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# **HOW TO**

- ORGANIZE**
- MANAGE**
- PARTICIPATE**

# **IN NETWORKING ACTIVITIES-ASIA**

**OBDULIA F. SISON**

The Non-Formal Education/Women in Development  
Information Exchange Center for Asia  
Department of Agricultural Education  
College of Agriculture  
University of the Philippines at Los Baños  
College, Laguna 3720  
Philippines

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HOW TO

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- ° MANAGE
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IN NETWORKING  
ACTIVITIES - ASIA

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OBDULIA F. SISON  
Project Director

The Non-Formal Education/Women in Development  
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Department of Agricultural Education  
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College, Laguna 3720  
Philippines

## A NOTE ON THIS MANUAL

We developed this manual in the spirit of sharing with others our experiences at the Non-formal Education/Women in Development Information Exchange Center for Asia (NFE/WID-Asia) in organizing, managing and participating in networking activities with individuals and organizations in the Asian Region.

We neither profess nor assume expertise in the field of networking. However, this "How To" manual is illustrative of what a fledgling organization can possibly do, as it takes its initial steps in mapping its course of action into the network web of individuals and organizations, who have been or can be brought together by the bond of common concern for and belief in the development of women as an essential component of every aspect of the development process in the developing countries of the Asian region and the world.

This manual brings together our experience at NFE/WID-Asia and the lessons we have learned from it, ideas, concepts and practices in networking contributed by others. We found the International Women's Tribune Centre Newsletter No. 13 on networking of particular interest and use in initiating us into the workings of a network web. The paper on Networking by Ms. Delia E. Torrijos, who is Chief of the International Relations Division, National Science and Technology Authority (Philippines) served as our guide in determining our network structure. Our thanks go to Ms. Nedra Huggins Williams Assistant Program Officer, Women in Development of USAID/Manila for providing us this source material and helping

us in many ways in clarifying matters on networking. She was our resource person in the workshop on Intra-Regional Networking in Non-Formal Education/Women in Development Information Exchange in Support of Agricultural and Rural Development which our Center organized in June 1982. The women from Indonesia, Malaysia, Thailand, Bangladesh, Korea and the Philippines, who participated in the workshop were full of ideas as to how they would participate in networking. We have also included those in this manual.

If through this manual we can "touch base" with you, our readers and coworkers in development, a significant step toward networking would have been achieved.

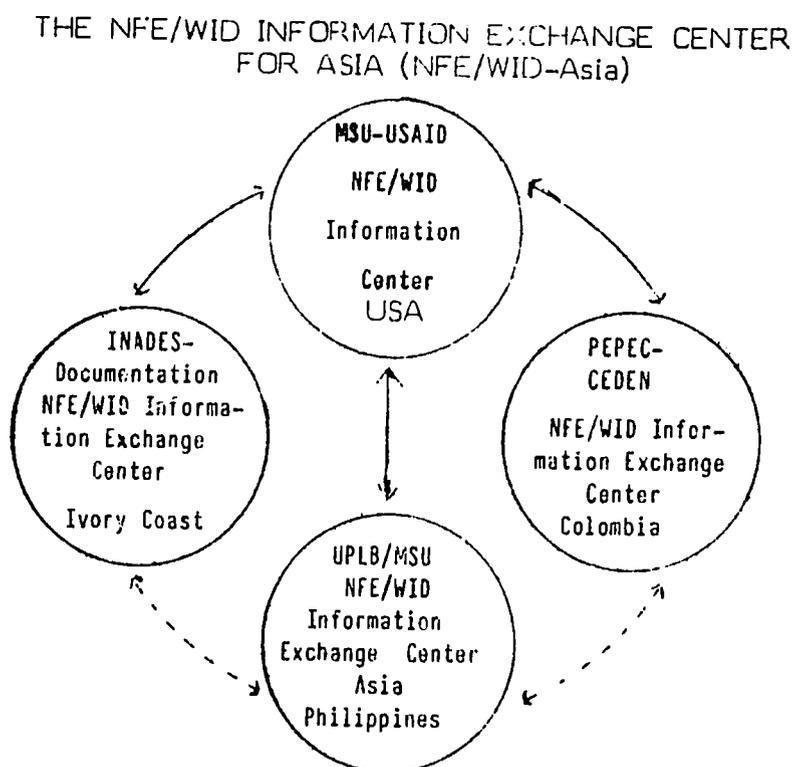
OBDULIA F. SISON  
Project Director  
NFE/WID-Asia

Department of Agricultural Education  
College of Agriculture  
University of the Philippines at Los Baños  
College, Laguna 3720  
Philippines  
March 1983

## THIS IS OUR CENTER . . .

Our Center, the NFE/WID Information Exchange Center for Asia, was established in January 1981 in the Department of Agricultural Education, College of Agriculture, University of the Philippines at Los Baños. Funded by the U. S. Agency for International Development, it is a joint project of the Michigan State University, U.S. Agency for International Development and the University of the Philippines at Los Baños. Our center is one of the three center components in the world of the Non-formal Education Information Center Network of the Michigan State University. The other two centers are located in Abidjan, Ivory Coast and in Bogota, Colombia.

This is how we see our center in relation to the Non-Formal Education Information Center of the Michigan State University and the three other centers of the network:



## WE SHARE A UNIVERSAL RESPONSIBILITY...

In the more recent years, the roles of women in agricultural and rural development have been gaining not only worldwide recognition but acceptance and concern as well. Moreover, the development of women has been regarded as an essential component of every aspect of the development process in the developing countries of the world. The declaration of a Decade for Women by the United Nations is one indication of the heightening universal awareness of the critical role of women in development particularly in the countries of the world that are most seriously affected by poverty.

Within the decade, particular attention has been given and conscious efforts have been directed towards programmes, projects and activities which provide opportunities to women to be integrated in the national economics of the developing countries, with the end in view of improving their status and that of their families and communities. Thus, it has become imperative that women have access to new and improved technological know-how.

There exists a considerable amount of information in the region on the involvement of women in agricultural and rural development particularly as these provide insights into what is possible and feasible in the situation of local women as active participants in development. Moreover, many programmes have been implemented to respond to women's needs. However, although research and studies have been undertaken by government, private and non-government organizations/agencies in the region to identify the

critical needs of women and to formulate and implement projects particularly as these improve the women's socio-economic, political and cultural life, results are not widely known. There is a need to collect and disseminate information on these activities for the use of extension and other rural development workers in the field, policy-makers, programme planners and persons and groups involved in rural development and the local women themselves.

## NFE/WID INFORMATION NETWORKING-ASIA

### Why Network?

It is well known that in Asia, there is a wealth of knowledge concerning non-formal education experiences and resources under diverse situations but due to many restrictions and constraints, such information is not uncovered and circulated. Thus, it loses a lot of its impact. By collecting, receiving and exchanging materials, it would be possible to develop and maintain a non-formal education information exchange network in Asia through an expanded non-formal education information exchange service. Thus, there could be a greater exchange of information and growth of knowledge relating to women in development and the educational approaches/techniques being used through extension education and other non-formal means.

### WHAT THEN IS NETWORKING FOR NFE/WID-ASIA?

On the invitation of the NFE/WID-Asia, eight women met together on June 21-26, 1982 at the Continuing Education Center, University of the Philippines at Los Baños, College, Laguna, Philippines to discuss the all important role of networking among women in development (WID) in the region. Attending this workshop on Intra-Regional Networking in Non-formal Education/Women in Development Information Exchange in Support

of Agricultural and Rural Development were women from Indonesia, Malaysia, Thailand, Bangladesh, Korea and the Philippines. They evolved the following definition of networking in one of their sessions.

NETWORKING is a concept, a process and a technique of interconnecting individuals, systems (such as organizations, agencies or services) and resources with the end in view of 1) sharing experiences, ideas, information on non-formal education and women in development; and 2) facilitating the exchange of knowledge resources through written materials, seminars, workshops, conferences, exchange visits and trainings. As a consequence, the network will be an effective mechanism of drawing women in the region toward the mainstream of rural development.

#### WHAT CAN NETWORKING DO?

From the International Women's Tribune Centre, Inc.

Newsletter No. 13, 3rd Quarter 1980, we learned that:

"Networking creates awareness ...

Builds alliances ...

Pools resources ... "

- o puts you in touch with other women concerned about the same issues;
- o gives you specific information which you won't find in the "mass media";
- o gives you a "broad" picture of the issue you are dealing with;

- o informs you how other individuals or groups are resolving the problems;
- o provides you with names of people and/or organizations who may help you by providing technical or financial assistance;
- o assures you that you are not acting in isolation, but are part of a larger group struggling with similar issues;
- o informs you of various options or directions you have before you;
- o pools efforts and energies to create a collective front to problems;
- o gives greater visibility to the issue through collective action;
- o informs you of training opportunities, workshops, meetings, which may be of interest;
- o gives you new ideas and perspectives on a problem;
- o provides a channel of communication at local, national, regional, or worldwide levels.

From the same newsletter, we also learned that . . .

#### NETWORKING CAN BE ORGANIZED IN MANY DIFFERENT WAYS:

Networking can be:

- o formal, with a definite organizational structure and a well-planned, well-financed programme of action; or
- o informal, a coming together of women to share mutual interests and concerns, meeting when the need arises and lacking a structure or mode of operation; it can be,
- o unseen and invisible;
- o conscious or unconscious.

Networking can be:

- o personal, to achieve personal growth and development objectives;
- o political, to mobilize action around a specific issue; or
- o professional, to link people with similar professional interests.

Networking can be:

- o international, joining women from different regions of the world;
- o regional, based on problems unique to a particular region;
- o national, bringing women together based on concerns unique to conditions in that country, such as legal or economic problems;
- o local, links women within a community for action on a specific issue of local concern.

Networking can be:

- o individual, putting one person in touch with another person with similar interests; these people may have similar professional skills, or they may have different skills which are complementary and necessary for resolving a problem; or
- o institutional, among organizations which have agreed to join forces in resolving a common problem.

Faced with a number of possibilities for organizing a network, the next question we asked was:

WHAT NETWORK STRUCTURE WILL WORK FOR US?

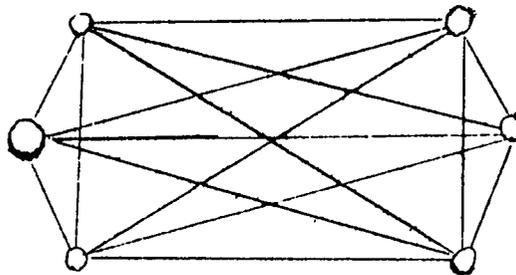
We found out that the organizational structure or the pattern of organizational hierarchy of networking is an important specification for

it affects:

- Communication channels
- Flow pattern of messages

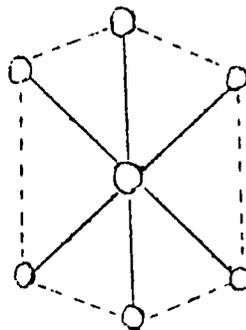
Several network configurations (patterns of organizational hierarchy) are possible . . . UNESCO's "Handbook on Information Systems and Services" symbolically presents these as follows:

The non-directed network:



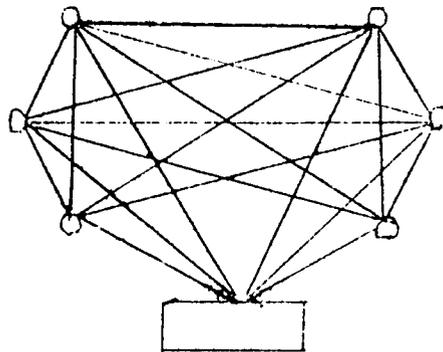
There are six nodes and fifteen links; no node directs the communication.

The directed network:

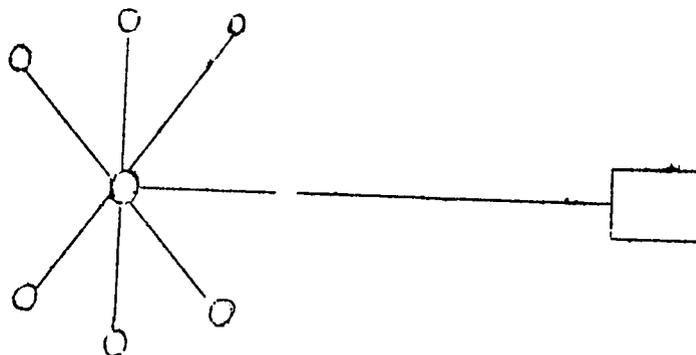


There are six nodes which are interconnected through a switching center; only six channel links are open in the network.

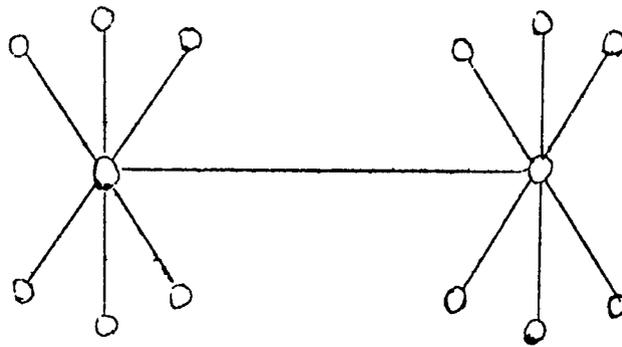
Suppose a non-directed network desires to interface with a specialized center, i.e., a bibliographic or a search centre, this is how the network will appear. Note that communication is direct; no intermediary is required.



If a directed network wishes to interface with a specialized center, the figure below illustrates this:



There may be a need to link up related units worldwide as national or regional networks begin to develop. For example, two directed networks can interface in the following manner:



HOW DO THESE "NODES" AND CHANNEL LINKS LOOK LIKE  
WHEN REAL PERSONS/ORGANIZATIONS WORK TOGETHER  
AS PARTNERS/USERS IN NETWORKING?

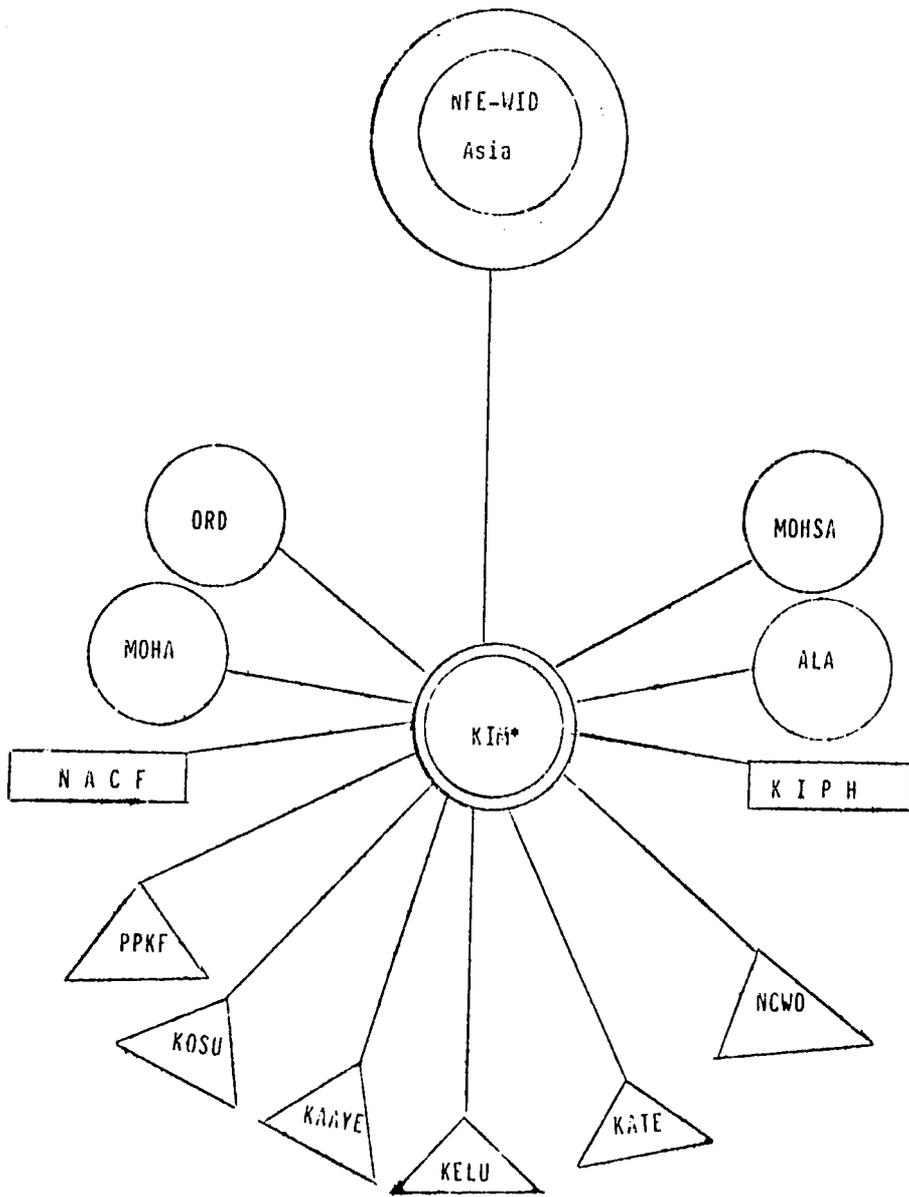
Our NFE/WID Asia contact person in Korea envisions networking with  
NFE/WID-Asia in the following manner\*

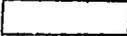
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\* Prepared by Dr. Chija Kim Cheong during the Non-Formal Education/  
Women in Development Information Exchange Center for Asia Workshop on  
Intra-Regional Networking in Non-Formal Education/Women in Development  
Information Exchange in Support of Agricultural and Rural Development.  
June 21-26, 1982.

This is how our KOREAN CONNECTION looks like ...



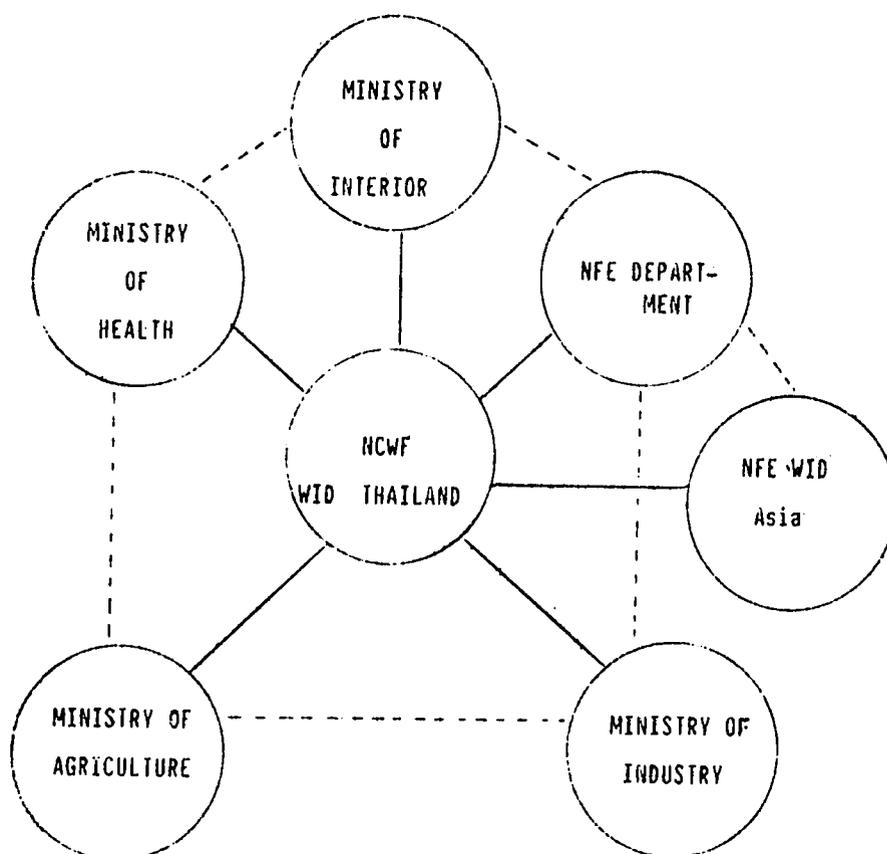
- where:
-  regional bridge
  -  governmental agencies
  -  semi-autonomous
  -  private/WGO

\* Dr. Chija Kim Cheong is our Korean WID contact person.

There are various kinds of agencies/organizations which NFE/WID can consider as perspective members of the network in Korea. They are as follows:

- Government agencies including Office of Rural Development (ORD) under the Ministry of Agriculture and Fisheries (MOAF), Bureau of Family Welfare under the Ministry of Health and Social Affairs (MOHSA); Bureau of Samaul Guidance and the Ministry of Home Affairs (MOHA); and the Women's Bureau of the Administration of Labor Affairs (ALA).
- Semi-autonomous agencies including National Agricultural Cooperatives Federation (NACF); Korean Institute for Population and Health (KIPH); and Planned Parenthood Federation of Korea (PPFK) which has endorsed information, education and communication (IEC) functions regarding population and family planning by the MOHSA.
- Private and voluntary agencies, Non-Governmental Organizations (NGO), including Korean Federation of Labor Union (KFLU); Central Office of Saemaul Undong (COSU); National Council of Women's Organization (NCWO); and
- Some academic and educational circles such as Korean Association of Adult and Youth Education (KAAYE) and Korean Association of Farmer Educators (KAFE).

This is how our THAILAND CONNECTION pictures networking with NFE/WID-Asia:\*




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\* Prepared by Ms. Wilaipan Somtrakul during the Non-Formal Education/ Women in Development Information Exchange Center for Asia Workshop on Intra-Regional Networking in Non-Formal Education/Women in Development Information Exchange in Support of Agricultural and Rural Development. June 21-26, 1982.

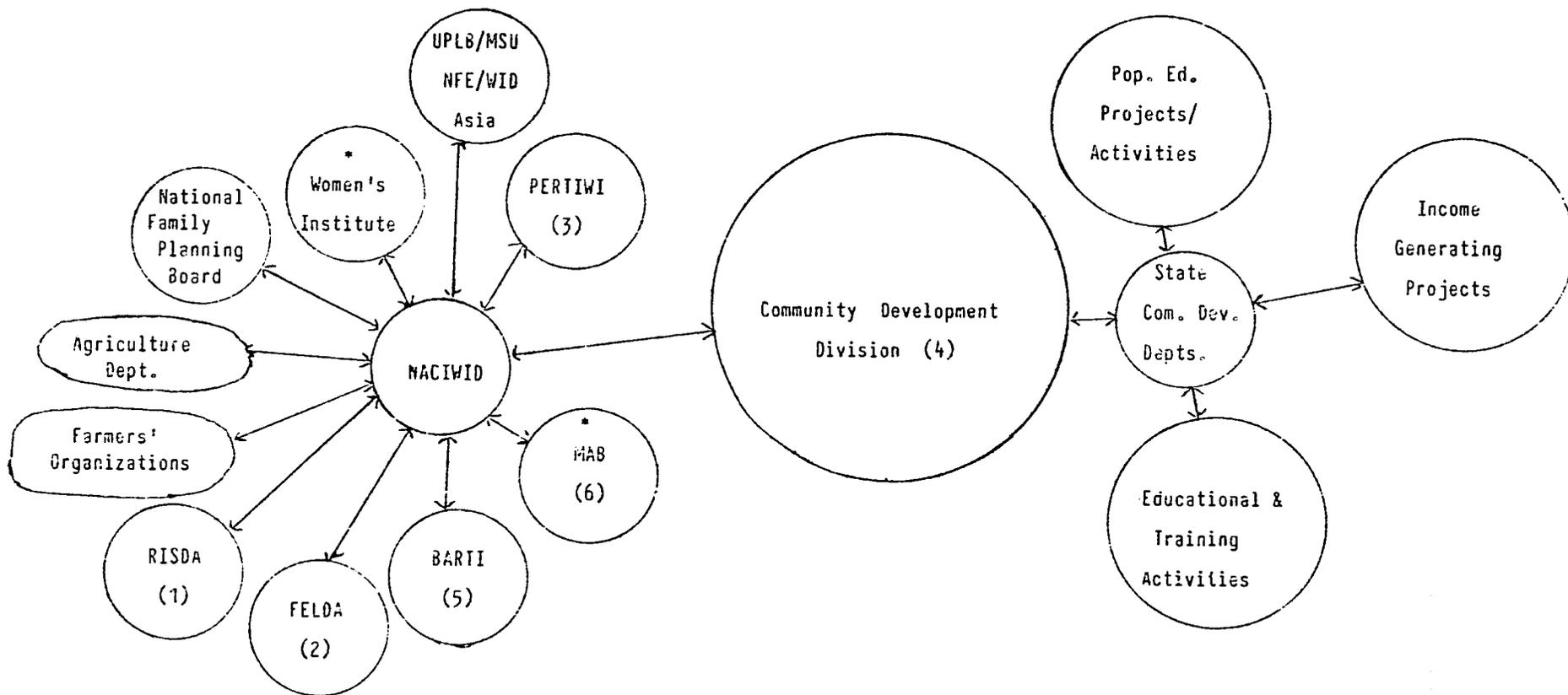
And now - - - -

our MALAYSIAN CONNECTION\*- - - -

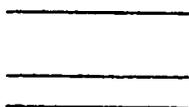
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\* Prepared by Mrs. Rohana Ahmadun during the Non-Formal Education/  
Women in Development Information Exchange Center for Asia Workshop on  
Intra-Regional Networking in Non-Formal Education/Women in Development  
Information Exchange in Support of Agricultural and Rural Development.  
June 21-26, 1982.



- (1) Rubber Industry Smallholders Development Authority
- (2) Federal Land Development Authority
- (3) Islamic Women's Organization
- (4) of the Ministry of National and Rural Development, Malaysia
- (5) Minister's Wives Organization
- (6) Malaysian Association for the Blind



\_\_\_\_\_ Communication at National Level  
 = = = = = Communication between National and State Level  
 = = = = = Communication between State and District Level

OUR CHOICE OF THE TYPE OF NETWORKING FOR OUR PARTICULAR SITUATION DEPENDED ON WHAT WE THOUGHT WOULD WORK BEST FOR US.

We considered the following:<sup>1/</sup>

- o Common purpose, goals, objectives and commitments by members/participants of the network.
- o Operational agreement to include specific roles and responsibilities of each node or member of the network.
- o Specific communication channels and standard message code.
- o Policies and rules and resources to carry out network activities and programs.
- o Switching capability to enable interfacing with other networks.

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<sup>1/</sup> Source: Delia E. Torrijos, Networking. Presented during the Third National Women's Congress at the Philippine International Convention Center, May 4-5, 1982. Ms. Torrijos is Chief, International Relations Division, National Science and Technology Authority, Bicutan, Taguig, Metro Manila, Philippines.

## WHO CAN INITIATE/OPERATE NETWORKS?

We at NFE/WID-Asia asked ourselves this question and gathered a bit of courage to initiate networking in Asia from that portion of a quotation from Mary Scott Welch<sup>1</sup>: "You are the centre of your own universe. . . ."

We could not find rules that say who can initiate or operate networks . . .

BUT . . .

The prerequisites that appear to be necessary are:

- o Competence of the initiating/operating center
- o Involvement with and knowledge of operators and user's needs
- and
- o Genuine dedication to the objectives of integrated network services

PLUS . . . (And this is very important!)

- o A source of authority or mandate for the establishment of the network. This is an essential element of an institutional organization.

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<sup>1</sup>A portion of the quotation from Mary Scott Welch. Networking. International Women's Tribune Centre, Inc. Newsletter No. 13, 3rd Quarter, 1980.

SO . . .

We assumed (even at the risk of diminishing our value for the virtue of humility) that we possessed the prerequisites.

MOREOVER, we drew a lot of strength from the support of our core WID contact persons in Asia and of course, our MSU/USAID collaborators, the latter being our source of authority, besides.

THUS . . . WE ORGANIZED FOR NETWORKING.

We attempted to apply the ideas on networking by:

- Considering the needs for the network.
- Determining the purpose(s) for networking; setting general plans for networking.
- Considering our available resources in terms of information materials and services we can share with users, people who can do the work, financial resources needed, etc.
- Building upon existing structures and systems . . . determining which of these can serve as operational bases for networking; finding out their willingness and commitment to networking.
- Considering how to complement and reinforce each other's work in the network.

- Considering how to promote goodwill and cooperation among those in the network.

WE DECIDED THAT:

- Under circumstances of limited resources, we would start an informal network, build upon it and gradually evolve into a formal network.

"GREAT OAKS FROM LITTLE ACORNS GROW!"

WE FELT THAT THERE WAS MORE TO IT IF WE STARTED NETWORKING WITH AN INFORMAL STRUCTURE . . .

As we network, we hope to learn from experience about . . .

- The real needs for the network
- The sincerity of purpose and commitment to the network's goals and objectives of our partners in the network
- The ways by which a network operational base can work more effectively with its partners and users

BUT . . .

If demands for networking services are regular and would require resources from partners in the network, informal arrangement may have to be formalized or institutionalized.

## BECAUSE . . .

Formalization or institutionalization insures

- o support of the networking service
- o nourishment and maintenance of the network
- o continuity of the service

HOWEVER, A FORMAL NETWORK WOULD REQUIRE, among others

- o Additional competent core staff to keep things going
- o A definite structure of work relationship
- o A central record/file for the network
- o A physical facility to serve as a base
- o Agreed upon objectives and goals by partners in networking
- o A formalized set of policies and rules
- o Formal channels of communication
- o Specified responsibilities of partners
- o Financial support

THESE ARE THE LESSONS WE HAVE LEARNED ABOUT NETWORKING . . .

Taking the initial steps for networking . . .

If you are to start a network (with persons or organizations)

- o Assess your organization in terms of its  
structure
  - Can it take on the responsibilities of networking with its present set-up?

### human resources

- Do you have the persons who can do the various tasks involved in networking?
- Do they have the skills required to enable them to pursue the project?
- If not, can they avail of training or skills for managing a resource base and responding to requests?

### financial resources

- Do you have the money to start and maintain your networking activities? (Money is needed not only for the day-to-day running of network center but also for acquisition of informational resources, multiplication of materials, publication, mailing, translation of materials from the native language to English or vice versa, etc.)
- Identify the person (or organization) who can be responsible for information services to all "members" of the network.
- Identify the kinds of activities that each "partner" of the network is to pursue
- Establish the communication system

- Formulate guidelines for selection of what is to be placed on the network
- Establish criteria and procedures for feedback from users and operators of network and network evaluation.
- Provide training programs for users and operators of the system

AND DON'T FORGET . . . . START MAKING CONTACTS !

## HOW TO CONTACT POTENTIAL PARTNERS IN NETWORKING

Here are time-tested tips from the International Women's Tribune Centre, Inc.<sup>1/</sup> on how you can start making contact. We've used them and they worked!

- o TALK with people in your community or with whom you work. ASK for names and addresses of individuals/groups involved in projects similar to yours.
- o TALK or write to government ministries, university personnel, and non-governmental organization personnel in your area. Try to learn if they are networking and, if so, with whom.
- o LOOK AT directories, resource books, informational brochures, etc. to locate additional names and addresses of people you should know about.
- o WRITE letters requesting information from groups/individuals you've identified. When possible, a personal visit is most effective. REMEMBER, whenever you talk or write to anyone, ask for additional names of individuals/groups that you should be in touch with, as well as their suggestions for resource materials that will help you uncover more network members.

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<sup>1/</sup>International Women's Tribune Centre, Inc. Newsletter No. 13. 3rd Quarter. 1980, p. 22.

- o SEND any publications, notices, or materials that you produce or that describe your organization, project, or interests. Ask that you be put in their mailing list to receive their free publications regularly. If you have regular publications, ask them if they would be interested in establishing an exchange agreement with you.
- o ASK for advice from groups you've learned about, and begin exchanging materials. This strengthens the process of building an information and contact base that is so important to good networking.
- o INVITE people or groups you are in contact with to drop in on your organization or project when they are in your area.
- o ATTEND conferences, seminars, and workshops at which the people with whom you've begun to network will be present, particularly regional meetings.

#### PARTICIPATORY PLANNING - A PRACTICAL STRATEGY FOR NETWORKING IN THE REGION

- o When partners in networking make their plans together, the plans become their plans and the goals, their goals. Thus, they become responsible for seeing to it that the plans are carried out.
- o Participation of partners in evolving the network plans has the following advantages:

- Provides insights that are likely to be missed otherwise
- Commits partners to action
- Enhances awareness of local situation within which partner centers operate
- Provides educational experience to those who are involved

You can enhance participatory planning through

- Written communication
- Face-to-face contact such as personal visits, conferences, meetings, seminars, workshops, to enable partners and users identify priority activities that are necessary for the establishment of an information network, locally, nationally, regionally, even internationally.
- Training for partners and users in varied aspects of networking particularly on documentation, reporting, responding to users' requests, evaluation, etc.

#### SUGGESTIONS FOR MANAGING NETWORKS

(From the viewpoint of an operational base such as an information center)

1. There must be a central person to whom the staff of the source center must be accountable.
2. There must be a logical division of work/responsibilities to ensure a minimum of overlapping or "conflicts of responsibilities."

3. There must be a unity of direction to ensure the pursuit of a single consistent program of action by all the component "members" of the network.
4. Whoever is responsible for a certain task or function must be given the authority to carry out his/her responsibility.
5. Coordination, which requires authority and leadership, must be practiced to ensure smooth management of the network.
6. Effective coordination of the individuals working within the network requires that they should understand the goals of the network and must be united with a common sense of mission in achieving the goals.
7. The administration of a network is decentralized to each network component or partner but for purposes of coordination, it is centralized at the source center.
8. Keep lines of communication open and make information available by a proper system of communication, inter- and intra-network. Remember that communication is essential for cooperation and coordination; maintain two-way contacts.
9. Respond to users' requests promptly.
10. Keep a central record/file that provides for ease in locating what is needed within the network.

## PARTICIPATING IN NETWORKING ACTIVITIES IN ASIA

We Can Link Our Efforts Together Through Activities Such As:<sup>1/</sup>

- o Taking stock of meaningful experiences of women in the various countries in Asia as regards their participation in the agricultural and rural development process, writing about them as case studies and sharing such information with member countries in the network and other countries.
- o Preparing abstracts, in easy understandable language, on researches/studies/reports on women in development projects particularly as these relate to methods/approaches in leadership development, participation in income-generating and similar activities, among the rural women.
- o Identifying extension and other non-formal educational opportunities in the region that are accessible to rural women and determine the most effective non-formal approaches/techniques regarding these.
- o Preparing a bibliography on studies or other literature related to WID and NFE in the region.

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<sup>1/</sup> This list of activities was based on the discussions and suggestions of the women from Indonesia, Malaysia, Thailand, Bangladesh, Korea and the Philippines who attended the Intra-Regional Networking in Non-Formal Education/Women in Development Information Exchange in Support of Agricultural and Rural Development on the invitation of the NFE/WID - Asia, June 21-26, 1982. Op. cit.

- o Identifying knowledge/information generating resource centers in the region on WID and NFE and sharing these with each other.
- o Exchanging visits for planners and implementors of non-formal education and women in development of countries in the region.
- o Mobilizing government, private and allied agencies towards initiating a nationwide campaign of NFE/WID and disseminating experience gathered in the region.
- o Providing for workshops on NFE/WID on a continuing basis in the region.

SPECIFICALLY, WE AT NFE-WID-ASIA CAN DO THESE FOR YOU . . . .

- o Put you on our mailing list so you can receive our quarterly newsletter and occasional papers on a regular basis
- o Provide you information on specific issues related to women in development and non-formal education
- o Collaborate with you on the preparation of publications for printing
- o Collect information/reports and other materials on women in agricultural and rural development and NFE
- o Print materials and publications (newsletters and abstracts) which will be made available to users

- o Prepare and publish a bibliography on studies/researches/projects/information on WID and NFE in the region
- o Publish newsletter and occasional papers on a regular basis
- o Produce educational and informational materials on various skills and knowledge on innovations and technologies that will be useful to the rural women in helping them to learn how to mobilize community resources for projects that will benefit them economically, socially and culturally

Occasionally, we can

- o Organize seminar-workshops for participating countries in networking in the region
- o Conduct workshops on local leadership and documentation

YOU, OUR PARTNERS AND USERS CAN:

- o Maintain regular correspondence with us at NFE-WID-Asia about your work in women and development; inform us of networks you have initiated, joined or identified.
- o Send us your reports, research studies, newsletters or training materials you have developed or use in your country on women in development and non-formal education.
- o Send us names of persons or organizations in your country or the region with whom you correspond for information which are useful to your work.

- o Keep us informed about national, regional or international conferences you know about or participate in; also reports on these.
- o Keep us informed on your current activities in non-formal education and women in development.
- o Send us information on training materials, activities and ideas you find most useful in your country as regards non-formal education and women in development so we can share the information with others.
- o Document on-going activities on NFE-WID in your part of the region.

FOLLOWING IS A LIST (SO FAR) OF OUR NFE/WID  
CONTACT PERSONS IN ASIA

Malaysia

Ms. Rohana Ahmadun  
Community Development Department  
Ministry of National Rural Development  
Jalan Mahamoru, Kuala Lumpur, Malaysia

Korea

Dr. Chija Kim Cheong  
Seoul Teachers College  
636 Sep-Chu-Dong  
Kang Nan-Ku  
Seoul, Korea

Philippines

Ms. Priscila R. Ramos  
Ministry of Education, Culture and Sports  
Office of Non-formal Education  
Arroceros, Metro Manila  
Philippines

Mrs. Rosalina U. Olan  
Home Economics Programs Division  
Bureau of Agricultural Extension  
Ministry of Agriculture  
Quezon City, Philippines

Mrs. Annie Roque  
Agrarian Reform Education Service  
Ministry of Agrarian Reform  
PGEA Building, Diliman  
Quezon City, Philippines

Thailand

Ms. Wilaipan Somtrakul  
Non-formal Education Department  
Ministry of Education  
Bangkok, Thailand

## Indonesia

Ms. Maryati Yuta  
AAETE/BPLPP Pajar Minggu  
Jl. Ragunan No. 15, Jakarta  
Selatan, Indonesia

## Bangladesh

Mrs. Jahan Ara Khan  
76, Shaheb Quarters  
Mymensingh Town  
Bangladesh

JOIN THE NETWORK!

IF YOU HAVE READ THIS FAR  
AND YOU THINK WE CAN BE OF  
SERVICE TO YOU . . .

DO PARTICIPATE IN THE NETWORKING  
ACTIVITIES IN ASIA IN NON-FORMAL  
EDUCATION/WOMEN IN DEVELOPMENT,

LET US HEAR FROM YOU . . .

OUR ADDRESS:

Non-Formal Education/Women in Development  
Information Exchange Center for Asia  
Department of Agricultural Education  
College of Agriculture  
University of the Philippines at Los Baños  
College, Laguna 3720  
Philippines

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