Strategic Planning	Exeter
Jan 21-22	<sup>ToP</sup> Group Facilitation Methods	Exeter	Jun 11-12	<sup>ToP</sup> Group Facilitation Methods	London
Jan 30	<sup>Net</sup> ICA Board meetings	London	Jun 20-21	<sup>ToP</sup> Participation Paradigm	Manchester
Mar 5-6	<sup>ToP</sup> Group Facilitation Methods	London	Jun 22	<sup>ToP</sup> ToP Associates meeting	Manchester
Mar 9	<sup>VSP</sup> VSO Volunteering World fair	Manchester	Jun 24-25	<sup>ToP</sup> Facilitating Conciliation	Manchester
Mar 13	<sup>VSP</sup> Uni Careers Alternatives fair	Manchester			
Mar 25-26	<sup>ToP</sup> Group Facilitation Methods	Manchester			
Mar 29-31	<sup>Net</sup> Easter gathering	Malvern			
Apr 16-17	<sup>ToP</sup> Group Facilitation Methods	Newcastle			

for details of events, contact Martin Gilbraith on 0161 232 0550

## Births, marriages, comings & goings

Martin Gilbraith in Manchester <martin@ica-uk.org.uk>

- Welcome to the network new members since last issue - Stuart Croft in Gloucester; Alison Barclay & Neil Oliver in Frome; Peter, Yvonne & Martha Day in Belfast; Andy & Sharon Fitton near Reading; Sarah Kersey in Harrow; Emily Marks, now in India; Angela McTiernan in Exeter; John & Julie Miesen in Australia; Zlata & Anđelko Pavić in the Netherlands; Kate Roberts in London; and Judy Wilkinson in Glasgow
- and also to those new members of this year's Volunteer Service Programme: Liz Barker near Bath, Clare Castillejo in London, Wendy Kitson in Lanark, Michiel Lenstra in Manchester, Karen Sherman in Glasgow, Vicky Tongue in Bexhill on Sea & Johnny Wells in Leeds
- and a very special welcome also to Katie Hines, ICA:UK's new Administrator and 4th employee, in Manchester
- congratulations to Cathy Henwood & Kumi Holder on the birth of Oliver Myer on June 14<sup>th</sup>; and to Yvonne and Peter Day on the birth of Martha Annie on October 3<sup>rd</sup>
- good luck to Julia Cantrell for her new placement with ICA Zambia, Shelley Hung with ICA Tajikistan and Emma Leamon with ICA Guatemala; and to Martha Chester for her new job in Reunion

## Who's who in ICA in Britain

(please see enclosed address list for contact details for the whole membership)

### Boards of Trustees (ICADT & ICA:UK)

Tim Allard, Alan Berresford, Patrick Brennan, Patrick Daniels, Andy Daw Louise Garner, Jane Hatfield, Barbara Kitchen, Keith Moultrie, Michelle Virgo.

### Programme Co-ordination Team

Ghee Bowman, Jonathan Dudding, Martin Gilbraith

### ToP Associates

Jenny Archard, Julie Ashton, Louise Cole, Peter Day, Chris Doyle, Marilyn Doyle, Martine Drake, Andy Fitton, Ruth Foss, Ian Galloway, Sue Gregory, Andy Kane, Nigel Leach, Ann Lukens, Patrick Mbulu, Amanda McDowell, Keith Moultrie, Bernie Rees, Wilf Richards, Alan Waugh.

### VSP Associates:

Kate Bingley, Richard Bircher, Hannah Greenwood, Shelley Hung, Andy Kane, Patrick Mbulu, Amanda McDowell, Dave Miller, Hester Reeve, Rachel Searle-Mbulu, Hannah Warren, Alan Waugh, Lisa Young.

- ICA Development Trust - reg. charity #293086
- ICA:UK - non-profit company reg. #3970365

ICA:UK is one of 34 national ICAs linked as members of ICA International

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- and welcome back to Yvonne Thomas returning from Uganda, Hannah Warren from Ghana, and Hannah Greenwood from Guatemala
- and a very Happy Birthday to all of Valli, Des & Yasmina!

