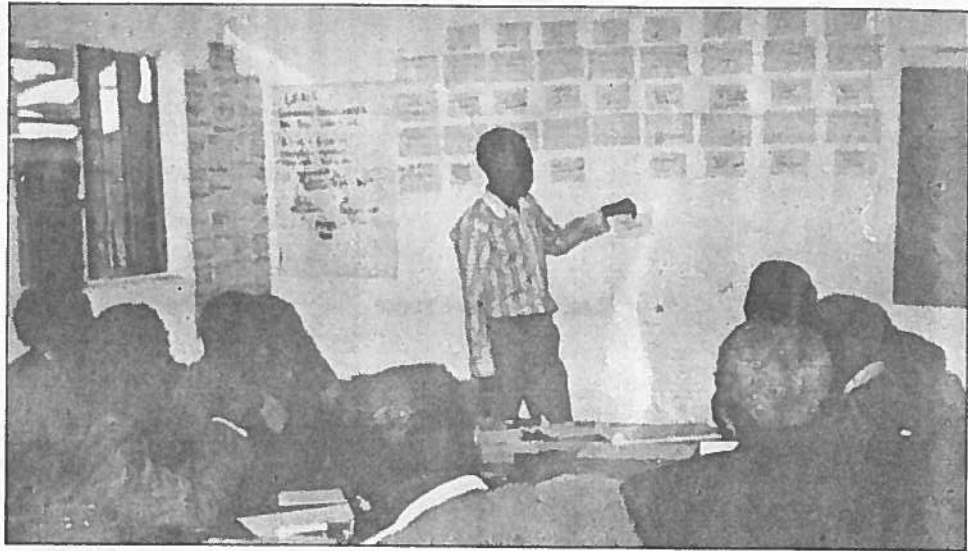


TODAY'S APPROACHES

TOOLS FOR INCREASING COOPERATIVE INVOLVEMENT

LENS "Leadership Effectiveness and New Strategies" is a participative planning seminar facilitated by the Institute of Cultural Affairs for businesses, co-operatives, government officers, and non-government organisations. In this decision-making workshop participants create a consensed upon action plan that can produce visible results in the first 90 days of implementation.



LENS is based on the assumption that expertise, experience and motivation to resolve the issues facing an organisation are to be found within the organisation itself. The process is designed to maximise the use of the human resources of the participant group and to strengthen the human factor within the organisation. Because the people who take part in the planning process

are the ones who will be responsible for carrying out the resulting plan, LENS can tap enormous motivation and energy at all levels of an organisation.

In 1985 The Institute worked in collaboration with the Kenya National Federation of Co-operatives to share the LENS method with co-operatives in three districts of Kenya.



"LENS helped us to work in cooperation with one another and it helped us to be deep thinkers. Through LENS, teamwork spirit has been injected again into the cooperative movement."

*Machakos District Union
Chairman*

PROGRAMME SERVICES

The Institute designs programmes and conferences to meet particular needs of organisations. Programme services of the I.C.A. have included:

- project evaluation and documentation
- action research community surveys
- supervisors' training
- conference facilitation



MAJOR CLIENTS OF I.C.A. PROGRAMME SERVICES IN 1985:

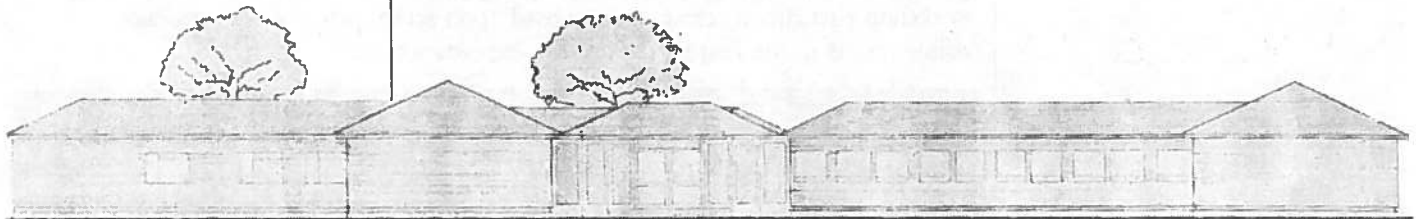
The following organisations participated in LENS seminars, assisted with Sub-Location Leaders' Training Institutes, and used I.C.A. staff to document successful development projects and survey self-help groups in a division of Kenya to help measure the self-help potential of the area:-

- Deutsche Gesselschaft Fur Technishe Zusammenarbeit (G.T.Z.).
- Kenya National Council of Social Services
- Machakos Integrated Development Programme
- Netherlands Child Welfare Foundation

BUILDING FOR TOMORROW

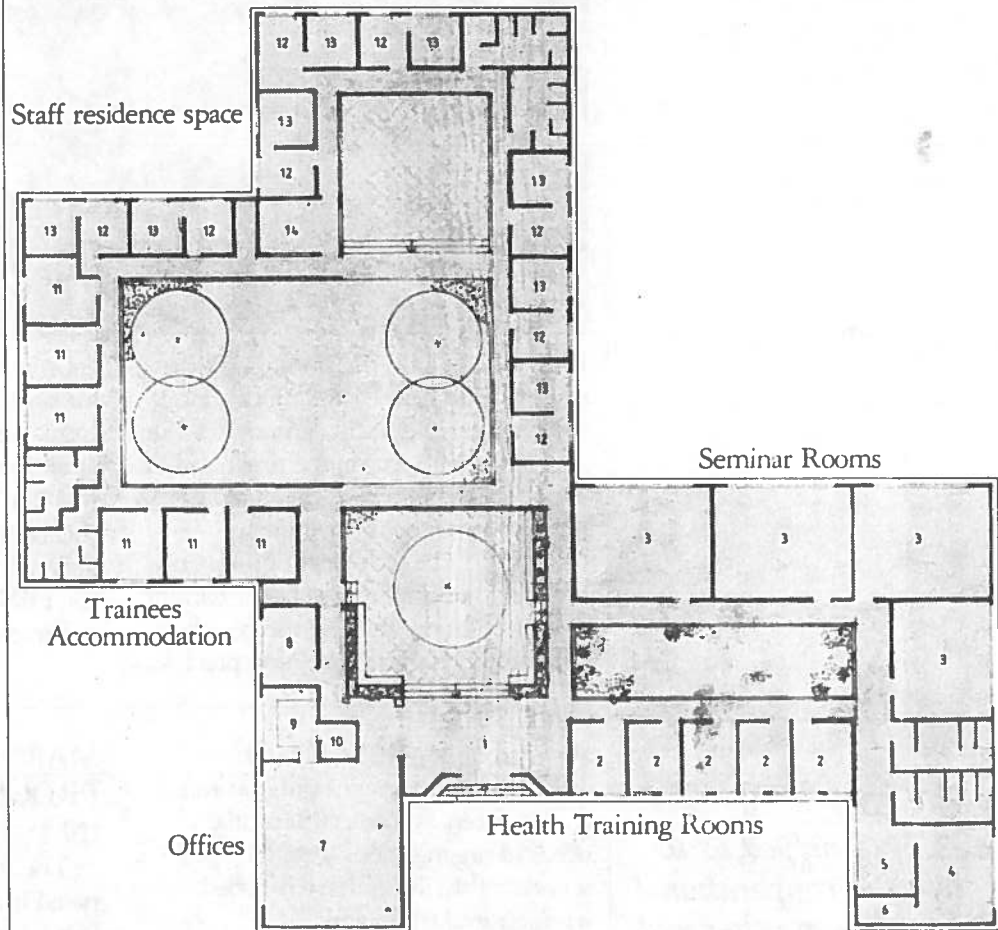
CENTRES FOR HUMAN DEVELOPMENT

A new Centre for Human Development is proposed as a training facility for training in Family Home Management and Human Development methods. The centre is to be built in Kawangware.



Kawangware

Proposed Plan for Kawangware Centre



"I think that groups like the ICA who are concerned with the human factor in development have an important role in terms of allowing people to develop self-confidence. Self-confidence is necessary in order to enable groups to do things they thought they couldn't do or were wrongly expecting that others would do for them."

Garen Hyden, author "No Shortcuts to Progress",
Hemmen Educational Books, U.C. Press 1983.

Kamweleni

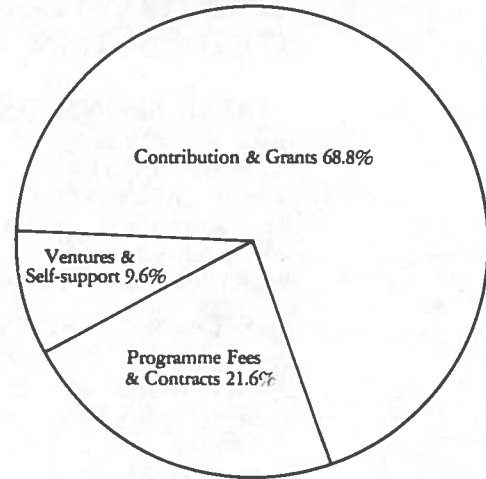


These are ICA staff and village leaders at Kamweleni Training Centre, Machakos, who are training others in effective local development methods for the future.

FINANCIAL SUMMARY 1985

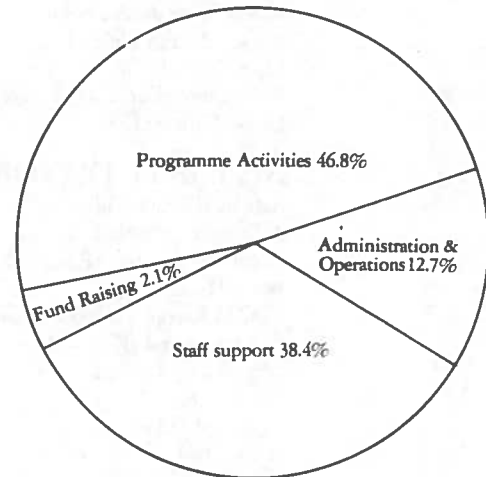
The Institute of Cultural Affairs raises funds from businesses and private individuals, foundations, aid agencies and government ministries. Donations are received both in cash and in kind. Income is also generated through programme services and self-support ventures including employment of staff members in other work. In addition programme fees and contracts are received for training and methods consultancies.

Income Kshs. 3,228,852/-



The Institute's expenditures on programmatic activities include village training and development, project documentation, and methods consultancy. Administration and Operations includes communication, printing and materials expenses. Staff support includes accommodation in the training centres, health and education expenses, and a small living allowance. Fund raising includes the costs incurred in securing donations and marketing the Institute's programmes.

Expenses KShs. 3,203,861/-



MAJOR SPONSORS OF DESIGNATED I.C.A. PROGRAMMES IN 1985:

The following organisations provided major financial assistance for village leadership training, water tank construction, and family life training in specific geographic areas related to I.C.A.'s five training centres:

- Africa Now
- Australian High Commission
- Caritas Italian
- Corn Products Corporation
- Divine Word Fathers
- Family Planning International Assistance
- Swedish Co-Operative Centre
- Vereeniging tot Weldadigheid van den Allerheiligsten Verlosser
- Water Aid.

THE INSTITUTE OF CULTURAL AFFAIRS is a private, not-for-profit organization concerned with the human factor in the development of local communities of the world. Working in 35 nations, the 160 field offices are served by coordinating centres in Brussels, Chicago and Hong Kong. The ICA has been working in Kenya since 1968. It is registered under the Societies Act and has approximately 65 Kenyan citizens on its staff.



LOCAL DONATIONS TO THE WORK OF THE I.C.A. IN 1985 INCLUDED CONTRIBUTIONS OF CASH OR IN KIND FROM THE FOLLOWING:

MAJOR SPONSORS:

B.A.T. Kenya Limited
Caltex Oil (Kenya) Ltd.
East African Industries Ltd.
Esso Standard Kenya Limited
Firestone E.A. (1969) Ltd.
Ken-Afric Charitable Foundation

SUSTAINING DONORS:

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American Businessmen's Club
Associated Battery Manufactures (E.A.) Ltd.
Carbacid (CO₂) Ltd.
Factory Guards Ltd.
General Motors Kenya Ltd.
Kenya Glass Works Ltd.
Kenya Wine Agencies Ltd.
Leyland Kenya Limited
Lions Club of Thika
Put Sarajevo General Engineering
Union Carbide Kenya Ltd.

AFFILIATE DONORS:

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Aqua Agencies Ltd.
Autair Helicopters (E.A.) Ltd.
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Car & General (Kenya) Ltd.
CIBA-Geigy Co. Ltd.
Citibank N.A.
Comhard Ltd.
Comp-Rite
Cooper Motor Corp. (Kenya) Ltd.
Datini Mercantile Ltd.
Diversey East Africa Ltd.
Furniture Master Ltd.
Health & Beauty Products Ltd.
Heritage Insurance Co. Ltd.
Housing Finance Co. of Kenya Ltd.
Joseph Juma
Kaeler Africa Ltd.
Kenya Cannery Ltd.
Longman Kenya Ltd.
Lonrho East Africa Limited
Mackenzie (Kenya) Ltd.
Magadi Soda Co. PLC

J.B. Maina & Co. Ltd.
National Industrial Credit (E.A.) Ltd.
Nyumba ya Chuma Ltd.
R.H. Paroo Trust
Pioneer Building Society
Premier Construction Ltd.
Reckitt & Coleman (Industries) Ltd.
Shipmarc Ltd.
Sunflag Spinning Mills (E.A.) Ltd.
Textbook Centre Ltd.
Theosophical Society
Timber Merchants Ltd.
Twiga Chemicals Industries Ltd.
Wellcome Kenya Ltd.

PARTICIPATING DONORS:

African Electronics
Africa Tea Brokers
Allied Industries Ltd.
Auto Electric Services Ltd.
Automotive Tools & Parts Ltd.
Bantaram & Co. Ltd.
Beeline Printing Ltd.
Capital Construction Co. Ltd.
Cargo Clearing & Forwarding Co. Ltd.
Carousel Ltd.
Chasco Ltd.
Chai Ltd.
Classic Printers & Stationers Ltd.
Commercial Corporation (Kenya) Ltd.
Crown Paints & Building Products Ltd.
Equator Bottlers Ltd.
Fine Wood Works Ltd.
Flamingo Bakeries Ltd.
Food Specialities Kenya Ltd.
Franco Forwarders
W. Gouder & Co.
Hardware Centre Ltd.
Hawkins Butchery Ltd.
Hogg Robinson Kenya Ltd.
Hotel Embassy Ltd.
Inter-Offset Printing Ltd.
Joe Hardware Ltd.
Karsam Serviettes Co. Ltd.
Kenya Cold Storage (1964) Ltd.
Kenya Industrial Plastics Ltd.
Kenya Litho Ltd.
Kenya Marble Quarries Ltd.

Kenya Millers Ltd.
Kenya National Capital Corp. Ltd.
Kenya Stationers Ltd.
Kharman Juthalal
Khetshi Dharamshi & Co. Ltd.
Kicomi (1983) Ltd.
Kodak (Kenya) Ltd.
Lapkenko Ltd.
Lion of Kenya Insurance Co. Ltd.
Longonot International Ltd.
Mercantile Finance Co. Ltd.
Modern Business Communications Ltd.
Montedison (E.A.) Ltd.
Murgian Transport (Kenya) Ltd.
Murphy Chemicals (E.A.) Ltd.
Nairobi Flour Mills Ltd.
National Cereals & Produce Board
G.K. Ndunda & Co.
New Blue Posts Hotel Ltd.
Phoenix of E.A. Assurance Co. Ltd.
Power Hydraulics
Proost Paper (E.A.) Ltd.
Prudential Printers Ltd.
REMCO
Sadolin Paints (E.A.) Ltd.
Safeway Butchers
Samaki & Tilley Butchery Ltd.
Scope (E.A.) Ltd.
Shah Flour Mills
Sigma Surface Coatings Ltd.
Skyway Trading Company Ltd.
Star Printers (1975) Ltd.
Stationery & Office Supplies Ltd.
Statprint (K) Ltd.
M. Sullivan & Sons
Supreme Hotel Ltd.
Switchgear & Controls Ltd.
Thika Rubber Industries Ltd.
Three N Body Builders Ltd.
Titanic Transport Co. Ltd.
Transformers (Kenya) Ltd.
Twiga Stationers & Printers Ltd.
Vaja Manufacturers
Valley Vegetable Market
Venpro Ltd.
Werrot & Co.
Wigglesworth & Co. Kenya Ltd.
Woodventure (Kenya) Ltd.



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AFRICA OFFICES

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