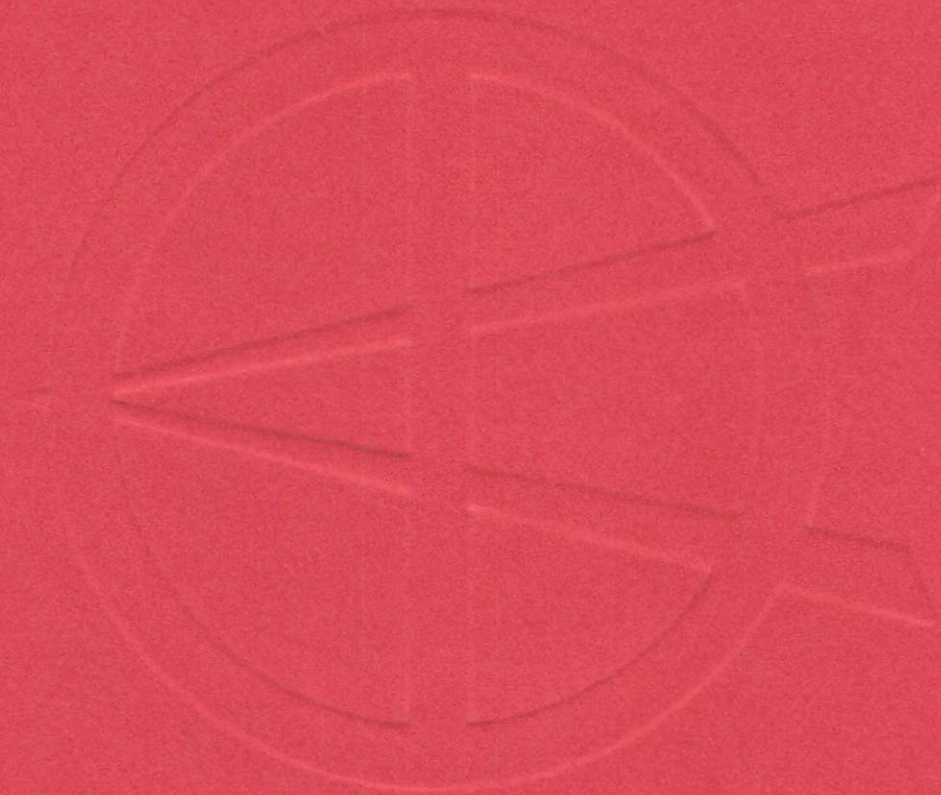




THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

2001



**Concerned with
the human factor in
world development**



THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

September 14, 2001

Dear ICA International Member: - Ken & Ruth

We are very pleased to present you the 2001 ICAI Location Directory. This is not only a symbol of our globality but also serves to the world as the ICA programme report.

In this edition, we have included a picture montage from the Denver Millennium Connection Conference. Also, new to this edition, is the use of Louise Singleton, former Chairperson of the ICA USA Board. Louise on finishing her task commented that to read through these 25 reports was a fabulous experience. I would ask you and your staff to take the time to read this directory, to experience the depth and breath of what ICA is.

I want also to remind you to put in your date book the ICAI General Assembly to be held in Brussels, August 19-23, 2002.

Thank you for your support,

Fennie Chan

Fennie Chan
ICAI Administrative Manager

THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

LOCATION DIRECTORY - 2001

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Concerned with the human factor in world development

INTRODUCTION

Foundation

The Institute of Cultural Affairs International was founded in 1977 in Brussels, Belgium. It is an international non-profit association, which facilitates the activities of autonomous, national member Institutes, ICAs, and their global relationships. The principal function of the Secretariat is to link local ICAs into a global network. ICAI publishes a monthly newsletter, "The Network Exchange," and this yearly "Location Directory." ICAI helps to stage the ICA quadrennial global conference, provides support to ICAs on all continents and manages the organisational structure of the ICA network.

Aims

Why "Cultural" Affairs? For us "Culture" is a practical reality – the images, patterns and shared understandings that allow people to do something together. It is ICA's belief that a group's cultural dynamics must be considered in order to build any sustainable pattern of change or development.

At the heart of ICA's work is the conviction that long-term, sustainable development happens only when people grasp the significance of their own lives in the larger scheme of things... when they actively participate in the changes taking place around them instead of merely being targets of that change.

Forty years of methods testing and refinement have produced significant results. One principle prevails – the desire to release the creativity of the people involved and allow them to help shape their own destiny.

Activities

The principal aim of ICAs is to develop and test methods of individual, community and organisational development. Their programmes are highly participatory in nature and are often conducted in collaboration with other organisations, be they public, private, voluntary or local community groups. ICA national offices undertake a variety of activities depending on their particular location. The three major arenas of activities are sustainable development, life-long education and organisational transformation. The central concern of their diverse programmes is to maximise the participation of people in the process of taking responsibility for their own lives and for society as a whole.

Relations with other organisations

The ICAI has Category II Consultative Status with the United Nations Economic and Social Council (ECOSOC), liaison status with FAO, working relation status with WHO and Consultative Status with UNICEF. It is a member of CIVICUS and has served on the NGO Consultative Group for the International Fund of Agriculture Development (IFAD). Each member Institute independently establishes its own relations with NGO networks and other bodies.

Funding

Funding for ICA programmes comes from a broad base of contributions to member ICAs. Common sources include individuals, trusts and foundations, religious organisations, companies, bilateral and multilateral agencies, and programme and consultancy fees. Current major grants to ICAs have come from CARITAS, Ford Foundation, Helvetas, ICCO, IFAD, JICA (Japan), Lutheran World Relief, Misereor, UNICEF, UNDP, USAID (United States), Zero-Kap (Netherlands), National Lotteries Charities Board (UK), Laing Family Trust, Harvest Help, Rabobank Foundation (Netherlands), Christian Aid, EZE, CEDPA, Amoco Foundation and Comic Relief (UK).

Locations

Statutory ICAs:

Australia, Belgium, Brazil, Canada, Chile, Côte d'Ivoire, Egypt, Ghana, Guatemala, Hong Kong, India, Japan, Kenya, Malaysia, Nepal, Netherlands, Nigeria, Peru, Taiwan, Tanzania, Uganda, UK, USA, Venezuela and Zambia.

Organisational Associate members:

Bosnia & Herzegovina, Columbia, Korea, Mexico, Philippines, and Spain.

Why this symbol?

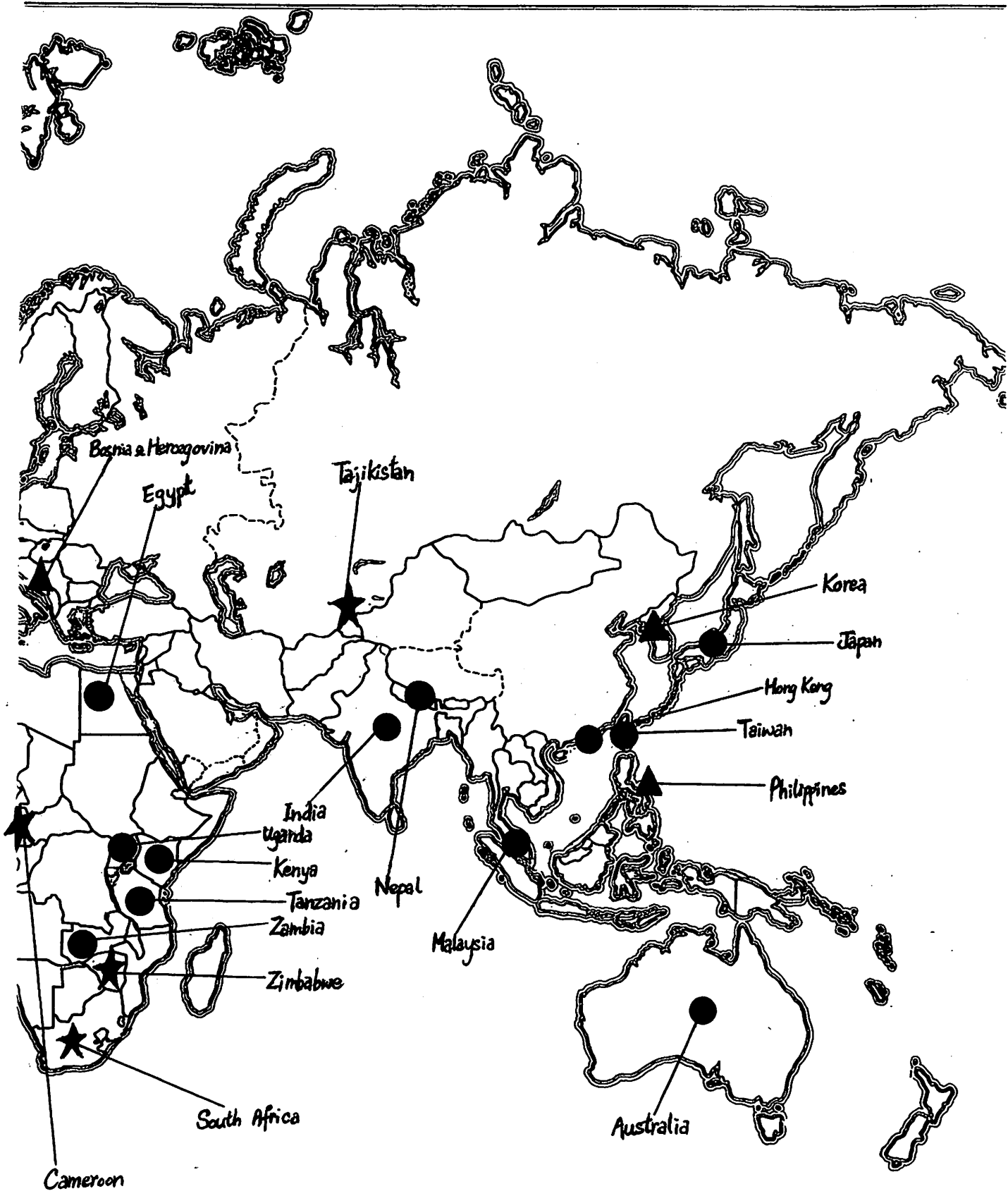
All societies include forces that agitate for change and forces that seek to preserve the legacy of the past. These two dynamics are represented in the symbol by the two halves of the circle. Both are necessary for a healthy, vibrant society. But a third force is also needed – one that honours the past and envisions the future, while pushing the cutting edge of social innovation on behalf of the whole society. These "social pioneers" play a transformative role, represented by the wedgeblade.

ICAI MEMBERSHIP

The table below summarises the membership criteria and privileges of the three types of organisational membership, alongside those of the existing 'Individual Associate' members:

Membership Criteria & privileges	Individual Associate Member	Organisational Associate Member	Provisional Statutory Member	Full Statutory Member
Minimum annual dues	\$100	\$250	\$400	\$800
Additional minimum criteria for membership	None	<ul style="list-style-type: none"> ▪ organisation registered under national law (or in progress) with constitution or byelaws ▪ Board that meets at least annually ▪ bank account ▪ working contact name & address 	see 'Associate' criteria of 1998 General Assembly framework	see 'Statutory' criteria of 1998 General Assembly framework
Representation & voting rights at ICAI General Assembly & Board	Observer	observer	observer	voting (Board member/ alternate)
right to act as mentor to new organisational member	No	no	no	yes
Copies of Network Exchange	One	one	two: Office & Chair of Board	two: Office & Chair of Board
ICAI location directory entry	name, city & country only	full contact information only	contact information & progress report	contact information & full programme description





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COTE D'IVOIRE

Role and Mission

The Institute of Cultural Affairs Côte d'Ivoire is a non-governmental, non-profit, human development research, training, documentation, experimentation and demonstration organisation. Human development is the goal. Its fundamental objective is to catalyse, encourage, and support all effort of local development. ICA-CI is officially registered under the number 80/Int/Atap/AGP on March 13, 1996. ICA-CI is a founder/member of all active NGOs in Côte d'Ivoire. The constituent components are the general assembly, a Board, an executive office, and a base community.

Current Activities

Since three years, ICA-CI is teaching five programmes that help realise the running of projects:

• **Integrated Community Health**

This programme includes preventive and reproductive health. The first concerns maternal and infantile education: paediatric nursing, dietary and advice on home hygiene. The latter concerns the STM and HIV/AIDS. A centre of orientation, advice, and documentations co-ordinates the project that involves ten villages of the Brobo region.

• **Long-lasting agriculture and generative activities**

The farm demonstration of ICA-CI is the site where the cultural techniques are conceived. The farm has an area of 14 hectares. In 1998, a plan of rational exploration was started. Also, an agronomic plantation of fruit trees was realised, which brings additional funds to finance other projects. Experimentation on animal traction and hitch up culture is being studied, which determines the opportunities of animals in the cultivating system of farmers in Brobo. Farmers receive materials, technical and financial help from ICA.

• **Professional education & training**

A community-training centre was opened in 1995. Through the training in sewing, hairdressing, and weaving, youth have been involved actively in the social development and economic life of Brobo. More than 50 young people have joined the centre. A group of co-operative tailors was initiated under the leadership of ICA-CI.

• **Reinforcement of organisational capacity**

In order to allow local groups and associations to have a participative approach to identify their problems and solutions, ICA-CI provides

tools of capacity reinforcement: oriented with the community approach method, the information, education, community, and the training of three trainers of ICA-CI in Ghana will allow the completion of capacity reinforcement of groups by other methods such as the ToP, GFM, and PSP.

• **Environment**

This programme is essentially about alternative energy, in particular the promotion of solar energy. ICA-CI puts in place the thermal and electrical solar energy. The hospitals of Toumodi and Dimbokro have been equipped and heated. Three rural health centres, and six teachers' houses have been lighted up by the solar energy. This project continues and will move on to the sites where there is no convenient electricity.

Challenge and Perspectives

The biggest challenge ICA-CI has is its representation in the ICA network due to the limits of using only French as working and communicating language. Other challenge is to introduce facilitation methods in Côte d'Ivoire and West African francophone areas. Also, ICA-CI aims to work with other ICAs, as in the case with ICA-Ghana, where exchange programmes have been developed since May 2000.

Partners

ICA-CI receives financial support and technical help from the following organisations: ICA-Japan, MPT-Japan, Project MST-VIH/SIDA, TUC-Japan, GEF/UNDP, ICA-I, PACIL-CI, and CIDT.

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Last Update

June 2001

MIDDLE EAST & NORTH AFRICA (MENA / EGYPT)



The Institute of Cultural Affairs ICA (MENA) is a private, non-profit organisation concerned with the human factor in world development.

Mission

Our mission as a development organisation is to improve the quality of life of community groups through mobilising their potentials in order to build a dynamic society that is aware of its assets and opportunities and capable of interacting with and affecting change.

Vision

ICA becomes a distinguished organisation in improving the quality of life of community groups guided by the following four **strategic objectives**:

1. Contributing to the improvement of health, environment, education and economic status of local communities
2. Enhancing the capacity of community groups especially women, children and youth
3. Building partnerships for the facilitation of effective and sustainable community development
4. Developing ICA's organisational capacity to be able to realise its mission

Background

ICA began work in Egypt in 1976 with a demonstration self-help development model in Bayad, the biggest village in the Bayad El Arab Local Government Unit, situated on the poorer east bank of the Nile, in the Upper Egyptian governorate of Beni Suef, 120 km south of Cairo.

Within four years, the model expanded to include all the other mother villages and satellites in the Local Unit. The work of the ICA has since expanded to other areas in the governorate in order to capitalise on the experience gained and to broaden the impact of the methods and techniques developed over the previous years.

The Institute worked under an agreement with the Governor of Beni Suef and in partnership with the Local Units and thirty-five Community Development Associations (CDAs) on capacity building and integrated project activities in the east and west bank of the Nile, thus covering the entire governorate of Beni Suef and serving a population of around 500,000.

In March 1999, the Institute signed a Memorandum of Understanding with the Ministry of Social Affairs granting the ICA the right to pursue development efforts in all of Egypt's governorates. This allowed ICA to resume community development work in Aswan governorate where the Institute has established an office and initiated programmes with five CDAs, with plans to increase the number of served communities to fifteen.

The impact of ICA's development activities reaches other governorates in Egypt, as well as Africa and the Middle East through its Communication Development Sector. The Sector provides training programmes and consultancies for a number of local and international organisations in the region, such as implementing an NGO Internship Project with many local NGOs spread across Egypt.

ICA MENA implements its programmes according to a five-year strategic plan. In September 2000, ICA (MENA) developed its plan for (2001-2006), which would introduce it to the new millennium. However, the process was far from being conventional, as it was built on two main pillars: Using a participatory approach that involved not only all ICA staff, but also counterparts, partners and clients. Secondly, an Impact Assessment Study of ten years of ICA's commitment to the socio-economic development in Egypt.

In addition to the above, the new Strategic Plan has taken into consideration the current development trends as expressed by the Egyptian government, UN bodies, international organisations and other NGOs.

In the year 2000, ICA implements the following programmes:

The Institutional Capacity Building for Local Community Development Associations in Egypt

This programme aims at facilitating competent institutional skills for members of the Community Development Associations in order to enhance the long-term sustainability of CDA programme activities through providing training programmes and guidance in project implementation in the following fields:

- | | |
|-----------------|-----------------------|
| a. Education | b. Health. |
| c. Agriculture | d. Animal Production. |
| e. Micro Credit | f. Environment. |

Enhancement of Women Status in Beni Suef

This programme aims at enhancing the status of young women, ranging from the age of nine to twenty, in Beni Suef Governorate and to strengthen the institutions that would sustain and provide forum for women's contribution to their communities. Project activities include:

- Women Centres that host public meetings and workshops on various issues;
- Community Learning Centres that provide access to information through libraries and various educational tools appropriate to the culture of the community;
- Gender courses that aim at enhancing the self-image of women within their societies. A curriculum for boys is also being developed to balance girls' advancement.
- Small Loans programme for women that includes technical skills training for a variety of tools such as marketing techniques and handicrafts skills. A loan fund was established in each Women Centre to provide women with loans to start their own projects.

Child-to-Child Health Education (C-t-C)

This programme aims at enhancing health awareness and education in primary and preparatory schools, besides the one-classroom schools and targets dropout girls. It has been implemented in fifty-eight schools.

Teachers have been trained on how to use the C-t-C curriculum with students through creative teaching methods such as drama, song, dance and crafts. To ensure sustainability, the programmes' messages have been integrated in the school curricula. Yearly exhibitions and exchange trips are organised for all participating schools, along with an end-of-year festival to celebrate children's accomplishments.

The Advancement of Education in Three Primary Schools

This programme aims at raising the level of efficiency of the teachers, supporting programmes that develop the student's ability and skills, renovating schools, and strengthening the relationship between the schools and the community.

Environment

ICA advocates an environmentally friendly approach to development work through public meetings, awareness campaigns, and the support of environmentally sound practices. Topics cover issues such as air pollution, farming practices, clean water, healthy practices and environmentally friendly technologies.

ICA also promotes the use of alternative energy sources, through pilot projects and demonstration plots in areas such as Solar Energy, Bio-latrines, in addition to the Biogas, which encourages the production of high-quality organic fertilisers. Moreover, it contributes to the improvement of household sanitation through the construction of latrines financed by small loans and managed by the CDAs.

NGO In-Country Internship Programme

The purpose of this programme is to equip promising local NGOs with necessary tools and skills for community activation and involvement in the design, implementation, monitoring and assessment of community based projects through first-hand observation of successful NGO projects and management and technical practices.

Following the positive evaluation of the previous two years, in 2000, the Institute implemented the project with more than a hundred interns from over forty local NGOs in the governorates of Upper Egypt.

Exchange Programmes

Local and regional exchange programmes on general and specialised issues are held for development practitioners with the aim of providing them with space for the exchange of experience, networking, introducing new approaches for interaction with local communities, and designing innovative solutions for development work. Each year, the programme has a theme and the year 2000's theme was "Community Development and the Changing Global Context". There are also specific exchange programmes such as credit. In 2000, a programme for "Managing Small Loans through Local NGOs" was conducted with twenty attendees.

Training and Consultancies

ICA offers structured as well as tailor-made training programmes and consultancies throughout the region, utilising various professional methods and strategies. In 2000, a number of events were organised including a "Participatory Project Planning" for 25 development practitioners from four Arab countries; an "Organisational Development Workshop" for 24 participants from 15 organisations; and a "Fundraising Course" for 18 development practitioners from 6 Arab countries. This is in addition to the consultancy service provided to a number of organisations that have requested specially designed programmes.

Other supportive functions of the ICA include:

Finance and Administration

The ICA has a financial system that is fully automated and capable of handling multiple donors supporting various activities, in addition to fulfilling the International Accounting Principles. ICA has appointed KPMG, one of the top six international auditing firms, as its external auditor.

The Institute has also set up a system to facilitate handling all logistics, procurement procedures and personnel and other administrative tasks.

Human Resource Development Centre (HRDC)

The ICA HRDC in Bayad El Arab has been renovated, furnished and equipped to serve as an upgraded, modern training centre. It hosts various events organised by ICA as well as other organisations. It accommodates annually around 100 training events, seminars and workshops with an average of 800 participants.

The Centre now boasts the first village Computer Learning Lab "21st Century Club". The Centre also hosts a resource-library with a Green Corner, and a Montessori teaching / training room with a variety of planned activities for both adults and children. The Centre caters to the entire governorate of Beni Suef and the surrounding governorates.

Media & Publications

ICA published a bilingual development magazine "Ru'ya", which provides a much needed forum for discussion and exchange of ideas within the development community. Sixteen issues of different themes have been published so far with a circulation of over 4,000 in the region and beyond. The ICA also produces an annual report on all its activities, which includes the financial auditors' reports produced by KPMG. It also publishes progress and financial reports and evaluations of all ICA's major programmes. Audio-visual documentaries of some of the programmes are produced periodically.

Programme Development and Monitoring

ICA develops proposals and budgets from concept papers that are received from the implementing sectors and the communities that they serve. A complete monitoring system for programme implementation has been developed which ensures both accurate delivery of activities and accurate reporting systems. ICA also cherishes and maintains a responsible and engaging relationship with its different partners.

Supporting ICA's effort, is a group of responsible individuals committed to the Institute's mission, they comprise:

The Management Support Committee

1. Ms. Hala El Kholy
Director ICA-MENA
2. Mr. Mohammed Yassin
Community Development Sector
3. Mr. Hashem Shoukry
Finance & Administration Consultant
4. Mrs. Dina Raouf
Communication Development Sector
5. Mrs. Sahar Salama
Programme Development & Monitoring
6. Mrs. Azza Kamel
Media & Publication consultant

The Advisory Board

- Mr. Abdel Aziz El Aguizy
Chairman, Petroleum & Mgmt Consultants Inc. & Chairman of the Advisory Board.
- Dr. Fatma Khafagy
Director - Women Development Projects, UNICEF
- Dr. Sadek Abdelaal,
Physician
- Mr. Hussein Rizk
Chairman, REIKA
- Mr. Mohamed Labib
Retired Governor of Beni Suef & member of the higher committee of El Wafd party
- Ms. Mona Zulficar
Senior partner, Shalaqany law office
- Dr. Sawsan Osman
The Egyptian Association for Family Support
- Ms. Farida El Wakil
Director, Egypt Global
- Dr. Shahira Loza
Consultant Psychiatrist.

ICA's Personnel

The ICA has 45 staff members (22 females and 23 males) as of May, 2001: 43 nationals and 2 expatriates. The Institute also contracts experienced external consultants and benefits from the contributions of volunteers and interns.

Interns and Volunteers

ICA hosts national and international university students as interns during their summer vacations. The students get the chance to practically apply skills and theories they had studied under the supervision of ICA staff. The selected students are placed within ICA according to their preference and background. Thus, the students benefit by

being exposed to the working environment before they graduate, while, ICA benefits from the work they do and as potential candidates for future employment.

ICA also hosts volunteers from various disciplines who are keen to apply their learning and practice their academic knowledge. The Institute benefits from the expertise of the volunteers to enhance the status of the served communities and foster their development process through this mutually beneficial relationship.

Networking

The ICA is a member in a number of networks:

1. Egyptian Environmental NGO Steering Committee
2. Egyptian Small and Micro Enterprise Association (ESMA)
3. National Council for Population and Development
4. The Arab Network for NGOs.

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Last Update

June 2001

**As of July 2001, the Beni Suef office will be moved to the HRDC in Bayad El Arab – Beni Suef.*

GHANA

About four years ago when Dick Alton of ICAI was facilitating a workshop in Accra to develop a five-year Strategic Plan for the fledgling ICA-Ghana, a member of staff of the young organisation expressed the desire that "ICA-Ghana should become a household name in Ghana by the end of 5 years." ICA-Ghana is moving steadily towards making this great dream a reality.

Mission

ICA-Ghana's mission is to build confidence in individuals and groups and provide skills aimed at sustainable growth and development towards a better future, while being conscious of the need to represent the interest of the under-privileged in society and facilitate the improvement of their status.

Staff

ICA-Ghana has 23 full-time staff serving at the headquarters in Accra and at the two project offices in Hohoe and Damongo in the Volta and Northern regions respectively. The dynamism, commitment and dedication of staff largely account for the rapid growth, strength and success of the organisation, which chalks its fourth milestone in August 2001.

Convinced that the staff constitutes the greatest asset of the organisation, no efforts are spared to assist staff to develop. This year three members of staff participated in the IToPToT 2001 programme in Phoenix, bringing to five the members of staff who have received this kind of training.

Major Activities

Our activities are mainly in the areas of: Training, Facilitation, and Sustainable Development Programme.

Training and facilitation services

The demand for our training services in Group Facilitation Methods (GFM), Leadership skills/styles, Participatory Strategic Planning (PSP), and Philosophy of Participation (PoP) is growing steadily as satisfied participants continue to spread the word. From April 29-May 12, ICA-Ghana hosted a successful International Training of Facilitators for which participants came from seven African Countries and one Asian country. Several organisations in Ghana have so far benefited from our training while our facilitation services have even taken us outside Ghana to Zimbabwe and Costa Rica.

Projects

ICA-Ghana has been able to attract funds both locally and overseas to support the following on-going programmes:

• **HIV/AIDS Education**

This programme aims at increasing awareness of HIV/AIDS as a way of halting or at least reducing the spread of the dreadful and fatal disease, AIDS. Support for this project so far has come from the World Bank.

• **Integrated rural development programme**

This is a very young project being undertaken in the impoverished semi-arid northern parts of the country in the Damongo District to bring some improvement in the living standards of the poor farmers. Funding for this project was received from Comic Relief with the assistance of our ICA-UK colleagues.

• **Grains credit scheme**

This is one of our very successful programmes, which has gone one full cycle and is now in its third year. The scheme involves advancing credit to farmers during harvest time when prices of grains plummet to the lowest levels. ICA-Ghana takes custody of the grains, which are sold at high prices during the lean season. Profits are distributed among the farmers in proportion to the quantity of maize ICA collected from them. It has become a very popular programme in the area.

• **Schools infrastructure & library programme**

Under this programme ICA-Ghana facilitated the completion of a library and the provision of furniture for some basic schools at Likpe in the Hohoe District of the Volta Region.

In the coming year ICA-Ghana expects to generate a lot of revenue from its training activities to support some of its programmes.

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Last Update

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Our mission is:

- To enable local communities in both rural and urban areas to improve their standard of living through self-help development
- To empower community development in rural and urban areas of Kenya by equipping local residents with skills that strengthen their ability to direct their own development
- To awaken and involve individuals and communities in building their future
- To promote participatory approaches to deal with the challenges facing individuals, communities, organisations and nations
- To establish an environment that contributes to human development
- To collaborate with other organisations and individuals in the public and private sectors to share information and to improve approaches to development.

Our programmes

Food Security and Nutrition Programme (FSNP) –

Kwale District

This programme exerts more thrust on improvement of food production and availability in terms of quality and quantity, improvement of access and availability of water for both human and animal consumption and establishment of active and sustainable village development committees in Samburu and Makamini locations of Kwale District. By doing so, the nutritional status of the community is expected to improve, incidence of diseases reduced and a conducive environment for change created.

Integrated Development Programme – Siaya and Bondo Districts

The major intention of the programme is to improve the social, economic and health status of the communities in Urunga and Rarienda Divisions of Siaya and Bondo Districts. This is to be achieved through promotion of good project and management skills, establishment of improved health practices and ensuring accessibility to safe water. Other important areas relate to food production and its security, income generating projects and collaboration with other development agencies.

Leadership and Health Training Programme – Thika and Kirinyaga Districts

This is a programme aimed at improving the health practice knowledge of the community of Mwea and Ithanga in Kirinyaga and Thika Districts. This is to be achieved through improvement of accessibility and safety of water, capacity building of village development leadership and more knowledge on development education.

Leadership, Business and Credit Programme (LBTC) – Muran'ga, Thika, Maragua and Kirinyaga Districts

This programme is anticipated to enable thirty women groups in Muranga, Maragua, Thika and Kirinyaga Districts to carry out successful income generating activities. It is also hoped that strong and sustainable women groups will be able to manage and disburse their own loans thereby stimulating and securing the social and economic development of their individual members.

Kitui Integrated Development Programme

The programme aims at training local people in Maliku and Itoleka locations in Kitui District. Health, organic farming, strategic planning, income generation. The programme has an element of providing the citizens of the two locations with water through the sinking of boreholes. The programme is supported by the Japanese International Co-operation Agency in partnership with ICA Japan.

Leadership Training and Integrated Development Programme in Machakos District (LTID)

The Leadership Training and Integrated Development Programme is operational in two locations in Machakos District, namely Miu and Muthetheni. The programme in Miu location is on phase I while the one in Muthetheni location is in phase II. Phase I deals with the leadership methods, strategic planning, effective communication preventive health care and water projects. Phase II of the programme deals with training local people on business management and how to start and run income generating projects and how to manage a credit scheme for such projects.

The Integrated Health and Environmental Programme

The goal of this programme is to improve the living conditions of the slum dwellers by establishing a sustainable development process among the slum communities of Korogocho, Mathare, and Kuwinda in Nairobi. The programme aims to promote proper and better sanitation practices, encourage income generating activities and promote proper management of community projects. The programme is also intended to create awareness on the rights of community members.

Governance

ICA Kenya is governed by a Board of Trustees who are all Kenyans and are qualified professional in many fields.

Membership

ICA Kenya is not only a Statutory member of ICA International based in Brussels but also a member of NGO Council of Kenya, the Institute of Personnel Management of Kenya and the participatory methodologies forum of Kenya (PAMFORK).

Consultancies

ICA Kenya has been involved in providing consultancies to various institutions in Africa.

Staff

There are forty-six members of staff.

Funding

ICA Kenya development work is supported by International partners from USA, UK, Japan, Switzerland, and Germany. The communities that participate in the programme contribute venues, time, labour, and material for demonstration projects. There is a minimal support received from the private sector in Kenya and individuals.

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NIGERIA

The Nigerian Integrated Rural Accelerated Development Organisation (NIRADO) is a voluntary, non-sectarian, not-for-profit and non-governmental organisation formed in 1984 to sensitise and equip Nigerian rural dwellers to work together to develop their areas through self help.

NIRADO uses Participatory Development Approach developed by ICAI to facilitate the development process among rural Nigerians. Through a programme titled Annual Local Planning and Facilitators training, NIRADO has worked with 195 Community Based Organisations (CBOs) in 13 states of the federation. More so, NIRADO promotes the use of Participatory Technology among development practitioners through an Advanced National Facilitators Training Programme designed to equip the beneficiaries with participatory skills which they use in their respective portfolios as development practitioners. They are drawn from various NGOs, Multilateral agencies, CBOs and government parastatals across the country. In addition, NIRADO organises training programmes in Group Facilitation Methods for directors of NGOs, executives and managers of corporate firms and development workers to enhance organisational transformation resulting in increased productivity.

In the past 2 years, NIRADO has conducted major programmes with the rural people. Between Aug-Oct 1999, NIRADO conducted a Group Strengthening Programme for 60 of the old CBOs NIRADO worked with from 1990-97. It was designed to review the previous activities of these groups since NIRADO's intervention, and the impact of the Leadership Development Programme conducted for them between Jul-Oct 1998. Consequently, between Sep-Nov 2000, NIRADO organised the following programmes in Ebonyi and Niger States of the Federation:

- Adult literacy programme for Adult Instructors and Supervisors to equip them with necessary skills for effective performance of their job;
- Leadership development programme to enhance effective management and internal cohesion of the CBOs.

This year, NIRADO worked with twelve CBOs selected from Apa, Gwer West, Otukpo and Makurdi local government areas of Benue State. The CBOs were equipped with skills to initiate & implement development projects in their respective areas through communal efforts.

NIRADO has also completed the IFAD-assisted project - "Nigeria Civil Society Partnerships in Support of Rural Households." It was designed to promote Cassava production, agro-processing and marketing for farmers in Osun, Kaduna and Nasarawa States of Nigeria. NIRADO's role was to build up the capacity of the Agricultural Development Programme (ADP) staff, farmer group leaders and student farmers through series of training in Participatory Technology. Two other NGOs (Farmers Agricultural Development Union and Leventis Foundation, Nigeria) were involved in the project, which was carried out in 1999.

Presently, NIRADO has ten full-time staff, one part-time consultant and three support staff. Between Apr-Jun 2001, NIRADO participated in IToPToT in Phoenix, USA and GFM in Accra, Ghana. NIRADO has also trained ten core facilitators who are engaged in field programmes from time to time. Some comments from participants of NIRADO programmes recently:

- "It has created unity in us. We are now living in harmony, no more court cases. We are very happy. We will like NIRADO to continue to come to this village." *Mr Jagaba Pada Lapa (Niger State)*
- "If we had been given money, we would have spent it all but now we have learnt to use wisely the little we have for a brighter tomorrow." *Clement V. Mantinya, Gbakesevi Dev. Association, Pupule, Taraba State*
- "NIRADO has helped to encourage continuity in this union as against the distraction and discouragement the union has been receiving before this time." *Sunday Agbo (Umuagara-Eze Town Dev. Union (TDU) Ebonyi State)*

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Last Update

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TANZANIA

Objective

The main objective of ICA Tanzania is to create strong communities that can determine their futures, especially those that are disadvantaged.

ICA Tanzania is a newly organised ICA, whose statutory membership to ICAI was accepted at the 1998 General Assembly.

Past Activities

In October 1999, ICA Tanzania signed an agreement with Misereor of Germany for implementation of a three-year programme (October 1999 to September 2002) for "Strengthening ICA Tanzania and Local Participatory Planning in Development in Tanga Region.

Between 1999 and 2000, ICA Tanzania has translated the GFM and PSP Training manuals from English to Swahili. This was done to enable our target groups to deeply understand the ToP methods and implement them.

ICA Tanzania managed to attend both The Millennium Connection Conference held in Denver USA and continental meeting of African ICAs in Nairobi, Kenya. Ms. Esther Damball (Board Member) represented ICA Tanzania.

Also in April 2000, the Institute of Cultural Affairs Trust Fund of UK entered an eighteen-month project (1 May, 2000 to 31 October 2001) with SCIAF (Scottish Catholic International Aid Fund) and Baring Foundation of UK on behalf of ICA Tanzania for "Strengthening Local Participatory Planning in Development in Arusha Region." Between year 2000 and 2001, already eighty leaders were trained in both GFM and PSP methods from forty local NGO's, CBO's and Informal Economic Groups. (Forty leaders were trained in Handeni District – Tanga and the other forty leaders in Monduli District – Arusha).

Jonathan Dudding from ICA - UK visited ICA Tanzania in April 2000; during his visit he facilitated a five-year plan for ICA Tanzania. This event was very important to ICA Tanzania as it provided guidance towards the achievement of the organisation's mission.

ICA Tanzania received a donation of one computer and Computer Training for one Staff (finance) from ICA – UK.

Between year 2000 and 2001, ICA Tanzania has recruited three more staff in both GFM and PSP methods (Group Facilitation Methods and Participatory Strategic Planning). This has strengthened ICA Tanzania's capacity to work in the field and in the office.

ICA Tanzania managed to send her two staff to attend training on micro-finance and HIV/AIDS held in Nairobi, Kenya and African Regional ToP Training in Accra, Ghana.

Current Activities

Up to-date, ICA Tanzania has two projects. The first one on "Promoting Peoples Participation and Participatory Local Development" in Arusha region (1 May 2000 to 31 October 2001), and the second project on Strengthening ICA and Participatory Local Development in Tanga region (October 1999 - September 2002).

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Last Update

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UGANDA

The Institute of Cultural Affairs (ICA) Uganda is a private, non-governmental, non-profit organisation registered in Uganda in 1998. It is a Statutory Member of ICA International.

Mission Statement

ICA Uganda is committed to enhancing sector capacity in poverty alleviation and to raising the living standards of the peoples of Uganda through the promotion of sustainable development, education and organisational transformation.

Organisational Aims

ICA aims at developing and implementing methods of individual, community and organisational development, based on the belief that long-term, sustainable development happens only when people grasp the significance of their own lives in the larger scheme of things – when they actively participate in the changes taking place around them instead of merely being targets of that change.

Objectives

- To engage in social development activities in selected spheres of Ugandan society
- To provide training and management support to all categories of people through participatory methods with the aim of assisting them to achieve their organisational objectives
- To provide consultancy services to government, corporations, development agencies, church organisations, NGOs, community groups and individuals.

Activities

Based on its unique Technology of Participation (ToP) methods the ICA seeks to integrate the methods of human consciousness and organisational transformation to maximise the participation of grass-roots people in taking responsibility for their own lives and for their community as a whole.

ICA Uganda targets small to medium-scale community-based groups and organisations, many of which have little hope of achieving such support yet being community-based could go a long way in delivering much needed services to the community if their capacity to deliver these services was enhanced with participatory skills.

It aims at contributing to the process of either kick-starting or strengthening development initiatives in communities where little or no development efforts exist by helping them through a process of problem identification and planning to implementation of identified development strategies using the Technology of Participation Methods.

Current Activities

Beginning this year, ICA Uganda is starting a new three-year cycle of capacity building in ten local organisations. According to the needs of each organisation, ICA will conduct training and advanced training in various fields among which are organisational development, leadership skills, entrepreneurial skills, etc. We will assist these organisations to develop and implement their strategic plans as well as monitor the activities of these organisations.

Promoting the overall concept of participation as a necessary component for long-term and sustainable development remains our major objective.

ICA Uganda is working closely with and monitoring the activities of five organisations that have undergone the above training to enable them consolidate their learning.

Other activities include community meeting facilitation, participatory research, personal development workshops, strategic planning seminars, conference facilitation, documentation and evaluation, as well as providing consultation services for organisations in the development sector.

Planned Activities

- To start HIV/AIDS programmes in the programme areas where we work. Specifically we are interested in giving support to families of victims of AIDS so that they can live meaningful sustainable lives
- To start village financial centres based on community savings that will enable communities to finance their own development initiatives.

How ICA Uganda Operates

As part of a global social change organisation, ICA Uganda conducts its activities either independently and or mobilises specialist input from its local and international partners. This places ICA at an advantage as it can mobilise capacity from a wealth of information, knowledge, and experience world-wide. ICA partners benefit by receiving professional support in any area of their interest.

Staffing / Management Structure

ICA Uganda is currently staffed by six full-time workers who include four multi-disciplinary specialists, an administrative officer and an accountant. It is governed by a Management Council and a Board of Trustees.

Contact Information

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July 2001

ZAMBIA

Objectives

The main objective is to facilitate and catalyse people's capacity to change their own lives and shape their future through training and implementation of their own plans.

Background

ICA Zambia was registered as a non-governmental organisation in 1978. Over the years, ICA-Z has trained and helped target groups to implement various projects in their communities.

Past Activities

Vocational youth skills training

For 3 consecutive years, from 1997-99, groups of out of schools youths were trained in various vocational skills including welding, carpentry and joinery, poultry production, tailoring and bricklaying. The project was implemented in four of ICA-Z's project areas spread over three provinces.

Current Activities

Sustainable agriculture methods promotion

The main thrust for the project is to help poor farmers with small holdings to move away from capital intensive farming practices that are not only costly but unsustainable, and to move toward labour intensive, low capital practices based on green and organic manuring, crop rotation and inter cropping with food legumes that fix nitrogen. The aim is to improve crop yields for the farmers in rural communities at very minimal production costs. Subsequently, the household and community food security is enhanced through increased crop yields and construction of improved household and community based storage facilities as well as creation of village seed banks. The project has been introduced in six main areas in three provinces.

Women empowerment projects

This project aims at both empowering all women economically and educating them about all their rights. They are encouraged to initiate & manage the income generating activities as well as to take positions of responsibility in all decision-making structures.

Water points improvement project

In communities where water availability is a critical need, ICA-Z mobilises the target groups to rehabilitate/construct improved water points for household consumption and market gardening.

They undergo planning and training sessions after which area committees are chosen to oversee the usage and future maintenance of the water sources. Public health training is also conducted in conjunction with local health officials.

Cattle revolving loan scheme

In order to assist the economically disadvantaged farmers improve their crop production, ICA-Z assisted them to initiate this scheme which could enable individual farmers access loans to purchase work oxen, and basic farming implements like ploughs and chains. Those who are empowered through this scheme manage to increase the areas under cultivation and subsequently increase crop yields. Beneficiaries pay back to a special fund managed jointly by members and project officers. This allows other members to benefit from the loan fund.

Financial savings and credit scheme

This scheme works on almost similar principles. Farmers' group/individuals are encouraged to prioritise savings in order to build the financial fund in their communities. The individuals can access the loans from the fund for their own projects.

HIV/AIDS awareness campaigns

The complexity of the HIV/AIDS and the negative impact the pandemic has continued to inflict on families and communities has promoted ICA-Z to work in conjunction with health experts and NGOs whose major focus is HIV/AIDS education.

Capacity building

ICA-Z attaches great importance to capacity building the target groups through a variety of training workshops and formation of self-governing structures in order to strengthen civil society at grassroots level. Several strategies are employed in each locality to improve the capacity of all members.

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Last Update

July 2001

AUSTRALIA

Objectives / Purpose

To empower and facilitate creative change with individuals, organisations and communities through:

- Creating environments of co-operation;
- Providing opportunities for development of participative skills;
- Nurturing depth human awareness.

Background

ICA has been active in Australia since 1968. In 1977 it was registered as a non-profit tax-exempt company. ICA's early projects centred around local churches. The organisation then focused on the implementation of comprehensive community development projects. ICA staff worked in the inner cities, in rural areas and with Aboriginal communities.

The ICA Approach

Over the years ICA members have developed a range of methods and processes which encourage people to participate in creating plans for their own future. Multi-disciplinary, whole system approaches allow groups and individuals to initiate and facilitate effective change programmes in many settings.

Some ICA members provide training and workshops in ICA methodologies and related fields. Such as: **Technologies of Participation (ToP), Strategic Planning, Team Building and Leadership Skills.**

The methods used by ICA members enable people to think through their total situation and deal with complexity and ambiguity. Highly participatory in nature, and utilising the participants' own cultural understandings, ICA's methodologies focus on ensuring productivity and innovation through participation, while ensuring a consistent and comprehensive direction.

Activities

- Presently working on devising and presenting comprehensive leadership training courses giving an in-depth understanding of ToP methods;
- Encouraging and facilitating activities which stimulate reconciliation between indigenous and non-indigenous Australians;
- Working in churches to enable participatory teamwork. Building responsive strategies toward community issues, and fostering experimental approaches to rituals, stories, symbols and rites of passage;
- Facilitating and supporting organisational change and learning in corporation, community based organisations and educational structures;
- Using holistic approaches for creating and transforming community and individual potential.

ICA network gatherings and events are held regularly at various locations across Australia. Gatherings enable members to draw on the expertise, insights and support of colleagues. Members are invited to attend and to share reflections, discern trends and plan future activities. Events and gatherings allow members to exchange information and experience across geographical, professional, organisational and other boundaries.

Member Communications

Pacific Waves

is the quarterly magazine of ICA Australia. The magazine provides a forum for insights and commentary from ICA members and others. It also shares activities from around the world with ICA members and contacts, and publicises reports and coming events.

ICA Australia has developed a web site (*Pacific Waves* can be downloaded from this web site) with information on its members and activities, which can be accessed at:

http://www.ozemail.com.au/~jago/ica_oz.htm

Other Publications

The CD-ROM *Bushtracks*, the history of ICA Australia taken from our archives, is in course of production.

Please Forward: The Life of Liza Tod, written by Liza Tod and edited by John Burbidge.

Personnel

Operates as a network of members across Australia with a national Board of Directors:

Australian Capital Territory
Drude Townsend / Barry Telfer

Northern Territory
Carol Borovic

Queensland
Julie Miesen / John Miesen or David Jago

South Australia
Frank Bremner / Brian Robins

Victoria
Kevin Balm / Katrin Ogilvy

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Last Update

July 2001

HONG KONG

Objectives

- Providing organisational transformation and leadership development services to the Hong Kong and Greater China region.
- Preserving the Woodside House and making it accessible to the Hong Kong community.

Background/Services

The Institute of Cultural Affairs, Ltd. (ICAHK) has been established since the mid-70's focusing on human development in government agencies, companies, educational and service organisations, local communities and individuals.

The Centre for Human Development (CHD) promotes comprehensive approaches towards organisational transformation and personal development including:

- **Corporate Services Group** designs and facilitates organisational change programmes with corporate, governmental and non-profit organisations.
- **Organisational Training Services** provides public and in-house programmes in the Technology of Participation (TOP) facilitation approach.
- **Participatory Democracy Programme** promotes the use of participatory process such as LENS, Future Search, and Open Space.
- **Personnel Development Programme** arranges various seminars and discussion groups on personal development including community building.
- **The Facilitators' Forum in Hong Kong** meets monthly to share facilitative approaches.

The Woodside Preservation Program (WPP) is an ongoing programme to maintain and upgrade "The Woodside," a colonial style mansion located near the county park in Quarry Bay. The building was renovated by ICAHK in 1985 and has served as a multi-cultural living centre. Recent programmes have included preserving the green space around Woodside, applying for historical status and internal / external restoration. The ICAHK also make the Woodside facilities available to community groups and other organisations for meetings and activities.

The Community Art Program (CAP) has been established to help promote art in the East Hong Kong area. Current programmes include:

- **The Woodside Art Gallery and Recital Hall** has recently been opened and provides exhibition space to local and visiting artist. The Gallery is open on weekends with free admission.
- **Artist in Residence Programme.**
- The Woodside is used as a performing art venue and regularly provides a backdrop for various film productions.

Research and Development

- The CHD has been establishing relationships and working in alliance with other NGOs to develop and present leadership programme. We have facilitated the establishment of the Asian Business Leadership Exchange (ABLE) in Hong Kong and presented seminars on "Self Managing Leadership."
- Several exploratory trips have been made to Shanghai and Shenzhen to determine organisational and leadership requirements.
- The Facilitators' Forum which meets monthly assisted in meeting other facilitators and sharing methods.

Personnel

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INDIA

Objectives

To motivate and accelerate individuals and promote organisational transformation in their respective professions through facilitation of the development of human growth potentials and enhancement of organisational systems and processes.

To promote interaction among rural, urban and international development contributors through intensive leadership training and by strengthening networks.

To introduce the concept of life education with schools and educational institutions and piloting a tribal school, and to expand the facilitation core team through national colleagues and international volunteers.

Current Activities

Organisation Transformation

Transformation Leadership Lab for selected companies that have done in depth programmes such as LENS, Philosophy and Mission, etc.

Training core action teams in companies in leadership, quality, service and innovation.

Village Education

Ongoing facilitation of programmes for education at all levels -teachers, students, head masters, parents.

Administering a residential tribal school with 360 students from 35 hamlets of the remote areas. The school has 16 teachers and non-teaching staff. The school is in the process of moving towards becoming a technical vocational school.

Community Development Support Programmes

Study groups, seminars and academies towards full human capacity development.

International Partnerships for Local Development

Hosting international agencies and groups on visits. Developing funding proposals.

Co-ordinating international volunteers in their work with our projects.

Working in partnership with private companies, NGOs and international funding agencies in several tribal villages to develop infrastructure, local leadership and physical structures.

Soil and water conservation, agro-base and income earning businesses in tribal villages.

Being part of a larger network, i.e. participating in the Asian Organisational Transformation Network.

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THE MILLENNIUM CONNECTION

The Institute of Cultural Affairs International & Global Cosponsors



JAPAN

Objectives

To be a network centre for global consciousness change through individual awakenment and training; to actively engage in organisational transformation of community, government, and business; to build partnerships with people in many countries, and engage in comprehensive human development in the context of the total needs of planet Earth.

Background

ICA became active in Kobe, Japan in 1970 and has since held hundreds of training programmes and town meetings for leaders of communities and organisations across Japan. From 1977 to 1980 we accomplished the Yubari Human Development Project which is known for the turnaround of a rapidly declining coal mining community. In 1982, ICA Japan was formalised as a membership organisation operating independent of, but in co-operation with the global ICA network.

In 1989 ICA Japan created the Global Partnership Centre (GPC) to expand its international activities and LENS International Inc. to market ICA programmes in Japan. During the 1990's, ICA Japan was a funding and implementation partner with over fifty projects in Asia, Africa, and the America's, as well as a consultant for rural community development in Japan, trainer for participatory government policy making, and promoter of international study tours.

At the end of the decade, ICA began working with larger funding agencies and strengthened its networking and consortium forming efforts, with an eye to providing capacity building for Japanese NGO's and to influence and co-operate with major development agencies.

Current Activities

ICA Japan's international effort is focused on the implementation of **comprehensive human development projects** that emphasise basic human needs and protecting the natural environment. We engage Japanese people in effective local development working in partnership with local ICA staff in economically developing countries, and are bringing the social and cultural greatness of the people in these countries back to Japan to enrich the life style and sense of purpose and meaning for Japanese residents.

We are engaged in **development education**, the promotion of environmental awareness, international conferences, photo exhibitions and slide shows, and mass communication via our home pages on the World Wide Web.

Our **International study tours** widen knowledge and provide exposure to new and meaningful human life styles. These learning events have opened new horizons for the participants, and are complemented with training in ICA's ToP Method and human capacity building.

We apply **LENS seminars** and consultant services using ICA's unique Technology of Participation (ToP) methods in organisations throughout Japan for strategic planning, human resource development, and re-articulation of mission, purpose, and values towards building a sustainable civil society. We are currently planning to offer seminars to 100 to 300 communities in Japan to involve citizens in town making.

Internship Programme

Through our internship programme, Japanese and international people develop their skills, learn ICA methodologies, and proactively engage in the implementation of activities and projects. One form of internship includes a business partner which funds 300 working hours or more of apprenticeship training provided by ICA Japan. Another internship programme nurtures full-time interns for ten or more weeks, and is especially attractive to Japanese people who have studied or worked abroad.

Learning Intensives

We are forming a global partnership with universities and organisations that are engaged in community development, and are offering annual learning intensives.

We aim to include the ability to earn university credits with this programme, for those interested in a longer-term study and mentoring programme. Staff is being selected from around the world, and frequently the participants will also be learning enablers.

Global Conference Preparation

We have proposed that Japan host ICA's global conference in the year 2008, and have begun preparing ourselves and colleagues to host this event. The explosion of IT and communication technologies challenges us to be prepared for new modes of conferencing and including masses of people. Being in Asia with its population in the billions prompts us to be prepared to highlight the eastern perspective and multi-cultural richness of the area.

Capacity Building of CSO Organisations

In Japan, we are involved in Capacity Building of NGO's and developing viable consortiums to implement large-scale projects with the support of JICA, and other major sponsors of development programmes, and we are increasing our capacity to provide consultants to World Bank projects.

With the shift of emphasis from hardware and infrastructure provision to poverty reduction, the demands for participation in the re-construction of civil society are taking on increased proportions. Of special interest is to deepen the concepts of sustainability to include the human and local living culture aspects.

Partnership Projects

The GPC has grown to provide grants and technical assistance to about thirteen ICA development projects each year. ICA Japan's recent international partnership projects activities include:

- The building of basic infrastructure such as schools, health care centres, water and sanitation systems, and training centres
- The fostering of economic self-sufficiency and self-reliance through small-scale business development, job training, and credit systems for women and youth
- Appropriate technology transfer through the dispatch of technical advisors and international study tours
- Natural resource conservation through bio-diversity research, reforestation, sustainable agriculture training, and environmental education

- Influencing emerging Japanese policies through the close co-operation with government and corporate sponsors.

With the turn of the millennium, we shifted to joint conceptualisation, operation, and management of projects, with Japanese staff or volunteers present during most of the project term. Proposal writing, assessment, monitoring, and report writing is now done at the project site with the whole project team, rather than in Japan. We call this our "One Team" concept, where it does not matter where the staff are, they are interconnected, assisting each other, and performing office tasks such as writing newsletters and building home pages while overseas or in Japan.

Of special interest for the 21st Century is the development of spirit, soul, and community, and to offer forms of healing and nurture along side of the training and development programmes.

Partnership projects for 2001-2002 include: Asia:

- **India:** Reforestation and Environmental Education in Mulshi Cluster 2
- **Nepal:** Low cast women's self-reliance training in vegetable farming, and Literacy and community centre for Village Women in Changu Narayan
- **Sri Lanka:** Montessori Pre-School Education support
- **Philippines:** Reforestation and Environmental Education for Highland Indigenous People
- **Philippines:** Agroforestry and Income Generation for Protection of the Virgin Forests
- **Vietnam:** We consulting on a pilot poverty reduction project for 60 villages
- **Thailand:** We are working with an organisation doing widespread training in sustainable organic agriculture.

Africa:

- **Côte d'Ivoire:** Youth Aids Prevention and Health Care Education
- **Kenya:** Integrated Rural Development (Leadership, Water, Agriculture, Health, Income Generation)

South America:

- **Peru:** A project for environment, education, and poverty alleviation is being developed

We solicit your participation in these projects after carefully consulting the local staff, and to arrange additional funding for the projects. As AIDS has become a global priority, we especially encourage you to proactively assist and expand the AIDS project in Côte d'Ivoire.

Study Tours:

- We offer Study Tours to India, Philippines, Nepal and other countries upon demand
- We invite you to join in the study tours and to recruit your friends. Please see our homepage for details.

Staff

The regular staff of ICA Japan is Shizuyo Sato, Wayne Ellsworth, Kae Nishiumi, Eiki Kubokawa, and Yumiko Kimura.

Project staff include Maki Hasegawa, Yasue Kobayashi, Mr. Hashimoto, Fumiko Nakashima, Ruri Kitadai, and Mota Yasuda.

In January 2001 there emerged a fifteen person ICA Event Team (E.T.) who create and implement ICA Events, work in the office, serve in international projects, facilitate training programmes, and organise and co-ordinate the study and eco tours. ICA Japan's Board now has eleven members and meet at quarterly to guide and nurture the staff and programmes of ICA Japan.

Contact Information

ICA JAPAN is on the west side of Tokyo, about 90 kilometres from Narita International Airport. Please take the **JR Narita Express (NEX)** train from the lowest level of the airport to **Shinjuku station** in downtown Tokyo (75 minutes). At Shinjuku station transfer to any express (*kyuko*) train leaving from platform 4 or 5 of the **Odakyu Train Line** and get off at **Seijo-Gakuen-Mae station** (18 minutes). The ICA office is a two-minute walk eastwardly from the south exit.

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Last Update

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MALAYSIA

Mission Statement

The mission of LENS International (M) Sdn Bhd is to: Focus an organisation's vision and people; inspire creative participation; and assist in turning ideas into reality.

Vision

To provide processes for bringing out the best in people and organisations.

Background

LENS International (Leadership Effectiveness and New Strategies) was incorporated in Malaysia in October 1986 as a private company limited by shares. Its origins lie with the Institute of Cultural Affairs in Malaysia, incorporated in 1977, with a major focus on the development sector and a strategic planning process offered to the private sector. The strategic planning process became successful enough to spin off on its own, thus the incorporation of LENS International 9 years later.

The Practice

LENS provides a wide range of facilitating, consulting and training services including the facilitation of strategic thinking, customer service excellence, teambuilding, effective communications, leadership development, change management and corporate culture transformation. During its 15 years of history LENS has consulted with more than 300 organisations throughout the Southeast Asian region. Repeat clients include more than 30 organisations from the development, banking, financial, petroleum, retail sales and education sectors.

LENS also offers training in facilitation skills through in-house train-the-trainer sessions and public seminars. Advanced facilitation training and mentoring leading to certification is also available to those completing the core Technology of Participation™ programmes.

Strategic Alliances

LENS places great importance on forming alliances for promoting and strengthening facilitator competency regionally. Towards that end, a Malaysia Facilitator Forum and an Asia Facilitators' Conference have been initiated and supported by LENS since 1997. Members and associates of LENS have made presentations at the International Association of Facilitators' (IAF) Conference annually since 1994.

Year 2000-2001 Focus

LENS consultants have focused in 4 areas during the past 12 months:

Organisational change & transformation: LENS has undertaken the role of lead consultant in a pilot project for a large Malaysian multi-national company in providing processes & training for assisting one of its subsidiaries to shift from a small, localised technical training centre to a world-class technical learning centre of choice. It has produced many successes & learnings in its journey towards organisational transformation.

Strategic thinking & planning: LENS consultants spend about 30% of their consulting time in facilitating company strategic planning sessions. These range in nature from generating creative strategies and implementing actions for reaching specific objectives and targets to facilitating a visioning process right through to the formation of project implementation teams. Client groups vary from company chairman and board members to system-wide stakeholder conferences to non-profit coalitions concerned to uplift the welfare of children.

Facilitator training & certification: LENS continues to provide numerous basic and advanced facilitator training sessions for both in organisation & public groups across the SEAsia region.

Strategic partnerships: Through the years LENS has teamed up with a number of partners to deliver the best possible service to clients. Some of the current partners include Integrative Learning Company, Singapore; Mashal Consulting, Malaysia; Petronas Management Training, Malaysia; and the Malaysian Institute of Training and Development. The Malaysia Facilitators' Forum and the IAF have been invaluable partners in organising the Asia Facilitators' Conference, now in its fourth year of annual conferences.

Our People

Consultants: John L Epps, Ann S. Epps;
Associates: K.P. Choong, Audrey Fernando, Kuah Poh Choo, Masitah Babjan, V.Dharmalingam

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NEPAL

General Introduction

The Institute of Cultural Affairs – Nepal (ICA-N) was established in March 1998 in Kathmandu, Nepal. It is an autonomous, non-governmental organisation registered with His Majesty's Government and Social Welfare Council, Nepal.

Since 1998, ICA-N has grown rapidly, focusing on training and facilitation, community development activities and research. ICA's activities are based on participation. The organisation is dedicated to building people's capacities whether they are rural village inhabitants or business executives in public training courses.

ICA-Nepal is a registered member of the Institute of Cultural Affairs International located in Brussels, Belgium. The ICAI has Category II Consultative Status with the United Nations Economic and Social Council, liaison status with FAO, working relations status with WHO and Consultative Status with UNICEF. It is a member of CIVICUS and has served on the NGO Consultative Group of the International Fund for Agricultural Development (IFAD).

Philosophy

Every individual has the capacity to effect change in his/her situation. In a group of people therefore, every individual should be given the chance to participate, in order to build a sustainable pattern of change or development.

It is ICA's belief that a group's cultural dynamics must be considered in order to build any sustainable pattern of change or development.

A Global Network

ICA-N is part of a network of autonomous ICAs worldwide, working in 35 developing and developed countries. The Institute of Cultural Affairs has over 30 years of experience of building human capacities through participation, training and facilitation activities and setting up community development programmes. The ICA is concerned with the 'human factor' in

development, strengthening human capabilities in the public, NGO and private sectors.

Mission and Objectives

ICA's mission is to promote social innovation through participation and community building. The objectives of ICA Nepal are to:

- promote a culture of participation at all levels of society;
- encourage people and groups to participate in alleviating poverty and discrimination (in access to resources, social status etc.),
- introduce the experience of other world-wide ICAs into the Nepali context, and
- provide facilitation skills to communities and organisations.

Strategies

In March 2001, ICA Nepal updated its strategic plan for a period of three years. The strategic directions set by the strategic plan are as follows:

- launching effective model projects,
- developing effective networking and marketing for the promotion of training,
- improving staff capability,
- developing an internal funding generation system, and
- obtaining support for community development projects.

Activities

Training and Facilitation

The ICA has, for over 30 years, been developing a set of participatory methods called the Technology of Participation (ToP) which can be used in any group setting to create group solutions and facilitate strategic planning.

i) Public Training

ToP and other tools are taught in public courses, open to anyone interested. They are facilitated by experienced trainers, committed to delivering high quality courses in Nepali and/or English (depending on the need of the trainees). Training courses offered are as follows:

Facilitation Skills

This course trains participants to use 4 core ToP tools: The Focused Conversation method, The Workshop method, The Action Planning method and The Participatory Strategic Planning (PSP) method. These tools enable individual ideas and capacities to be used for enhanced group results.

Training of Trainers (ToT) in Training and Facilitation Skills

In this course participants learn how to design and deliver high quality programmes, making training interesting, enjoyable and effective. It also includes the material taught in the Facilitation Skills course above.

Strategic Action Planning for Business and Leadership Teams

This course addresses such issues as developing long-term plans for companies, creating a productive working atmosphere, effective leadership and using participatory management styles.

Project Proposal Writing and Fundraising

After this course, participants will be better able to present project ideas clearly and write a good project budget, thereby developing effective proposals. They will also be able to raise funding for community development projects.

Participatory Rural Appraisal (PRA)

The aim of this training is to enhance conceptual and practical understanding of PRA, so that participants can apply it in their own area of expertise.

Participatory Monitoring and Evaluation

New for 2001, ICA-N's skilled trainers will facilitate the learning of effective and participatory monitoring and evaluation tools, a vital part of development programmes.

ii) In-House Training

ToP tools are also used in ICA-N's courses conducted in NGOs, INGOs, government offices and businesses wishing to engage the capabilities of all their members. Facilitation services and in-house training courses are tailor-made to suit ICA-N's clients, and are

given on the client's own premises. ICA-N has already organised such courses for BNMT, NARMSAP, The Nepal Trust, Third Livestock Development Project/ADB, Bagmati Integrated Watershed Management Programme (EU) and several other local and international organisations working in Nepal.

Community Development

ICA-N currently runs integrated community development projects in four focus areas of Nepal: North and South areas of the Parbat District (Western Region), the Jhapa District (Eastern Region) and the Bhaktapur District (Central Region). These projects focus on Dalit, so-called 'Untouchable' people and ethnic minorities. The majority of programme participants are women.

Programmes currently and previously being managed within these projects are: Savings and Credit, Skills Training, Non-formal Education, Safe Drinking Water, Environmental/Bio-diversity Awareness, Gender Training, Construction Work, Health Awareness/Camps and Street Drama.

As far as possible, the ICA's ToP tools are used within these programmes.

Savings and Credit

Micro-loans can significantly contribute to household economies. Savings and Credit programmes have been demonstrated as an effective way to widen ownership and distribution of resources, and of empowering women in particular. In light of this, many of the participants in these programmes are women. ICA-N encourages them to save, meet regularly and support each other. They then become eligible for loans that can be used for starting Income Generating Activities (IGAs) with which to support themselves and their families. IGAs started so far have included goat and chicken rearing, starting grocery shops, improving existing businesses, tailoring, knitting etc. In certain projects, these women (and sometimes men also) are given skills training.

After two to three years, ICA-N aims to hand over the responsibility for the revolving loan funds it puts into operation, over to a group of loan users. The SCO is then registered as a co-operative. ICA-N continues to support the new co-operative for several months after this step.

Spotlight on Integrated Community Development project, North Parbat (funded by MISEREOR, Germany)

The first step of this project was to give community members facilitation skills and participatory strategic planning training. They then facilitated Participatory Strategic Planning workshops in their villages. In these, village members decided together what the vision for their villages was. According to the results, i.e. the felt needs of the people, ICA-N assisted them in carrying out development programmes/activities.

Skills Training

One way to raise people's standard of living above subsistence is to provide them with skills training so that they may begin new IGAs using savings or micro-loans (if they are part of a Savings and Credit group). For interested men and women, ICA-N organises experts to provide training appropriate to the local environment/people's situation. Examples have included bee keeping, kitchen gardening, and knitting.

Non-Formal Education

Adult literacy classes form the core part of several of ICA-N's integrated community development projects. With literacy comes empowerment, access to opportunities, increased decision-making power and the ability to stand up for rights. Hence ICA-N has arranged training for literacy facilitators in four project areas – South and North Parbat Districts, Jhapa District and Bhaktapur District in *Naya Goreto* (Government developed non-formal education) and more recently, REFLECT methods. These male and female facilitators are currently teaching groups of women to read and write in their home villages.

Literacy classes run for 6-9 months, six evenings a week. In these classes the participants are also encouraged to discuss personal/village concerns including environmental problems, health problems and women's rights issues.

Safe Drinking Water

Drinking water programmes focus on providing safe water to rural areas, with the aim of reducing the level of water caused health problems.

Groundwater is exploited via tube-wells, or is collected from springs at the ground surface in water tanks. The tanks are centrally located so that all members of the community have access to it.

Environmental/Bio-diversity Programmes

Nepal's rapidly growing population (it rose from 14.5million in 1980 to 23.4million in 1999) puts great pressure on natural resources and the environment. Through Eco-clubs and sustainable agricultural programmes, children and adults respectively are encouraged to think about, and given suggestions for ways to use their environment in a sustainable way. Trees have been planted, and nurseries and kitchen gardens started.

Gender Training

ICA-N believes that if the low status of women in the country is to be changed, it is vital to challenge the socialisation that helps to maintain this situation. Gender workshops are facilitated using ICA's and other participatory tools, to encourage men and women to think about the difference in roles and access to resources of men and women, and to sensitise them to gender issues.

Construction Work

With the aim of improving health conditions in rural areas, toilets, improved cook-stoves and soak-pits are built in many of ICA-N's projects. These models are designed to be easily imitated by community groups / individuals in further homes as needed.

Health Awareness/Health Camps

Raising health awareness is a feature of many programmes in an ICA-N managed integrated developmental project, including construction work and safe drinking water programmes. In addition, ICA-N organises health camps for school children dispensing free advice and medicines. Street drama is used by local drama groups to raise awareness of environmental, health and social problems (such as excessive alcohol consumption).

Sustainable Agriculture:

ICA-N is promoting sustainable agriculture in Nepal. ICA-N has organised training on sustainable agriculture and has developed model farms. The group has trained hundreds of local farmers and has encouraged them to practice it.

Research

ICA-N's third area of focus is research, with several different objectives. For example, when a community development programme is being started, or needs to be improved, research into other experienced people's methods is done.

ICA tools are used as far as possible in research. For example, when a volunteer sending agency, Voluntary Service Overseas (VSO), and ICA-N collaborated to find partner NGOs in the Far West, workshops for potential partners were conducted using ToP tools. After Organisational Capacity Building and Organisational Assessment workshops were held in disadvantaged districts, NGOs were chosen as placements for future VSO volunteers.

Spotlight on 'System Based Model of Ecological Anthropology'

ICA staff have been conducting research in the Khanigoan Area of the Parbat District, with the aim of looking at the interrelationship between ecology and social systems. Work has included investigating tree species dominance/deterioration in the forest, the current situation of bird species in the area, and how culture and bio-diversity are inter-linked. Questions such as 'how does change

in one system affect the other?' have been asked.

New Project

Establishing Human Ecology and Development Centre in Jhapa

ICA Nepal has established integrated human ecology and development centre in Jhapa district, east Nepal. The centre is located in Mahespur VDC, near Bhadrapur Municipality about 600 km east of Kathmandu, the capital city. It is plains (Terai) and mainly inhabited by farmers. The centre covers an area of about 1.5 hectares of land. The centre will have a full-fledged training centre and sustainable agriculture will be practised in the area. The centre is expected to introduce a number of training programmes appropriate to the area. The basic survey of 5 VDCs has already been done and a local office has been established. Basic construction activities have already been started in the centre.

Volunteer Support Programme

Nepal is one of the unique countries in the world. The country is richly endowed with biodiversity. Despite the natural richness, it is one of the poorest countries in the world. In order to support local level development activities in the country, many people from other countries have requested ICA Nepal to carry on volunteer work in Nepal. Realising this, ICA Nepal has opened a unit that finds the appropriate placement for incoming volunteers. Since, ICA Nepal is working closely with a number of non-governmental organisations in Nepal, many of the volunteers will be sent to them. The duration is 5 to 10 months.

Similarly, ICA Nepal has also been undertaking 'Development Study Tour.' Along with ICA Japan, ICA Nepal organised such tours twice for Japanese students. The participants of the study tour spend time in the rural areas where ICA Nepal or other partner organisations have community development work.

Rural NGO Strengthening Activities

Through training and facilitation, ICA Nepal has been able to gain moral support from many local NGOs operating in various parts of the country. Through its own internal fund generation, ICA Nepal has been carrying out 'rural NGO strengthening activities' in some parts of the country. NGOs with poor financial base are supported by providing training on facilitation, project proposal writing and fund raising and ToT free of cost and developing their strategic plan for their organisational development. In 2001, ICA Nepal is focusing this activity in 5 VDCs of Jhapa district, where ICA has established its own training and development centre.

Publications

ICA-Nepal has produced a number of reports and manuals related to training and community development activities. They are as follows:

- Bio-diversity Manual and Book
- Proposal Writing and Fundraising Manual
- Trainers Training Manual
- Training Manual on Sustainable Agriculture
- Building Sustainable Savings and Credit Co-operatives
- Building Strong and Independent Community Groups – A training manual
- Training Manual on Gender and Development
- The Rocks Sang Om: Poems giving voice to pebbles and pilgrims (2000).

Beyond Prince and Merchant: Citizen Participation and the Rise of Civil Society (1997) and other books published by ICA International are also available from ICA-Nepal. For bulk copies, an order should be made at least two weeks prior to collection. Several posters on environment and social harmony are also published by ICA Nepal. ICA Nepal's activities are also covered in two videos produced recently, which can be obtained on request.

Working Together

For the financial support of community development projects managed by ICA-N,

international funding agencies are approached. ICA-N would like to express its sincerest thanks to the many individuals who have kindly donated money, and to the following organisations: MISEREOR, Germany; the Haëlla Stichting, Holland; the Rabobank Foundation, Holland; CARITAS, Nepal; The Tokyo Union Church (TUC), Japan; Association for International Co-operation of Agriculture and Forestry (AICAF), Japan; Ministry of Foreign Affairs (MOFA), Japan; KNCF Japan; ICA Japan; The American Foundation, USA; and The Vision Trust, USA.

ICA Nepal has working collaboration with Environepal: Producer of Biological Materials. Environepal will be providing 25 percent of its income for a period of 3 years to ICA Nepal to launch community development activities in Nepal.

Man power and Physical Facilities

ICA-N's head office is located in Tinkune/Subidha Nagar, Kathmandu. The eight-room building has computer and Internet facilities and a library/meeting room. There is a nine-membered executive board headed by Dr. Ram B. Khadka. There are ten head office staff and few international volunteers based here, led by the Executive Director Tatwa P. Timsina.

Field offices have been established in Limithana (South Parbat), Dimuwa (North Parbat), Sarnamati and Mahespur (Jhapa) and Changu Narayan (Bhaktapur). In total, there are fifteen full-time staff in the five focus project areas.

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Last Update

June 2001

TAIWAN

ICA Taiwan is a learning organisation, celebrating three decades in Asia. We are a network of learners sharing our diverse and practical experiences to co-create operational and transformational processes with our client organisations, leading to increased participation and co-operation, human and productive ways of working, and creative patterns of co-operating.

ICA is a global not-for-profit research and demonstration network. We integrate approaches to make transformation practical, appropriate and accessible to all. We operate as partners in change, learning with our client groups and transferring our processes. We operate with an open spirit enabling ourselves and others to move to higher consciousness ways of working.

History

Highlights from twenty-nine years in Taiwan:

- Self-help comprehensive human development demonstration project in Hai Ou community in Ping Tung County
- National symposia on rural development in Taiwan, leading to the R.O.C.'s participation in the International Exposition of Rural Development in India and, a regional follow-up programme, the Asia Pacific Regional Assembly
- International conferences on "Deep Ecology", "Our Common Future", the Asian Organisational Transformation Network Research gatherings and "Sharing Approaches That Work"
- Leadership in Disaster Intervention training following the 1999 earthquake
- Open Space Technology Programmes
- Human Potential Programmes including:
 - Dr. Jean Houston, Foundation for Mind Research
 - Community-Building Workshops, the Foundation For Community Encouragement

- Holographic Repatterning Training Seminars
- Reiki and other energy healing work

These learnings and skills are being integrated with ICA's participatory methods for appropriate use in Taiwan.

Objectives

To enable communities, organisations, teams and individuals in creating their operating vision and increasing their ability to be productive and proactive, while being authentic and responsible learning communities.

Current Strategies

Leader Competency Service

Transformation begins with personal change. We facilitate individual learning processes to develop more effective and responsible leaders of change in their own organisations.

Organisation Transformation Services

Co-creating transformation approaches with clients and facilitating specially designed processes for them to make their desired organisational change.

Public Programmes and Training

Promoting individual development and access to ICA and related core training programmes:

- Technology of Participation
 - Group Facilitation Methods Course
 - Participatory Strategic Planning Course
 - Imaginal Learning Course
- Deepening Group Process
 - Spirit of Facilitation
 - Advanced Facilitation Applications Practicum
- Complimentary Technologies
 - Dialogue Course
 - Open Space Facilitation Training
- Facilitator Certification Programme (FCP)
 - Core courses
 - Team and individual mentoring
 - On-the-job monitoring

Research and Service Ventures

We constantly search and identify societal and organisational contradictions for focused co-operative action, including Retreats, Facilitator Forums, and Partnership Programmes.

The ICA uses highly participative techniques to foster creative thinking, consensus-based decision-making and team building. These methods produce ownership, create clear goals, open lines of communication, broaden perspectives and motivate people to adapt to their changing environment, while honouring the cultural traditions and diversity present in any group.

Ongoing methods testing and refinement enables ICA to create and sustain a variety of programmes which invoke one common principle – to release the creativity of the people involved by allowing them to shape their own destiny.

Clients include companies, communities, non-profit organisations and institutions and government agencies from the Asian Region and the USA.

ICA Taiwan continues to extend its expertise and impact more widely through a growing group of Associates who are applying ICA participatory methods by means of collaborations with companies and organisations with complimentary services, and by providing support for other established human capacities programmes.

Current Personnel

Richard and Gail West, Larry Philbrook, Chu Yi-Ching. Associates: Laura Hsu, Evelyn Philbrook, and fourteen FCP trainees.

Contact Information

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Last Update

June 2001

BELGIUM

Background

L'Institut des Affaires Culturelles ASBL (ICAB) was registered as a not-for-profit society with the Belgian Government in 1977.

Programme Team Activities

Scheduled training programmes include the ToP courses—Group Facilitation Methods (GFM) and Participatory Strategic Planning (PSP)—which are taught as open courses. Other courses include:

- **The Art of Facilitation** is a two-day course dealing directly with the nature and skill of facilitation.
- **Multi-Cultural Awareness** deals with the foundations of culture and coping successfully with cross-cultural encounters.
- **The Academy for Leadership Skills Development** is a series of eight half-day sessions dealing with Team Leadership, Interpersonal Relations and Communication Skills.
- **Training for Facilitation Skills Development** is a series of five, three-day modules that train the participants in the fundamentals of participatory group process facilitation.
- **Facilitating Participatory Planning in Development** is a two-week course that provides the participants with basic facilitation and group methods to use in their own organisations and in their development work. We have conducted the course in Kenya and Tanzania with over 60 local development organisations participating.
- **Understanding Conflict Resolution** is a two-day course sponsored by the Institute. It introduces the participants to the basic techniques of conflict resolution work. It is presented by Ms Robin Sclafani who is a professional trainer and consultant in the field of conflict resolution.
- **Using Participatory Processes in Conflict Resolution** is a two-day course that integrates the Institute's participatory processes and conflict resolution techniques. The Institute's staff and Ms Sclafani present the course.

Consultation Activities

ICAB works in the public, private and non-profit sectors providing training in facilitation and participatory group processes. In addition the Institute designs events and facilitates them for various organisations. For example:

- We led a team of three in facilitating the three and half week General Chapter of the Ursulines of Jesus.
- We recently led a one-day training event for a software company in Effective Team Leadership and a two-day training event in Team Development for a group of community mental health workers.

Participating Organisations

The following are some of the organisations that have participated in our training programmes or with whom we have worked as facilitators: BELAGOM; European Centre for Quality Management; Friends of the Earth; Médecins Sans Frontières; Care International and various CARE Missions in the Balkans Region; Congregation of the Ursulines of Jesus; Imaginal Training; Free University of Brussels (VUB) Dept. of Human Ecology.

Training Centre Services

ICAB's Training Centre, located near the centre of Brussels, provides the following services to like-minded organisations.

- A fully equipped conference room for up to 50 people with breakout space
- Several smaller room for meetings and training events for up to 15 people
- Bed and Breakfast accommodations
- A residence programme for people staying in Brussels for one month or longer.

Personnel

Ana Maria Almeida Bhatti
James M. Campbell
Beverly Gazarian
Anna A. Stanley
Andrea de Suray
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NETHERLANDS

Objectives

- To train volunteers and identify placements for them to work with ICA projects or affiliated organisations around the globe, preferably in developing countries
- To promote and train in participatory methods, the Technology of Participation (ToP)
- To network with ICA International and sister ICA's.

Background

The Institute of Cultural Affairs Netherlands was founded twenty-five years ago in 1977. Between 1977 and 1979 it started village meetings, called DORPSDAGEN, throughout the Netherlands.

These were participatory planning events, where all considered people from those villages were involved to do their own community planning.

In the early 80s' ICA Netherlands launched together with ICA Belgium and ICA UK, the ICA Volunteer Placement Programme. Up till 1989 the Netherlands sent out around forty Dutch volunteers to ICA or other projects.

Since 1989 the European ICA's, led by ICA Belgium, initiated the Foundation Course. This course assisted volunteers in getting thorough preparation for working in a development project.

The first two courses were held in ICA headquarters in Brussels. From 1991-1995 this course was held in Portugal with the collaboration of ICA Portugal.

ICA Netherlands assisted with providing the trainers and facilitators for this training and played a leading role in recruiting volunteers. Information days and Volunteer Orientation Weekends were regularly organised over the years.

Volunteer Service Programme

In 1996 ICA Netherlands launched its own Volunteer Service Programme in the Netherlands. Around one hundred and fifty volunteers went abroad between 1996 and 2001. In 1999-2000 the programme was run twice a year. This journey is run mainly by returned overseas volunteers who were trained in previous years.

This programme is made up of three periods which help volunteers prepare to work with non-governmental organisations in community development.

The core training is the nine-day Development Interchange Training in which the volunteers gain practical skills about fund raising, report writing, project planning, monitoring and evaluation, teamwork, culture shock.

The other two training sessions are Group Facilitation Methods and Participatory Strategic Planning and Open Space.

ICA Netherlands and ICA UK work together in this Volunteer Service Programme. Facilitators, information and curriculum are exchanged amongst the two ICA's.

Twice a year a Newsletter is sent to all involved in ICA Netherlands.

Placements of volunteers on projects have special attention by our placements coordinator. She keeps information on placements updated, constantly seeks new placements and informs volunteers on possibilities and best personal matches.

Volunteers are contacted regularly when they are overseas. After their return they are debriefed on their placement and invited to participate in new trainings.

Promotion & training of participatory methods

Since 1997, eight persons have enrolled through ICA Netherlands in the IToPToT in Phoenix, USA. They have committed themselves to ToP training in the Netherlands or abroad. ICA Netherlands has subcontracted the ToP licence to them.

The ICA Netherlands training team has developed a coaching system to constantly upgrade the training and facilitators skills.

International ICA activities

ICA Netherlands is part of the international network of ICAs and participates in continental and global ICA events. It is member of the Board of Directors of ICA International.

In 2000 ICA Netherlands was represented at the Global ICA Conference in Denver, USA. ICA Netherlands participated in 2001 in the worldwide conference on volunteering, organised by the United Nations Year of Volunteers.

Future goals of ICA-NL

- To continue organising the Volunteer Service Programme to prepare and train people for voluntary overseas community development work and assist them to find a placement
- To continue organising the organisation. In 1999 a new board and one paid staff have been appointed to strengthen the organisation. At the end of 2000 the office moved to Amsterdam.

Materials Available

Dutch, English, French and Spanish brochures about the programme are available for volunteers and for organisations.

Staff

Office manager: Mariette van der Windt
Placements co-ordinator: Benadette Vieverich
Volunteer training coordinator: Bas Bresters
International co-ordinator: Sybrech Nevenzeel
President: Thijs de Jong, alternate member of Sybrech of the International Board of Directors.
All can be contacted through the office.

Contact Information

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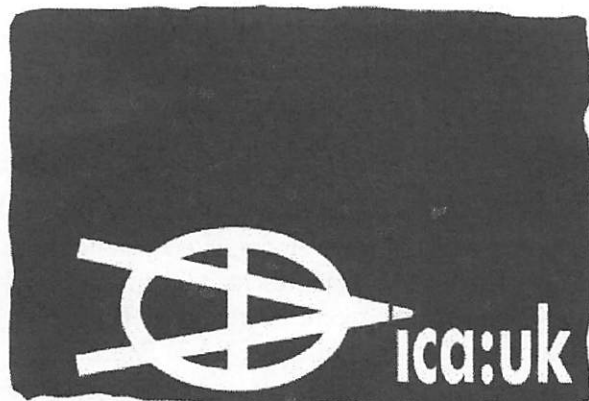
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UNITED KINGDOM



Objective

Our mission is to build a sustainable organisation which will facilitate a social network fostering personal growth and in-depth dialogue amongst its members and contribute to the strengthening of global civil society by offering our facilitation skills, training and supporting volunteers, mobilising support for local initiatives and sharing experience with other change agents.

Structure

ICA in Britain comprises an expanding network of over 100 individuals and families, living and working in a diverse range of settings across the country.

ICA:UK was incorporated last year as a company limited by guarantee (#3970365) with a view to gaining charitable status and accommodating all of ICA's UK activities within the single charitable company. In the meantime, ICA's activities are divided between the company and the pre-existing ICA Development Trust, a registered charity (#293086). The Trust and the Company are each governed by Trustees and a Board comprised of network members.

Within this structure, a Programme Co-ordination Team comprising three full- and part-time staff based in Exeter, London and Manchester, is employed to develop and expand ICA's programme and network in Britain, in line with its mission and strategic plan. To accomplish this, it aims to catalyse and facilitate contributions of time and expertise from ICA Associates from among the wider network, on a voluntary and/or contract basis. We are working to appoint a fourth, administrative, staff member soon.

ICA:UK is a member of BOND (British Overseas NGOs for Development), EFUG (European Facilitators User Group), InterAct (a UK alliance of participation practitioners), and the European conference committee of the IAF (the International Association of Facilitators).

Current Activities

1. ToP Facilitation & Training

1.1 Scheduled public training courses

In a series of 2-day training courses, ICA presents its *Technology of Participation (ToP)*, a system of practical methods that will enable facilitators to actively involve all members of a group, maximise individuals' commitment and engagement, build a team spirit that lasts, achieve consensus, articulate a shared vision and make plans that really happen.

The *Technology of Participation* has been developed and refined by ICA in over 30 years of working with communities and organisations around the world. Around 500 facilitators have been trained in public ToP courses in the UK since 1996, from a wide variety of groups and organisations in the public, private and voluntary sectors.

In 2001, 12 public ToP training courses have been scheduled in Exeter, London, and Manchester, including:

- **Group Facilitation Methods** - A structured introduction to the basic *ToP* Discussion and Workshop methods. The foundations of the *ToP* methodology are presented in a practical and participatory way, demonstrating, discussing and practicing each method.
- **Applied Group Facilitation Methods** - Introduces a powerful, complex application of the basic Discussion and Workshop methods in the *ToP* Action Planning process, and enables participants to apply *ToP* methods more effectively in their own situations.
- **Participatory Strategic Planning** - Presents a structured long-range planning process which incorporates the Workshop method for building consensus, the Discussion method for effective group communication and an implementation process for turning ideas into productive action and concrete accomplishments.

- **Facilitating Conciliation** - Focuses on understanding the causes of conflict and the blocks to conciliation, creating a healthy atmosphere and holding a dialogue over sensitive topics, joint problem solving and developing solutions that last.
- **Participation Paradigm** - ToP methods are based on years of cross-cultural research into human patterns of perception and experience. This course focuses on the underlying assumptions that provide the framework for creative, powerful usage and understanding of ToP methods.

Facilitating Conciliation and Participation Paradigm were held in London with guest trainer Duncan Holmes from ICA Canada.

1.2 ToP Scholarship Fund

Supported by small grant funding from a number of charitable trusts, a ToP Scholarship Fund was established in 1999 to subsidise applicants from small voluntary organisations and community groups to attend scheduled public ToP training courses. 23 scholarships of up to £100 have been awarded to date, to representatives of a variety of groups from around the country.

1.3 Customised training and facilitation

In addition to offering regular public training courses, ICA can customise its *ToP* training modules to meet the needs of particular groups and organisations. ICA is also able to facilitate participatory events to meet the requirements of particular groups and organisations.

Clients for in-house training and facilitation have included: Axa Sun Life plc; Birmingham University International Development Department; Devon County Council; EMERGE, Manchester; Exeter Council for Voluntary Service; Habitat for Humanity International (in the USA); Intermediate Technology Development Group; International Community of Women with HIV/AIDS; Leamington African & Caribbean Project; the Lesbian & Gay Foundation, Manchester; Lewisham Borough Council; Manchester, Salford & Trafford Health Action Zone; Norwich Open Spaces; Nuclear Free Local Authorities; Regensis, Leamington Spa; Reunite, Edmonton; Sightsavers

International (in Britain, Belize & Pakistan); Sustainable Northern Ireland Programme; Voluntary Action Lewisham; Voluntary Action Manchester; Winchester City Council.

ICA:UK co-trained the recent African regional ToP Training programme in Accra, in conjunction with ICA Ghana, and was represented by three participants at the recent International ToP Training of Trainers of ICA USA in Phoenix.

2. Volunteer Service Programme (VSP)

The Volunteer Service Programme is a highly participatory programme for all those interested in volunteering overseas. It offers short courses for the orientation, training and preparation of volunteers, and a small number of placements each year, with local development organisations worldwide, on projects that emphasise community participation and self-help initiative. Everyone is welcome - there are no formal skills or experience requirements.

The introductory *Volunteer Orientation Weekend* provides an opportunity for all those interested in volunteering overseas to explore some of the important issues and how they relate to them and their motivation to volunteer.

Prospective volunteers are then guided through a process of preparation and training to equip themselves with some necessary skills for effective participation in community-based development work overseas. This process involves a two-part *Volunteer Foundation Course* - comprised this year of three days in September and nine days in October.

After booking for the *Volunteer Foundation Course*, prospective volunteers are given information on the placements currently available. Then, with ICA support, they correspond directly with ICA's overseas partners, and do their own research to arrange a suitable placement. Placements generally provide accommodation and sometimes a modest living allowance, in addition to meeting work-related expenses. Volunteers are responsible for meeting the expenses of all their pre-departure training and preparation, including their travel and insurance.

Individual support and advice is available from ICA throughout, including help with fundraising. Partial scholarships of up to £500 are also available to those otherwise unable to participate.

Overseas partner organisations currently or recently hosting an ICA: UK volunteer include:

- **Bangladesh, Dinajpur - BRIF** (Bangladesh Rural Improvement Foundation) works in credit, education, health & family planning, forestry, training, community libraries, water & sanitation, irrigation, handicrafts, legal aid.
- **Burkina Faso, Fada N’Gourma - ASAP** (Association de Soutien a la Auto Promotion) works in self-help rural development including health, agriculture, livestock, environment & education programmes.
- **Ghana, Takoradi - Friends of the Nation** works with young people and youth groups in informal education, developing leisure opportunities, AIDS information and training & development.
- **Portugal, Montemuro - Grupo Desportivo do Fojo** works in promotion of sport, culture and community development in the Montemuro mountains and has a community theatre group that performs around Portugal and Europe.
- **Plus ICA Ghana, ICA Guatemala, ICA Nepal, ICA Peru, ICA USA, and partner NGOs in India, Indonesia, Mauritius, Mexico and Uganda.**

The UK Volunteer Service Programme is run in collaboration with that of ICA Netherlands.

3. International Partnerships Programme (IPP)

3.1 Village Volunteers

‘Harambee’ is a Swahili word meaning ‘pulling together’. It is in the spirit of Harambee that Kenyan villagers are working for Africa’s future. The Institute of Cultural Affairs (Kenya) is a wholly Kenyan development organisation. Its members work with local people all over Kenya - training, planning and demonstrating appropriate sustainable methods for meeting the needs of local communities.

Through ICA:UK’s Village Volunteers sponsorship scheme, sponsors can join in partnership with ICA Kenya’s Village Volunteers - supporting their work with a regular financial contribution while receiving detailed quarterly reports from the projects in which they are involved.

Sponsors pay by monthly or annual donation to Village Volunteers. ICA Kenya creates a quarterly newsletter, written by members of staff, and this is sent to sponsors. Donations go toward staff development, living expenses and health care. They also help to cover travel expenses and accommodation costs for Village Volunteers working away from home.

Village Volunteers has been raising money for ICA Kenya since 1985, amounting in recent years to £5,000 per year.

3.2 Project Partnerships

ICA: UK and ICA Kenya have extended for a fourth year an agreement by which fundraising and grant administration services are provided in return for a monthly fee and a sliding scale of percentages -depending on the nature and extent of ICA:UK’s role, and the extent to which its costs can be written into the grants.

Three projects are currently underway in partnership with ICA Kenya:

- a 4-year expansion of the Siaya Integrated Agriculture & Income Generation Programme, involving 30 self-help groups in Siaya district, and funded by a second grant (of £176,192) from Comic Relief;
- a 3-year Community Health, Clean Water & Sanitation Project in Nyanza Province, funded by a grant of £35,000 from the Laing Family Trusts;
- a 3-year Leadership and Health Training Programme involving 90 communities in Central Province, and funded by grants of £145,184 from the Community Fund and £9,945 from the Jephcott Charitable Trust.

In addition, in 2000, projects were launched in partnership with each of ICA Tanzania and ICA Ghana:

- an 18-month programme of capacity building with local community organisations in Arusha region of Tanzania, funded by grants of £15,000 from the Baring Foundation and £7,750 from the Scottish International Aid Fund;
- a 3-year programme of integrated development and capacity building with 20 women's groups in the West Gonja District of Northern Ghana, funded by a grant of £121,190 from Comic Relief

A fundraising strategy developed in 1999, focusing at first on working with ICAs in Africa, has led to work on developing a regional capacity-building initiative with ICAs in Cameroon, Cote d'Ivoire, Egypt, Ghana, Kenya, Nigeria, Tanzania, Uganda and Zambia. A number of grant proposals are also in process. Future partnership possibilities are being explored with ICA Nepal, ICA Peru and ICA South Africa.

4. ICA: UK Network

National gatherings of the ICA:UK network are held periodically. Events in the past year have included the Christmas gathering and Annual General Meeting in December, and a family social event in April. Members also participate in regional and global ICA conferences and interchanges, and on the Board and the Executive Committee of ICA International.

The 32-page magazine format newsletter 'ICA:UK Network News' includes ICA:UK and ICA world reports, a letters page, feature articles and a calendar of forthcoming events. It is mailed quarterly to the network's 100 or so UK-based members and overseas volunteers, and also by email to around 100 ICA offices and colleagues worldwide.

An email listserv provides an on-line forum for network dialogue. A website at www.ica-uk.org.uk features pages on ICA: UK and all its programmes, with current course schedules and on-line booking facilities, and links to other sites of interest.

Personnel

Trustees & Board members: 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, (VSP), Jonathan Dudding (IPP), Martin Gilbraith (ToP).

ToP Associates: Tim Allard, Jenny Archard, Alan Berresford, Peter Day, Chris Doyle, Marilyn Doyle, Andy Fitton, Ruth Foss, Ian Galloway, Sue Gregory, Andy Kane, Nigel Leach, Ann Lukens, Patrick Mbullu, Amanda McDowell, Keith Moultrie, Bernie Rees.

VSP Associates: Tim Allard, Kate Bingley, Jane Hatfield, Shelley Hung, Andy Kane, Patrick Mbullu, Amanda McDowell, David Miller, Hester Reeve, Rachel Searle-Mbullu, Alan Waugh, Anne Wilshin.

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Last Update

June 2001

CANADA

Objective

ICA in Canada's mission is to develop the capacity of people to contribute to positive social change.

Background

ICA in Canada consists of two separate but complementary organisations operating synergistically. Each has a distinct role in carrying out the mission.

ICA Canada was federally incorporated as The Canadian Institute of Cultural Affairs in 1976 as a not-for-profit charitable company. It focuses on new areas of research and demonstration.

ICA Associates Inc. is a for-profit corporation incorporated in October 1999. It focuses on delivering training and facilitation using ToP methods.

Current Activities of ICA Canada

ICA Canada's activities are focused on two areas at present:

Publishing

This year Jo Nelsen wrote *the Art of Focused Conversation for Schools*. Brain Stanfield is currently preparing a book on the workshop method. *The Courage to Lead* series continues to be worked on with the publishing of the Journal and the Study Guide. We are also working to translate each of our books into French and Spanish.

Research and Development

The Institute has been heavily involved in sorting out its future direction with the transfer of its training and facilitation to ICA Associates Inc. We are currently exploring the following five directions:

- Launching a new and expanded form of Edges to highlight new social and cultural patterns of the new century
- Expanding the impact of the Courage to Lead series
- Developing the next generation of Youth leaders

- Recreating the focus of Social Service Agencies with the shift to privatisation
- Facilitating dialogue and learning on-line.

Current Activities of ICA Associates Inc. Training

An expanding network of trainers and sponsors continues to intensify our training activities in Canada. Regular courses are held in the regional centres of Canada such as Edmonton, Calgary, Regina, Saskatoon Winnipeg, Brandon, Kenora, Ottawa, and Toronto, as well as US cities such as San Francisco, Chicago, and Phoenix.

We train about three thousand people every year. Co-operative training ventures with ICA: US are on the rise. Every year, serious work is done on fine-tuning our twelve courses. We have collegial-contractual relations with colleagues in several of the regional centres.

In Ottawa, a related organisation, Group Works, is doing training and consultation out of their own office, using ICA's resources.

A particular focus on training and consultation in the health (Bill Staples) and education (Jo Nelson) sectors is showing great promise. The publication of Jo's book, is greatly enabling the push into the education sector. Specially adapted strings of courses and events have been developed for each sector.

Facilitation

Our facilitation and consultation work has picked up considerably in the past year. There is a trend for contracts to be somewhat larger than usual. Much work is being done in provincial ministerial departments, as well as in the health and education sectors.

We are increasingly doing conference-like programmes with networks coming together to deal with a conundrum. While our training income is three times that of facilitation, we have plans in the next year to radically expand the amount of facilitation we are doing.

ToP On-Line

ICA Associates has been working to refine a programme, which enables and empowers on-line dialogue. With this programme an ICA operator / facilitator is able to create a series of topics and questions on-line on a web site on which the public can click in and comment on the current topic. When a topic is exhausted, it can be archived to allow another topic to emerge. ICA can facilitate the on-line dialogue and provide a Topic for the Week or Topic for the Month. Once refined, we want to market this to corporations and agencies.

Staff

- Duncan Holmes (1/3 time) and Brian Stanfield are the staff of the Institute
- Duncan is executive director of ICA Canada
- Brain does research and writing
- In ICA Associates, Duncan is CEO. Bill Staples, Jo and Wayne Nelson, Duncan Holmes and John Miller are trainers and facilitators
- Renaud and Marie-Noel de La Haie are French-language facilitators on the staff operating out of Montreal
- Janis Clennett is marketer
- Jeanette Stanfield and Waheeda Rosanally operate the finance office
- Christine Wong does customer service and technical support
- Sheighlah Hickey does facilitator support and archives
- Rick Sterling is in charge of packing and shipping.

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Last Update

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UNITED STATES OF AMERICA

What is the ICA USA?

The ICA USA is a global social change organisation incorporated in the United States in 1973 as a not-for-profit corporation with 501(c)(3) tax-exempt status. The ICA supports itself with programme fees, grants, contributions from individuals, foundations and corporations, and the sale of educational products. ICA USA is a member of InterAction, the American Council for Voluntary International Action.

What is its purpose?

People today demand a greater say in shaping the situations that affect their lives. Shared responsibility is replacing hierarchical authority in governments, corporations, organisations and communities. ICA catalyses that responsibility by teaching and demonstrating participatory approaches to learning, leadership, planning and action. It does this through programmes that emphasise facilitation, consensus-based decision making, team building and the creation of learning communities. The mission of ICA USA is promoting social innovation through participation and community building.

Why “Cultural” affairs?

Many people are working to affect economic and political change in society. For nearly 40 years, the ICA has probed a third dimension, culture – the shared understandings, patterns, stories and symbols that build community and sustain civil society. By helping individuals and groups to tap this underlying dimension of association, ICA methods provide new ways for people to work creatively together and minimise the potential for conflict.

The meaning of the ICA symbol

All societies include forces that agitate for change and forces that seek to preserve the legacy of the past. These two dynamics are represented in the symbol by the two halves of the circle. Both are necessary for an evolving, healthy society. But a third force is also needed – people who honour the past while envisioning the future. These “social pioneers” play a transformative leadership role, represented by the wedge blade, a symbol of pushing the “cutting edge” of social innovation on behalf of the whole society.

Guiding principles

The ICA’s work today is built on a foundation that goes back nearly 40 years to its early beginnings as a social movement. Many core values and operating assumptions that guide the ICA have evolved out of this history. They include:

- Honour the past, affirm the present and see the future as possibility.
- Everyone shares responsibility for the current reality and has something to contribute to its transformation.
- The people best equipped to deal with a situation are those closest to it.
- The more inclusive the input, the more effective the output.
- Reflective practices are key to individual and organisational growth.
- Balancing global and local perspectives is fundamental to effectiveness.
- The future is created by small groups acting on behalf of the whole.

The next generation of social innovators

Leading in social innovation requires training and mentoring others in the spirit and methods of social innovation. ICA apprentices and interns work with staff in the application of these methods in communities and organisations around the country. Apprenticeships are usually for one year and are intended to lead to a career in social innovation. Internships are of shorter duration. Both paid and volunteer positions are available.

A partnership approach

There are no quick fixes to creating long-term social change and no one party alone has all the answers. The ICA finds its methods and expertise work best in partnership with other organisations similarly committed to social change and whose skills complement those of the ICA. A partial list of current partners includes:

- Centro de Estudios Superiores del Estado de Sonora, Mexico
- Community Performance, Inc.
- Habitat for Humanity International
- Laubach Literacy
- National Network for Youth
- National 4-H Council’s Innovation Center
- Neighbourhood Partners
- Community Forum
- Jacobs Center for Nonprofit Innovation

Four Programme Arenas

1. Community Revitalisation

The abundance of community development models and techniques available rarely gets into the hands of citizens in a way they can use them. Drawing on its long history of working at the grassroots, the ICA offers a rich array of methods that enable people to work together to shape their future. Email: community@ica-usa.org

Community Resource Center (Chicago)

24 social service agencies in one location
Phone: (1 773) 769 6363, x202

International Conference Center (Chicago)

An urban retreat centre for the non-profit sector
Phone: (1 773) 769 6363, x204

Lifestyle Simplification Lab

Journeying toward a sustainable lifestyle
Phone: (1 336) 605 0143

Participatory Design Module

Community design that is participatory, accessible and responsive. Phone: (1 336) 605 0143

The Arts for Social Change

Healing communities through art
Phone: (1 912) 758 3707

2. A Culture of Participation

People today expect and demand to participate in problem solving, planning and decision making that affects them. The ICA's Technology of Participation® provides proven ways for people to master these skills and take increasing responsibility for their lives, communities and organisations.

email: participation@ica-usa.org

Technology of Participation® (ToP) Series

Facilitating group thinking, decision making and action

Phone: Western USA (1 602) 955 4811
Eastern USA (1 336) 605 0143
Heartland (1 773) 769 6363, x272

Mastering the Technology of Participation®

Learning community and mentor support for facilitators. Phone: (1 602) 955 4811

ToP® Trainers Network

Linking qualified ToP® trainers across the USA
Phone: (1 602) 955 4811

3. Transformative Learning

Internal and external assumptions frequently block individuals and groups from achieving their full potential. By using methods and images that shift consciousness, the ICA assists people to tap their interior resources in order to release their creativity and motivation.

email: learning@ica-usa.org

The Learning Basket® Project

Infant learning and family literacy
Phone: (1 773) 769 6363, x291

Rite of Passage Journeys

Rituals that mark life transitions
Phone: (1 425) 486 5164

The Power of Image

Tools for creative facilitation
Phone: (1 773) 769 6363, x278

4. Community & Youth Leadership

Strong communities need strong leadership to elicit members' wisdom, energy and commitment. The ICA trains youth and adults from a variety of backgrounds to understand community development, encourage everyone's involvement, and catalyse meaningful action.

email: leadership@ica-usa.org

Community Youth Development Partnerships

Youth and adults building community
Phone: (1 602) 955 4811

The Neighborhood Academy

Grassroots leadership and community development training. Phone: (1 602) 955 4811

Spanish-Speaking Community Programmes

Strategic change in Spanish-speaking communities
Phone: (1 602) 955 4811

Youth As Facilitative Leaders Initiative

New skills for engaging youth in community action. Phone: (1 602) 955 4811

Uptown Youth Development Project

Neighbourhood leadership training youth
Phone: (1 773) 769 6363, x280

National Staff Services

In addition to the four programme arenas, several staff provides a wholistic infrastructure for the national organisation in the arenas of finances, public relations, publishing, and fund raising.

The National Network and Website

The ICA is also represented across the country by a unique network of people who use its methods in business, government, communities and non-governmental organisations. Call for information about these representatives and their particular fields of interest. For current programme information, visit www.ica-usa.org.

The ICA USA National Team

The National Team, with representatives from each operating unit, provides the ICA-USA's executive function.

Community Revitalisation-Bob Hawley, Chicago
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A Culture of Participation-Marilyn Oyler, Phoenix
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Transformative Learning-George Packard, Chicago
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Wholistic Infrastructure-Carol Pierce, Chicago
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The Board of Directors

16 men and women from fifteen cities across the country provide overall governance as members of a volunteer Board of Directors. The Executive Committee's members include Norm Lindblad, Cincinnati, OH; Dwala Ferrell, Petersburg, VA; Cecil Gray, Gettysburg, PA; Betty Pesek, Chicago, IL; Don Elliott, Denver, CO; and Lela Jahn, San Francisco, CA.

The National Service Bands

Four informal networks, composed of staff, Board members, associates and other stakeholders support volunteer involvement in building organisational capacity and making recommendations to Board and staff in the arenas of human capital, technology, public relations and fundraising, and finances.

The International Technology of Participation® Training of Trainers (IToPToT)

The 5th International Technology of Participation® Training of Trainers (IToPToT) is tentatively scheduled for six weeks in late April through early June 2003. This is a joint programme of the Culture of Participation and the Community & Youth Leadership teams of the ICA USA.

The purpose of the IToPToT is to enable ICAs around the world to create and maintain an effective facilitation and training programme using proven methods of participation. Participation in the IToPToT helps national ICAs to build long-term infrastructure within which to implement civil society-building initiatives.

Four training programmes have been held since 1995 in Phoenix, Arizona, USA. Participants have come from already existing ICAs in Belgium, Brazil, Chile, Egypt, Guatemala, India, Japan, Netherlands, Nigeria, Peru, Taiwan, United Kingdom, United States, Venezuela, and Zambia. IToPToT graduates have helped establish or are working to establish new ICAs in Ghana, Nepal, Tajikistan, Tanzania, Uganda and Zimbabwe.

Other International Training

Equipping other ICAs around the world with training constructs for proven methods of participation helps them build long-term regional and national infrastructures within which to implement effective civil society building initiatives.

Last Update

August 2001

BRAZIL

ICA Brazil is an ICA searching for an identity. We have used the chart prepared by the ICAI General Assembly, in August 1998, "The Elements of an ICA," to realise that we could be considered a virtual ICA. We have a legal organisation, physical existence (bank account, address, etc.), common identity (common logo, ICAI statutory membership, use ToP and other ICA methods), global affiliation (paying dues, participating in ICA gatherings), and a leadership core. However, we do not have an office, no staff, no operational systems, no ongoing projects, few activities as an ICA and no public image. Our members earn their living doing other jobs, and work as volunteers for the occasional ICA programme. And yet, we feel part of something of which we are proud, which has a major contribution to offer to Brazil, and which we want to see preserved and increased. So, what have we been doing over the last year?

In **Rio de Janeiro**, we have worked for other organisations engaged in sustainable community development:

- With IBASE running workshops for a programme called "No one living in the streets"
- For Viva Rio, designing and facilitating an integration programme following massive growth in staff as a result of new programmes
- Through Viva Rio, Cristian Nacht, as an ICA Director, became a founding member of an NGO to manage an Olympic sports complex built in the Maré district, with a view to bringing together a community of some twenty "favelas" (shanty towns), with a population of close to 200,000.

In **Rio Bonito**, Aloisio Carvalho is a member of the Municipal Council for the Rights of Children and Adolescents, and Suely Nunes was elected President of the Neighbourhood Residents Association. We have initiated planning seminars for local state schools and the Council for Children and Adolescents, and trained schoolteachers.

Brasilia is where WWF have their headquarters and where Nira Fialho works as Co-ordinator of Strategies for the Institutional Strengthening of WWF Projects. In this function, she is responsible for providing technical assistance and developing structured programmes for building capacity in local institutions. She has also been responsible for a chapter on "Participation and Partnerships" in the WWF sponsored manual on "How to Promote

Community Based Eco-Tourism," and a report on "Monitoring and Evaluating Eight Projects of Community Development and Conservation" covering 3 Brazilian eco-regions. Nira does a huge amount of travelling in the Amazon region and you will rarely find her in the office.

This was the year of the Millennium Connection, and much effort went into making it known to organisations in Brazil. We had the visit of Don Elliott and Dick Alton in July 99, and then Bill Grow in December. We visited over 50 organisations in Rio de Janeiro, Sao Paulo, Bahia and Brasilia (the capital of Brazil), and perceived that there is a growing and dynamic movement towards various forms of social responsibility from the business sector, aided and supported by a whole array of NGO's, and from government. We also found several very creative and dedicated people working all over the country with various forms of artistic expression as their means to heal and strengthen the social fabric of communities. We looked forward to a strong delegation from Brazil and were sadly disappointed when Brazil had only one representative in Denver. Nonetheless, although the many organisations that we visited did not come to the conference, they know, today, of ICA and ICA Brazil, and we look forward to fruitful relationships with each one of them.

Several programmes were done during the year, with special emphasis to be given to two done for the LIFE programme of the UN: one with a group of mussels fishermen, and the other with garbage collectors in Belo Horizonte, the capital of the State of Minas Gerais. We also helped facilitate planning sessions with inhabitants of the "favelas," the Rio shantytowns, and more recently Dulce Gabiate ran an open training of trainers course in Rio de Janeiro.

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Last Update
September 2000

CHILE

Objectives

To facilitate a culture of participation.

Background

1978 – 1982:

ICA Chile originated with the Sol de Septiembre Human Development Project in which some of the current staff were involved.

1984 – 1990:

We practised on a voluntary basis the Imaginal Education course and facilitated four LENS with international colleagues. Several Strategic Planning seminars: two Community Forums and two Youth Forums. These events grew into a Shared – Time Movement ICA Chile.

Present Accomplishments

Between 1996 and 2001, we have facilitated thirty-five GFM courses in the educational sector and seven GFM as a voluntary service. We have had 780 participants. We also facilitated two PSP and three GFM in Latin American countries.

Current Activities

Marketing the ToP series in the educational community. Translating all the materials, manuals and brochures into Spanish and adapting it to a Latin American culture to facilitate participation and a new style of leadership. Training facilitator colleagues through weekly practical meetings - Wednesday 17:00 to 19:30. Applying the art form method in every day life: family, work and social situation.

Social Project

We are developing a Participatory Training Programme for Young Leaders called (PELP), with 36 participants, 24 very disabled men and women from 18 years to 32 years old and twelve University students. We are training them during six months in the ToP methodologies and the design is to follow them with some of their own projects through three month. This is a pilot programme; we are researching the involvement and commitment of the young disabled persons. This is a very innovative project in our Latin American society as we are beginning to overcome discrimination. The financing of this Project is from the organisation called Foundation Telethon.

We attended the 2nd Latin American Facilitation Conference in Cochabamba, Bolivia and we did a GFM course in the Pre-Event time to twenty-four Latin American participants.

We also translated into Spanish the GFM manual done by Sunny Walker, which is the one we are using now.

One of our facilitators is training teachers in the Focused Conversations, with great interest and better results.

Anticipated Activities and Future Goals

We are still planning to develop a Project of Eco-tourism in the southern part of Chile, Chilean Patagonia, training fifteen local young persons in a joint venture with three small tourism entrepreneurs.

We are renting a suitable office with enough space for seven facilitators of our core team.

We bought a new computer, so we are slowly growing in the middle of an economic crisis.

Sponsors

For this year our main sponsor is Foundation Telethon who is very interested in our project and we hope that this programme will help our possibilities of being self-sufficient

Needs and Challenges

We need to expand the number of training courses sold and social projects financed.

Current Personnel

Two full-time staff, six part-time facilitator, and one part-time volunteer.

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Last Update

June 2001

GUATEMALA

Objective

- To empower local development in Guatemala by providing process of community participation
- To enhance the various people's gifts and enable them to build their own plans and development
- To serve as trainers of Participatory Process for all structures in Guatemala and Central America.

Background

In 1978, the ICA began an integrated rural development project in the community of San Miguel Conacaste.

In 1997 ICA continued to work in an advisory capacity in the municipality of Sanarate.

ICA services are centred around collaborative efforts with local people and other institutions in the sectors of agriculture, preventive health, pre-school and rural women's education and leadership.

In the past, ICA Guatemala has also advised and trained communities and institutions in other parts of the country, including the capital and the indigenous western highlands, with important projects related to rural infrastructure and women's support.

Current Activities

Community pre-school programme

This programme continues to be a key in the development of many communities. The only difference now is that the local volunteer teachers want to become recognised by the Ministry of Education, and included in its budget.

For this reason, contact has been established with the authorities in the capital city to initiate a process that might resolve the concern of these voluntary teachers, and as a result the methods of the Four Learning Styles, Multi-intelligence and Imaginal Education have now been made known to the Ministry of Education.

Training facilitators from other development institutions

ICA has carried out consultations in participatory methods for facilitators in other development institutions that train leaders and community committees that work with the government's Social Investment Fund (FIS).

The themes that have been broached are self-esteem, project profiling, planning by objectives, formation and organisation of development associations and, recently, school building maintenance. ICA's role and final goal has been to ensure that the people participate actively, sharing their ideas during the courses.

Joaquina had the opportunity to work on the Development Plan methodology with GSD, a consulting firm that applies this methodology to communities where Plan International works (Foster Parents Plan).

Network of Organisations for the Civil Society (ROSC)

Supporting eighteen facilitators from the programme toward one thousand communities. Since last year ICA has supported the acquiring and practical application of the methodologies of Community Forum and Project Profiling. This training has been given to the facilitators of ROSC, starting with ten communities with the aim of expanding to a thousand communities.

ICAI 2004 Conference

The preparations for the 2004 conference are underway and ICA has ROSC as its principal partner in the organisation and hosting of the conference. We are currently in a preliminary stage of researching themes and investigating logistics.

International volunteers

In ICA Guatemala there are two types of volunteers: individual volunteer that comes from the Netherlands / UK; groups that come two or three times a year from the Global Citizens' Network of Minnesota.

The volunteer from the Netherlands has an important role in giving English classes to key educational institutions in the communities and is helping to locate resources for local education initiatives.

The British volunteers are useful in their help in the search and application for funds and a more stable financial base including the writing of proposals and creating a stable and functional ToP system in Guatemala.

The volunteers from the Global Citizens' Network focus on small infrastructure projects, such as improving conditions in village schools in Sanarate and the construction of containment walls and rope bridges.

Projects of nutritional education for mothers and small-scale agriculture

The mothers' nutritional education project is important for the development of the potential of rural women and for a healthy young generation, although this project is still in a preliminary stage due to lack of funding.

The farmers of Conacaste are keeping their options open by studying diverse production methods and projects. They have submitted an important proposal to the government's Social Investment Fund, to which they have received a positive reception. It is hoped that this group continues with its own pilot project for the region.

Current Personnel

There are currently two people working full-time in the office, one volunteer giving English classes in villages, six regular collaborators with ICA activities, and three newly trained ToP trainers who went to the IToPToT in Phoenix in May.

We are currently reorganizing the Boards of Directors and Advisors, and searching for a new executive director to take on the management of the organisation.

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Last Update

July 2001

PERU

Objective

To contribute to socio-economic and cultural development with emphasis on the human factor, through research and training in integral development programmes in rural & urban zones.

Focus

- To provide people with methods that help them to find the motivation and resources to envision their future.
- To carry out training courses including: Technology of Participation (ToP), Group Facilitation Methods (GFM), Participatory Strategic Planning and Training for Adults.
- To improve the standard of living of low income groups.
- To recover community initiative within integral development programmes.

Background

Founded in Peru in 1979. Registered at the National Cultural Institute (INC) as a civil, not-for-profit organisation. Also registered in the Superintendencia Nacional de Administración Tributaria - SUNAT - Ministry of Economy and Finance.

Accomplishments

ICA Peru is particularly proud of its work in the small town of Azpitia, which was initiated in 1979. The Azpitia demonstration project in 1984 won the government's 'Bronze Shovel' award for self-development. Today, the town has developed into a destination for tourists who can enjoy its climate hotels & restaurants. This development has created reliable sources of work for its inhabitants. ICA Peru is strengthening its institutional capacity; we have a new Board of Directors, Functions Manual (MOF) and are working on our regulations. Furthermore, we are renovating our Lima and Azpitia Training Centres.

Training & Demonstration Programme – PROCADE - In 2000 the programmed time-period of the PROCADE II Training and Demonstration Programme in semi-technical breeding of small animals, agricultural production and bio-orchards, preventive health, basic nutrition, environmental sanitation, community organisation and income generation came to an end. We continue to provide follow-up work to the beneficiaries of the thirty communities of Cañete Province. The programme achieved the following results:

- Installation of 294 small animal breeding micro-enterprises (204 with guinea pigs, 10 with rabbits, 80 with Black-Belly Sheep);
- Installation of 214 family-based seed cultivation plots with practical demonstrations in compost-making, humus, biodigestors and yellow traps;
- Stimulating the practice of environmental care amongst farmers;
- Evaluation before and after health training to determine basic knowledge of health issues;
- 265 people trained in basic nutrition, including work on the preparation of nutritious meals at low cost;
- Training of 135 health promoters, of whom 65 are fully committed to their work in their communities;
- Installation and implementation of 24 community medical cabinets;
- Formation of 2 Health Promoter Associations (Lunahuaná and Nuevo Imperial Districts);
- Three Integral Community Training courses and three Rural Symposia on Community Experiences held;
- Formation of two Local Agriculture and Livestock Associations (the Association of Agriculture and Livestock Producers and the Association of Small Animal Breeders);
- Construction of an Initial Education Centre in the community of Villa El Carmen. Thanks to the collaboration of the Minnesota Rotary Club, District 5580 and Mr Jim Christianson.

Current Activities

- **Sustainable Development Programme in the Management of Rural Micro-Enterprises – PRODEMIR**
This programme has the objective of training micro-enterprisers in 20 villages in business management so as to consolidate commercially effective enterprises.
- **Nourishment Security Programme - PSA**
Location: Asia Valley, Cañete and Yauyos Provinces. Beneficiaries: Rural villages of Quisque, Coayllo, Uquira, La Yesera, Callangas, Esquina de Omas and Omas. Aims of P.S.A: To improve the health and nutrition of villagers emphasising the mother-child relationship; increase food production, ensure the sustainability of production and create food storage and administration systems.
- **Villa EL Salvador's Activities (VES) - Housing Improvement Project (PROVIVES) at Villa El Salvador 1999**

During 1999, ICA promoted the improvement of the homes of low-income families in Villa El Salvador through demonstrations and visits to construction fairs, using appropriate materials and techniques with fair prices. Loans were then given to 20 families for the construction and/or improvement their housing (such as roofing, cement, walls, etc.) in various zones in Villa El Salvador. This programme was carried out thanks to Zero Kap Foundation. It is currently in the stage of collecting loan repayments.

- **Rural Housing Programme - PROVIR 2000**
Thanks to the donation granted by the Zero-Kap Foundation, the construction and amplification of rural housing by 15 families in the Province of Cañete has been achieved.

Future Programmes

- **PROGRESSO - Integral Sustainable Development Programme for Income Generation and Social Forward-Planning** - Will operate in the mountainous area of the Cañete-Yauyos Province and focus on agricultural improvement, environmental care, preventative health and nutrition training, community organisation and social well-being.
- **PROCADE II Follow-Up Programme** - Reinforce and update the training already provided in 20 villages in Cañete Province.
- **Leadership School, Lima and Villa el Salvador** - Train and motivate organisational leadership and political order to community leaders.
- **PROSIGO - Agricultural improvement project in the community of Llanac, Huarochiri** - Improve cultivation of fruit and exploitation of cochineal by introducing a technical irrigation system. Also introduce new crops, fruit, and tree nurseries.
- **PSA II - Food Security Programme, Asia Valley** - Reinforce training in guinea pig and rabbit breeding, artificial insemination of cattle and to ensure the cultivation of fruit and vegetables.
- **Reproductive Health Programme** - Work with youth in a marginal zone in Lima, in strengthening self-esteem and raising awareness of sexually transmitted diseases, training parents of under 16 years old, youth leaders and teachers.
- **Agriculture and Livestock Research Programme** - Optimise productivity through genetic improvements in livestock and agricultural products by analysing ground types and diseases that affect crops and livestock.

- **Development and Environmental Project, Cañete Valley** - Stimulate interest in environmental care, including renewable energy sources, agro-ecological production systems and stop soil erosion and contamination.
- **Cultural Interchange Programme, Asia Valley** - Bridge the gap between the First and Third world, by carrying out small projects with immediate impact.
- Marketing programme for ICA methodology courses.

Needs and Challenges

We lack assured sources of funding, and currently have no long-term projects with funding. We also need to build up a portfolio of potential clients for training events.

Sponsors and Funding

Administration Générale de la Coopération au Développement/AGCD, Solidarite Libérale Internationale, Belgium; CARITAS/Holland; Japanese Foreign Ministry, ICA Japan; Rabobank Foundation, Zero-Kap Stichting Foundation, Trickle Up Program, Rotary International, VIDA/USA; VIDA, Agriculture Ministry of Peru, INIA, Lima Cements and Colgate Palmolive, Peru.

Staff

President: Yolanda Yanase Morita; Executive Director: Yolanda Jara; Full-time staff: Esaud Caycho, Gloria Malásquez, Luz Ríos, Gloria Santos, Rocio Torres; Associates: Jesusa Aburto, Pedro Aburto, Adela Anderson, Alejandro Crispin, Luz Marina Aponte, Antonia Valdeos, Humberto Sucasaire, Gladys Ballivian, Alfredo del Castillo, Esaud Caycho, Luz Ríos, Gloria Santos, Christian Chumpitaz, Catalina Quiroz, Antonieta Flores, Yolanda Jara, Rocio Torres, Gloria Malásquez, Gloria Palacios, Yolanda Yanase Morita; Admin. staff: Marta Sánchez, Maria Roman.

Volunteers

ICA Peru is interested in receiving volunteers, but is unable to pay for their lodging and food.

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Last Update

June 2001

VENEZUELA

Objectives

To contribute and participate with other NGOs in the Venezuelan civil society through our unique history and with our particular strengths. To be of service in the arena of Human Development utilising contacts and advantages gained over thirty-two years.

To make better use of the new skills recently acquired and the greater personal potential of Members and our Board and Staff.

Background

ICA Venezuela was registered in 1978 as a private, not-for-profit civil association but our history in the nation stretches back to 1968. That year the first International Training Institute was held at the Humboldt Hotel atop Mt. Avila in Caracas. Some network colleagues date back to this period.

We have a background of Community Development, many expatriate and national ICA staff developed methods of *community growth* over a ten-year period in Caño Negro and other locations in Venezuela.

More recently we have renewed our leadership with professional community leaders and active businessmen at the General Assembly held late 1999. We also arranged for four Directors to take part at the Denver Millennium Connection, excellent development for three new leaders.

In part all this was set off as a result of the 1998 Continental visit by Don Elliott and Richard Alton who later arranged for the presenting of a Continental ToP Training Programme to be given in Caracas in Spanish. Fourteen staff and members of ICA-Venezuela received complete training.

The "Fundación para la Excelencia Educativa" is a parallel organisation working in the State of Miranda led by Beatriz Capdevielle who is also the new President of ICA Venezuela. This can provide the ICA with excellent support, in addition to the fact that ICA International know-how is a source technical support for the "Fundación." (See also BanComunales below).

These activities leading to the reactivating of the organisation, have brought members of the *Foundation for the Excellence in Education (FundaExcelencia)* to join ICA, this in turn has

caused us to interchange knowledge to the benefit of both organisations. The Foundation has complemented our knowledge of *Communal or Village Banking* and will be training new ICA staff who will be managing and facilitating the next crop of village banks to be set-up where needed. They have also developed and are applying a *Thinking Skills Programme* in community schools in ICA villages; a very interesting area of development not previously applied in local ICA circles.

All FundaExcelencia staff (some 90+ persons) is well trained and applies ICA's participative ToP techniques in their day-to-day activities.

Current Activities

Future of Caño Negro

We are now holding meetings in Caño Negro to determine the future use of ICA property (the ICA house with meeting rooms and office and the large work shed). If there is not a local initiative to usefully reactivate these assets, we will be putting them on the market to realise their cash value in order to fill other worthwhile activities in the wider community.

BanComunales ICA Micro Credit

FUNDAEXCELENCIA is training three new facilitators to implement the programme in the name of the ICA. These persons plus a Manager will be placed on ICA payroll and receive their instructions from the ICA Board members. It is interesting to note that Micro Credit has two facets. First, the loaning of moneys that usually produce new sources of employment in the communities, thus counteracting "unemployment" a serious problem in the region. But secondly, the Facilitators who will be well trained as **Community Development Consultants** familiar with ICA Techniques use these skills in the villages where BanComunales are established. They are able to offer facilitation and training in community leadership, including Facilitating Skills and Strategic Participative Planning, even the running of Town Meetings.

Communication in Latin America. As a result of the 1999 Latin American tour by ICAI Directors who gave their support to organising a Regional TOP training programme in Spanish, the seven countries that participated, if you include Chile and Phoenix as representing countries, ran a Latin American Continental Meeting.

This led to the holding of a series of meetings, real and “virtual” in Spanish as a continental initiative that we must keep alive.

Regional Support of new ICAs

The Communication Co-ordinating effort has contributed to the support of new ICAs such as Colombia, Ecuador and keeping in touch with ICA friends in Costa Rica, Nicaragua and groups in Mexico. Caracas is now experienced in the leadership and establishment of this virtual continental communication.

The next continental event will be a meeting in Lima in 2002; the agenda will be developed at virtual meetings on the Internet; it will include preparations for Guatemala 2004. We foresee the need for a **Spanish Speaking List Server** and will be asking advice from ICAI.

Other Challenges

Having now a good group of trained facilitators with us, we can now fulfil our aim to develop plans to incorporate ToP training in Spanish into the Training Programmes we offer to local civil society. Plans can now be drawn up to introduce a step by step Programme of **ToP Training and Community Consulting Outreach**; we now have a cadre of ToP trainers available to offer ICA facilitator training in Spanish covering the Conversation Method; the Workshop Method and Participative Strategic Planning.

With the return of IToPToT Trainers we will plan to organise a **Youth Community Wing** to initiate a programme for youth within the ICA.

At the present moment we place all our efforts in developing and **funding an important project**, introducing new BanComunales and employing and training the staff with which to manage our own ICA office administration. We have made **attempts at fund raising** but realise we must improve this facet of our work. At this writing we have been invited by the British Venezuelan Chamber of Commerce for conversations leading to the possible involvement of their members in the leadership of national community activities.

The emphasis at the moment is to develop projects to put in place in the community.

Personnel

ICA Venezuela is in the process of formally incorporating amongst its participatory staff a group of professional volunteers, these are: Marleny Arrieta (Psycho-Pedagogy Degree); Ana Capdevielle (Educ.); Elia Ferreira (Educ, Administration of Savings and Loan); George Flushing (Administrator); José Luis López (Educ.); Roxanna González (Educ); Magda Morán (Educ); Arianna Martinez (Law and Project Design in Cognitive Skills); Freddy Lazo (Educ); Clelia Reverón (Human Resource Consult); Vilma Viteri (Social Worker); Magaly Rico (Social Work), Nancy Ocando (Occupational Therapy), amongst others.

ICA Venezuela is self-supporting with income-from programme fees; we will need to arrange formal funding for future projects.

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Last Update

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