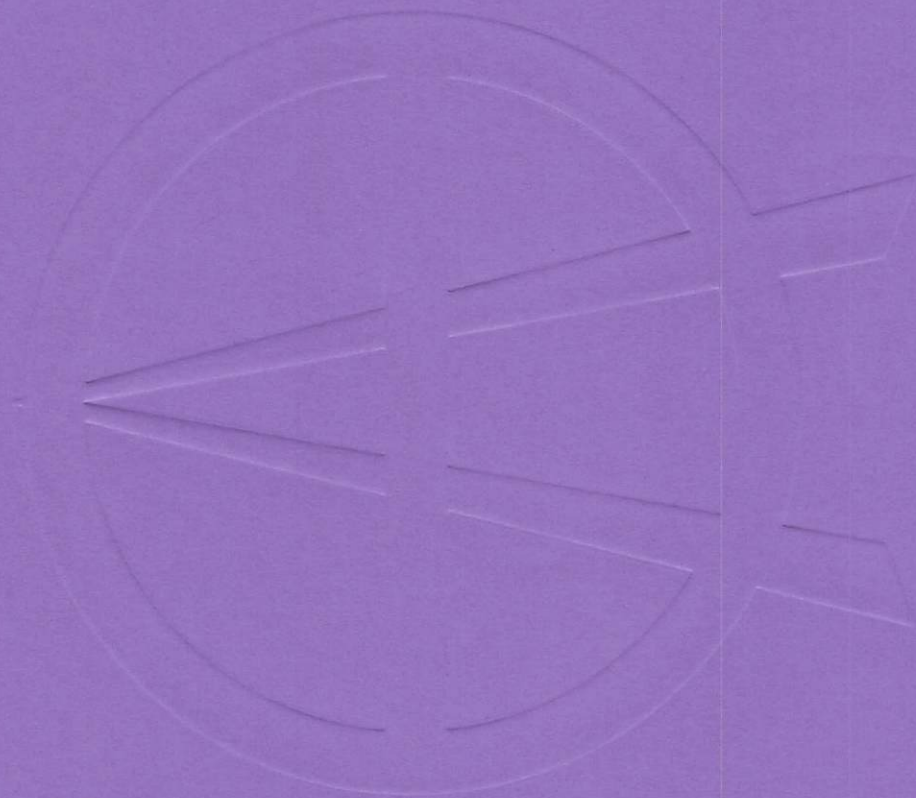


THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

2003



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

THE INSTITUTE OF CULTURAL AFFAIRS INTERNATIONAL

LOCATION DIRECTORY - 2003

<i>Introduction</i>	2
<i>ICAI Membership</i>	3
<i>ICAI Provisional Statutory Members</i>	3
<i>ICAI Statutory Members</i>	4
<i>ICAI Organisational Associate Members</i>	6
<i>ICAI Associate Members</i>	6
<i>ICAI Board of Directors</i>	7
<i>Global Advisory Board</i>	8
<i>Full Statutory Members: Programme Descriptions</i>	9
<i>Australia</i>	10
<i>Belgium</i>	12
<i>Canada</i>	13
<i>Chile</i>	15
<i>Côte d'Ivoire</i>	17
<i>Egypt</i>	18
<i>Ghana</i>	24
<i>Guatemala</i>	27
<i>India</i>	28
<i>Japan</i>	29
<i>Kenya</i>	32
<i>Malaysia</i>	33
<i>Nepal</i>	35
<i>Netherlands</i>	39
<i>Nigeria</i>	40
<i>Taiwan</i>	43
<i>Tanzania</i>	45
<i>Uganda</i>	46
<i>United Kingdom</i>	47
<i>United States of America</i>	51
<i>Venezuela</i>	55
<i>Zambia</i>	57
<i>Provisional Statutory Members: Progress Reports</i>	59
<i>South Africa</i>	60
<i>Tajikistan</i>	62
<i>Zimbabwe</i>	65

INTRODUCTION

Foundation

The Institute of Cultural Affairs International was founded in 1977 in Brussels, Belgium. It is an international non-profit association that 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, Canada, Chile, Côte d'Ivoire, Egypt, Ghana, Guatemala, India, Japan, Kenya, Malaysia, Nepal, Netherlands, Nigeria, Taiwan, Tanzania, Uganda, UK, USA, Venezuela and Zambia.

Provisional Statutory Members:

Tajikistan, South Africa and Zimbabwe.

Organisational Associate members:

Bosnia & Herzegovina, Peru 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	Organisational Associate	Provisional Statutory	Full Statutory
Minimum annual dues	\$100	\$250	\$400	\$800
Additional minimum criteria for membership	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

ICAI PROVISIONAL STATUTORY MEMBERS

SOUTH AFRICA

Itereleng: ICA – John Cornwell

PO Box 985

Melville 2109

Johannesburg

South Africa

Phone: (27 11) 3393394

Fax: (27 11) 3393393

Email: ica@sn.apc.org

ZIMBABWE

ICA Zimbabwe – Gerald Gomani

Montagu Mews, Flat # 1

11 Josiah Chinamano Close

Harare, Zimbabwe

Phone/Fax: (263 4) 705425 / 91309335

Email: icazim@africaonline.co.zw
ggomani@hotmail.com

TAJIKISTAN

ICA: EHIO – Munira Saifulloeva

Soveti Street 30

735700 Khujand City

Tajikistan

Phone: (992) 342227819

Fax: (992) 342261777

Email: ica@ehio.khj.tajik.net

ICAI STATUTORY MEMBERS

AUSTRALIA

ICA Australia

c/o The Secretary, Ms Carol Borovic
34 Douglas Street, Ludmilla
Darwin, N.T., Australia 0820
Phone: (61 8) 89812726
Fax: (61 8) 89811606
Email: carolb@bigpond.com

BELGIUM

ICA Belgium – Jim Campbell / Anna Stanley

Rue Amédée Lynen 8, 1210 Brussels, Belgium
Phone: (32 2) 2190087
Fax: (32 2) 2190406
Email: icab@linkline.be
<http://www.icab.be>

CANADA

ICA Canada – Duncan Holmes / Judy Harvie

579 Kingston Rd., Toronto
Ontario, Canada M4E 1R3
Phone: (1 416) 6912316
Fax: (1 416) 6912491
Email: dholmes@icacan.ca
jharvie@sympatico.ca
<http://www.icacan.ca>

CHILE

ICA Chile

Eduard Christensen
Marcel Duhaut 2979, Providencia,
Santiago, Chile
Phone: (56 2) 2741807

Ana Mari Urrutia

Holanda 1595 of. 501, Providencia,
Santiago, Chile
Phone/Fax: (56 2) 2048527
Email: icachile@entelchile.net
<http://www.icachile.tripod.com>

COTE D'IVOIRE

ICA Côte d'Ivoire – Faustin Kouam

BP 119, Brobo, Cote d'Ivoire
Phone: (225 20) 322296 / 07 521940
Fax: (225 31) 631860
Email: cotedivoireica@yahoo.fr

EGYPT

ICA MENA – Hala El Kholy

PO Box 23, Maadi, Cairo, Egypt
Phone/Fax: (202) 7530059
Email: Cairo@ica-mena.org

GHANA

ICA Ghana – Lambert Okrah

PO Box OS 2060, Osu - Accra, Ghana
Phone: (233 21) 224167 / 231650
Fax: (233 21) 221343
Email: icagh@ghana.com

GUATEMALA

Instituto de Asuntos Culturales – Hannah Greenwood

7a Calle 3-49, zona 1
Ciudad Guatemala, Guatemala C.A.
Phone: (502) 2323160
Fax: (502) 2512356
Email: icag@intelnnet.com
<http://www.icaworld.org/icaguatemala>

INDIA

ICA India – Mangala Gavai

13 Sankli Street, 2nd Floor
Byculla, Mumbai 400 008, India
Phone: (91 22) 23087751 / 23079968
Fax: (91 22) 23072811 Attn. ICA
Email: icamum@hotmail.com

ICA India – Shankar Jadhav

'UTKARSH,' S. NO. 46/6, B.T. Kawade Road,
Pawarbaug, Mundhwa, Pune 411 036, India
Phone: (91 2114) 226593 (EEC)
(91 20) 26817529 (Off.)
(91 20) 26811372 (Res.)
Email: icapune@giaspn01.vsnl.net.in (Off.)
shaku_j@vsnl.net (Res.)

INTERNATIONAL

ICA International – Fennie Chan

Rue Amédée Lynen, 8, 1210 Brussels, Belgium
Phone: (32 2) 2190087
Fax: (32 2) 2190406
Email: icai@linkline.be

JAPAN

ICA Japan – Shizuyo Sato / Wayne Ellsworth

Seijo 2-38-4-102, Setagaya-ku,
Tokyo 157, Japan
Phone: (81 3) 34163947
Fax: (81 3) 34160499
Email: netnews@icajapan.org (listserve mail)
staff@icajapan.org (regular mail)
<http://www.icajapan.org>

KENYA

ICA Kenya – Edward Mutiso
PO Box 21679, Nairobi, Kenya
Phone: (254 2) 712601 / 724314 / 712732
Fax: (254 2) 720666
Email: icak@kenyaweb.com
icak@wananchi.com

MALAYSIA

LENS International (M) Sdn Bhd – John Epps
Box 10564, 50718 Kuala Lumpur, Malaysia
Phone: (603) 79575604
Fax: (603) 79564420
Email: jlepps@pc.jaring.my
<http://www.lensinternational.com>

NEPAL

ICA Nepal – Tatwa Timsina
Subidha Nagar, PO Box 20771,
Kathmandu, Nepal
Phone/Fax: (977 1) 481280
Email: ica@icanep.wlink.com.np
<http://www.icaworld.org/nepal/index.htm>

NETHERLANDS

ICA Netherlands – Sybrech Nevenzeel
PO Box 11143
1001 GC Amsterdam, The Netherlands
Phone: (31) 204685042
Fax: (31) 204685037
Email: icaned@xs4all.nl

NIGERIA

Nigerian Integrated Rural Accelerated Development Organisation (NIRADO) – Moses Ogiyano
17, Ogunmodede Street
Behind Alade Market, Off Allen Avenue
PO Box 18075, Ikeja, Lagos, Nigeria
Phone/Fax: (234 1) 4936542 / 4936559
Email: nirado@alpha.linkserve.com

TAIWAN

ICA Taiwan – Larry Philbrook
3/f, No.12, Lane 5, Tien Mou West Road
Taipei, Taiwan
Phone: (886 2) 28713150
Fax: (886 2) 28712870
Email: icataiw@ms69.hinet.net

TANZANIA

ICA Tanzania – Doris Mutashobya
PO Box 1016, Moshi, Kilimanjaro, Tanzania
Phone: (255 27) 2751000
Email: icatz@kicheko.com

UGANDA

ICA Uganda – Charles Wabwire
PO Box 70, Kyambogo, Uganda
Phone: (256 77) 429750
Phone/Fax: (256 41) 286899
Email: cwabwire@hotmail.com
icaug@mailfuture.com

UNITED KINGDOM

ICA:UK – Martin Gilbraith
PO Box 171, Manchester M15 5BE, UK
Phone/Fax: (44 161) 2328444
Email: martin@ica-uk.org.uk
<http://www.ica-uk.org.uk>

UNITED STATES

ICA USA

Marilyn Oyler
4220 N. 25th Street, Phoenix, AZ 85016, USA
Phone: (1 602) 9554811
Fax: (1 602) 9540563
Email: phoenix@ica-usa.org

Gordon Harper

215 NE 40th Street C2, Seattle, WA 98105, USA
Phone: (1 206) 3232100, **Fax:** (1 206) 5474057
Email: seattle@ica-usa.org

George Packard

4750 N. Sheridan Road, Chicago,
IL 60640, USA
Phone: (1 773) 7696363, **Fax:** (1 773) 7691144
Email: chicago@ica-usa.org

Alisa Oyler

2000 P Street, NW, Suite 308,
Washington, DC 20036, USA
Phone/Fax: (1 202) 8281008
Email: washington@ica-usa.org
<http://www.ica-usa.org>

VENEZUELA

ICA Venezuela – Arianna Martinez
c/o Beatriz Capdevielle
Centro Avila, Final Calle Vargas
Boleita Norte, Caracas 1071, Venezuela
Phone: (58 212) 2325155 / 9780055
Fax: (58 212) 2329065 / 9780055
Email: beatriz@fundaexcelencia.org.ve
arianna@cantv.net

ZAMBIA

ICA Zambia – Eularia Syamujaye
PO Box 31454, 10101 Lusaka, Zambia
Phone/Fax: (260 1) 252877
Email: icazam@zamnet.zm

ICAI ORGANISATIONAL ASSOCIATE MEMBERS

BOSNIA & HERZEGOVINA

ICA BiH/Bospo – Slavica Bradvic

Rudarska 72, 75 000 Tuzla

Bosnia & Herzegovina

Phone/fax: (387 75) 283429 / 283247

Email: bospo@bospo.ba

PERU

Instituto de Asuntos Culturales – Alfredo Del Castillo

1º de Julio 432

Magdalena Del Mar

Phone/fax: (51 1) 461 0813

Email: icaperu@amauta.rcp.net.pe

SPAIN

La Institucion de Asuntos Culturales – Franco Voli

Calle San Telmo 83, Madrid 28016, Spain

Phone/fax: (34 91) 3500088

Fax: (34 91) 3459155

Email: francovoli@yahoo.com

ICAI ASSOCIATE MEMBERS

Abdullah Al-Khatib, Amman, Jordan

Rosemary Albright, Chicago, USA

Don Elliott, Denver, USA

Ken & Ruth Gilbert, Champaign, USA

Judith Hamje, Miami, USA

Remmelt Hummelen, Toronto, Canada

Kit & Margaret Krauss, San Geronimo, USA

John Lawton, Caracas, Venezuela

Richard & Maria Maguire,
Wentworthville, Australia

Cristian Nacht, Rio de Janeiro, Brazil

Sandra Strachan, Miami, USA

Louise Singleton, Denver, USA

Shankland & Associates, Fairfax, USA

Deliana Simeonova, Sofia, Bulgaria

Jane Stallman, Sunnyvale, USA

Marije te Riele, Deventer, Netherlands

Jouwert van Geene, Chipinge District,
Zimbabwe

John Walmsley, Shortland, Australia

Elisabeth Wille, Bertrange, Luxembourg

Douglas Wilson, Hirtshals, Denmark

Rob Work, Carrison, USA

ICAI BOARD OF DIRECTORS

ICAI Executive Committee

President:	Judy Harvie, Canada
Secretary:	Hala El Kholy, Egypt (at large)
Treasurer:	Martin Gilbraith, UK
Vice-President:	Tatwa Timsina, Nepal
Vice-President:	Moses Ogianjo, Nigeria
Vice-President:	Eduard Christensen, Chile
Co-opted member:	Sarah Miller, USA

	Board Members	Alternate Board Members
Africa:		
Côte d'Ivoire	Koffi Nestor Amoin	Faustin Kouam Kouadio
Egypt	Hala El Kholy	Abdel Aziz El Aguizy
Ghana	Lambert Okrah	Nana Abayie Boaten I
Kenya	Edward Mutiso	Simeon Shitemi
Nigeria	Oyewjui Ibidapo-Obe	Moses O. Ogianyo
Tanzania	Doris Mutashobya	Faustine Bee
Uganda	Charles Wabwire	John K. Odolon
Zambia	Eularia Syamujaye	Moses Malunda
Asia:		
Australia	Kevin Balm	Robyn Hutchinson
India	Mangala Gavai	Vijay Lokhande
Japan	Shizuyo Sato	Wayne Ellsworth
Malaysia	K.P. Choong	John Epps
Nepal	Tatwa P. Timsina	Hemanta Pokharel
Taiwan	Larry Philbrook	Laura Hsu
Americas:		
Canada	Judy Harvie	Duncan Holmes
Chile	Eduard Christensen	Ana Mari Urrutia
Guatemala	Inga Bessin	Hannah Greenwood
USA	Marilyn Oyler	Don Elliott
Venezuela	Arianna Martinez	John Lawton
Europe:		
Belgium	Andrea de Suray	James Campbell
Netherlands	Sybrech Nevenzeel	Thijs de Jong
UK	Martin Gilbraith	Patrick Brennan

GLOBAL ADVISORY BOARD

Mr Andrew Young, Former US Ambassador to the United Nations, USA

Mr Robertson Work, Principal Technical Advisor, Decentralised Governance, UNDP, New York, USA

Dr Douglas Clyde Wilson, Senior Researcher, Institute for Fisheries Management and Coastal Community Development, Denmark

Dr Koenraad Verhagen, Former Secretary General of C.I.D.S.E. (International Co-operation for Development and Solidarity), Brussels, Belgium; Netherlands

Mr Joseph van Arendonk, Former Deputy Executive Director, United Nations Population Fund (UNFPA); Netherlands

Dr Ram Tarneja, Former Managing Director Bennet Coleman & Co Ltd., India

Dr M. S. Swaminathan, Former President, International Union for Conservation of Nature and Natural Resources

Mr Simeon Shitemi, Former Deputy Director General African Medical and Research Foundation (AMREF); Permanent Secretary, Ministry of Health, Kenya

Ms Sandy Powell, Former Director of International Training, C.A.R.E., USA

Mr Roberto Persivale, President of Association of Exporters, Peru

Mr Andreas Cristian Nacht, President of the Mills Group of Companies, Brazil

Mr Harrison Mule, Council of African Advisors to the World Bank; Former Assistant President, Economic and Planning, International Fund for Agricultural Development, Kenya

Dr Janos Martens, Retired Director, Research Institute of Agricultural Economics, Hungary

Mrs Joyce Mapoma, Chairperson Village Industry Services, Lusaka, Zambia

Mrs Mildred Robbins Leet, Director, Trickle up Programme; Former Vice-President, International Council of Women, USA

Dr Herbert Kotter, Retired professor, University of Bonn, Germany

Mr George Ryo Kawai, Senior Managing Director, Teikoku Shigyo KK; Secretary General, Rotary Youth Exchange Liason Office, Japan

Mr Soedjai Kartasasmita, General Chairman, International Society of Sugar Cane Technologies, Indonesia

Mr Norman Jewison, Motion Picture Director and Producer, Canada

Dr Goran Hyden, Former representative, Ford Foundation, East and Southern Africa, Professor of Political Science, University of Florida, USA; Sweden

Dr Theodore M. Hesburgh, CSC, President Emeritus, University of Notre Dame, USA

Dr Hans Heldlund, Professor of Social Anthropology, Stockholm University, Sweden

Dr Sione Amanake Havea, Director, Tonga National Council of Churches, Rural Development Programme, The Kingdom of Tonga

Mr Fernando de Elzaburu, Member of the Club of Rome, Spain

Mr Jean Pierre De Bandt, De Bandt, Van Hecke, Lagae, Belgium

Mr Patrick Daniels, Simmons and Simmons Solicitors, UK

Dr William R. Correa, Management Consultant, India

Dr Jose Borgono, Professor of Public Health at the University of Chile; member of the Executive Committee of WHO, Chile

Dr Emad Adly, Country Director, UNDP - LIFE, Egypt

Mr Louis Garden Acosta, El Puente Community Development Center, Academy for Justice and Peace, USA

FULL STATUTORY MEMBERS:
PROGRAMME DESCRIPTIONS



AUSTRALIA

Objectives/Purpose

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

- ◆ Creating environments of cooperations;
- ◆ Providing opportunities for development of participatory 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 area 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 thrice yearly 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.ica-australia.org>

Other Publications

The CD-ROM *Bushtracks*, the history of ICA Australia taken from our archives, is now available for the Resource Centre.

Personnel

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

Australian Capital Territory

Barry Telfer

Northern Territory

Carol Borovic

Queensland

John Miesen and David Jago

South Australia

Joan Firkins and Brian Robins

Victoria

Kevin Balm and Katrin Ogilvy

New South Wales

John Telford and John Walmsley

Western Australia

Robyn Hutchinson

Contact Information

President – Kevin Balm

31 Angourie Crescent
Taylors Lane VIC
Australia 3038
Email: topmethods@optusnet.com.au

Vice President – Robyn Hutchinson

210 Woolongong Road
Arncliffe NSW
Australia 2205
Email: rjhutchinson@optusnet.com.au

Treasurer – John Telford

6 Horton Street
Marrickville NSW
Australia 2204
Email: telford@zeta.org.au

Resource Centre Manager – Julie Miesen

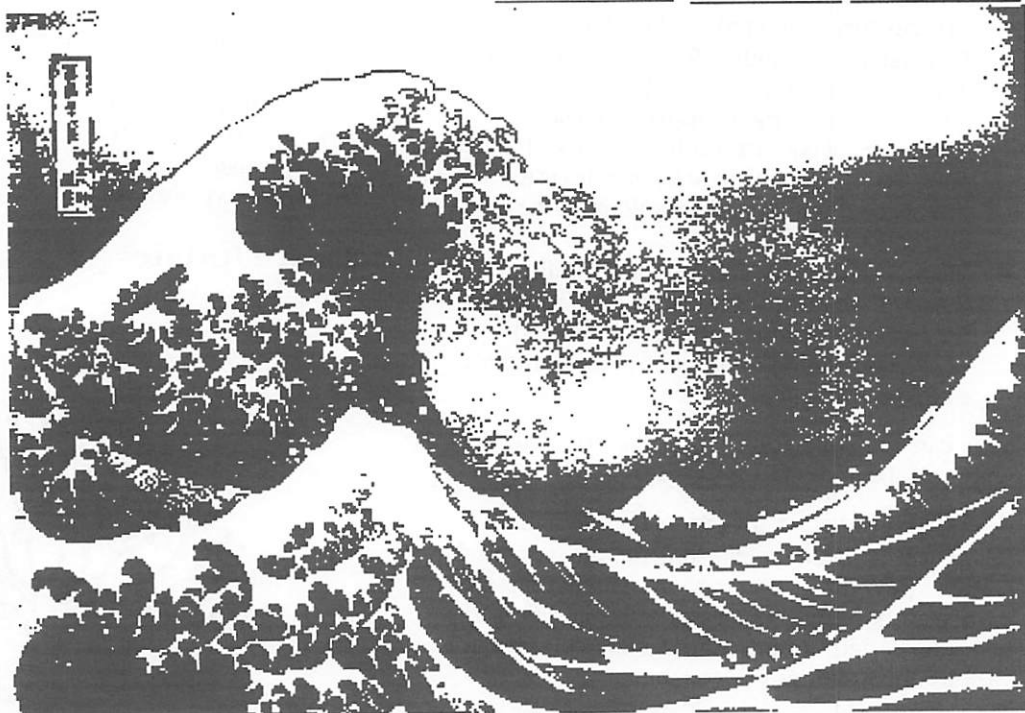
Email: jjmiesen@gil.com.au

ICA Australia (Mailing Address)

c/o The Secretary
Ms Carol Borovic
34 Douglas Street
Ludmilla
Darwin, N.T.
Australia 0820
Tel: +61 8 8981 2726
Fax: +61 8 8981 1606
Email: carolb@bigpond.com

Last Update

July 2003



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.
- ◆ 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.

You can find our course calendar for 2002-3 at www.icab.be under Open Courses.

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 facilitated a one-day action planning for the human resource development managers of a major international hotel chain.
- ◆ We have continued to work on team development with a group providing community based mental health services.
- ◆ We have facilitated a strategic planning workshop for a European Federation focusing on their public relations.

- ◆ We have facilitated the strategic planning of the Board of a European network for Women.

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.
- ◆ Smaller rooms for meetings and training events for up to 15 people.
- ◆ Bed and Breakfast accommodation.
- ◆ A residence programme for people staying in Brussels for one month or longer.

Personnel

Ana Maria Almeida Bhatti
James M. Campbell
Anna A. Stanley
Andrea de Suray
Güngör Tapmaz
Annet de Vries

Contact Information

ICA Belgium
Rue Amédée Lynen 8
1210 Brussels
Belgium
Tel: +32 (0)2 219 0087
Fax: +32 (0)2 219 0406
Email: icab@linkline.be
Website: www.icab.be

Last Update

July 2003



CANADA

Objective:

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

Background:

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

ICA Canada is federally incorporated, since 1976, as The Canadian Institute of Cultural Affairs – 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 2 areas:

Publishing

The Art of Focused Conversation is being published in French in the fall of 2003 as *L'art de la discussion structurée*. The *Workshop Book: From Individual Creativity to Group Action* was published in September 2002. The *Courage to Lead* series continues to be worked on with the publishing of the Journal and the Study Guide. *Courage to Lead* study groups continue to develop across the country and the continent.

Research and Development

The Institute has continued to work on its future direction with the transfer of its training and facilitation to ICA Associates Inc. A major focus has been on the development of a Youth as Facilitative Leaders Program. A committee of volunteers did the initial development work. It is being accelerated with the work of 2 summer students who are mapping out the program with the help of a program coordinator. An initial pilot was conducted in 2003.

In addition we are working on a project to make it easier for youth to be employed in the different Trade occupations. The Youth in Trades project is a 9-month project working with the stakeholders to clarify the obstacles and put in place the long-term systems to allow youth easy access to the Trades of their choice.

Other projects are being considered once these two are launched successfully.

Current Activities of ICA Associates Inc:

Training

Training activities are offered across Canada through a network of trainers and sponsors. Regular courses are held in Vancouver, Edmonton, Calgary, Regina, Winnipeg, Ottawa, Toronto and Montreal, as well as selected cities in the USA.

Over 3000 people are trained each year. Co-operative training ventures with ICA:USA continue to develop new courses. A Certification program for ToP Facilitators is currently being worked on. We hope to have it ready by late 2003.

We continue to develop the Health and Education sectors of our work. Many of the people in training are consultants and professionals from a wide variety of fields and sectors in Canadian society.

Facilitation

ICA Associates Inc. provides facilitation, process design and coaching services across Canada and internationally. The services have ranged from conference design and facilitation for an International organization to local community public consultation; from problem-solving and conflict resolution to strategic planning and meeting facilitation; from individual mentoring to process design for provincial consultation processes.

This work is primarily done face to face but is increasingly having a component of on-line work as laid out in the ToP online section below.

ToP Online

ToPOnline is a Virtual Meeting Space on the web with an integrated suite of collaborative tools for organizations, facilitators and communities to carry on important conversations that generate creativity and make an impact. You can build powerful consensus that enables people to see a common direction. It's a way of building community that sustains motivation and momentum. It is designed especially for people operating in different locations at different times.

ToPOnline can:

- ◆ hold public conversation on its own site
- ◆ host private sites for interactive meetings and conversations

- ◆ provide quality tools for online meetings, such as chats, forums, virtual conversations surveys and calendars
- ◆ facilitate online meetings and consensus-building
- ◆ moderate discussions forums and conversations
- ◆ build interactivity into your web site
- ◆ bring effective participatory consensus building meeting tools to the web environment

Staff

ICA Canada staff includes Vera Colley and Duncan Holmes (1/3 time). Duncan is the Executive Director; Vera is the Resource Development Director. Brian Stanfield continues to do research and writing from Australia.

ICA Associates Inc. staff:
Duncan Holmes is the President.

Trainers and Facilitators are Renaud Houzeau, Marie-Noelle Houzeau, John Miller, Jo Nelson, Wayne Nelson, Bill Staples and Duncan Holmes. Renaud and Marie-Noelle offer services in French as well as English.

Janis Clennett is our marketer.

Sheryl Leigh operates the finance office.

Christine Wong and Sheighlah Hickey are responsible for customer service and facilitator support.

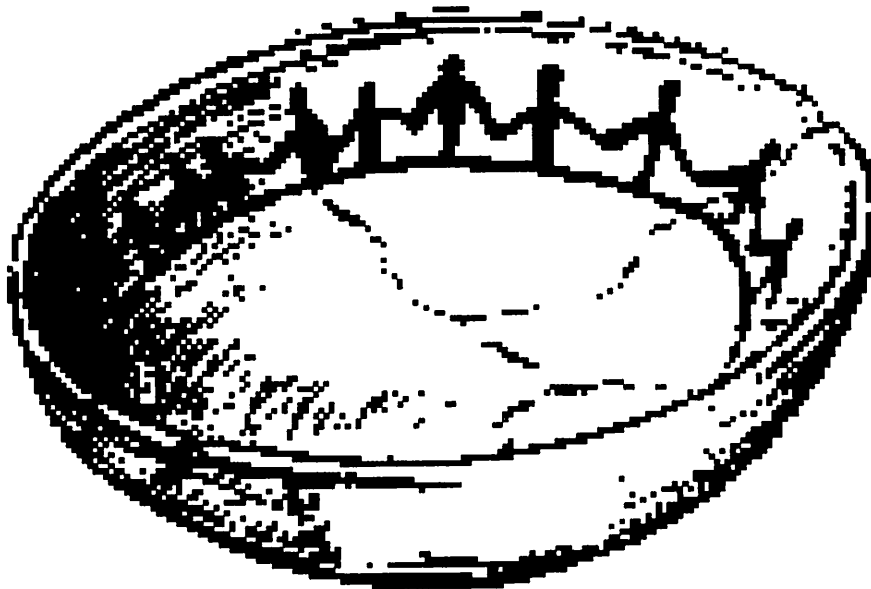
Rick Sterling is in charge of shipping and handling.

Contact Information:

ICA Canada/ ICA Associates Inc.
579 Kingston Road
Toronto
Ontario
Canada M4E 1R3

Tel: +1 416 691 2316
Fax: +1 416 691 2491
Email: ica@icacan.ca

Last Update
July 2003



CHILE

The Past

ICA started in Chile in 1978 with the Sol de Septiembre Human Development Project run for 3 years by an international team. The project then continued under the direction of its own local members. A group of enthusiasts of the methodology of participation made up of urban residents of the capital city Santiago formed a team of volunteers round the learning of Imaginal Education and through this course trained about 500 people over 8 years. Manuals & texts were translated into Spanish. We taught LENS, Effective Supervision, and Indicative Planning in Santiago. The participation of Ana Mari Urrutia & Eduard Christensen in the first IToPToT enthused us to start a training and consultancy company in 1996 that rapidly gave us the opportunity to commercialise ToP, to register the courses with SENCE the government training registry, and compete in the training market. With this formal structure we targeted the educational sector and trained 970 teachers from 37 schools. We were able to cover basic operating costs but the hoped for large-scale sales never materialised. With other members of the team attending IToPToT and staying in Phoenix as volunteers we moved towards training projects, a longer-term approach that assures learning, the application of the methodology in the future and furthermore would give us a more stable source of income.

The Present

Based on the vast experience of Ana Mari Urrutia in the world of the handicapped, of Nigel Blackburn in curricular design, of Andres Christensen in the design and presentation of projects the Teleton of Chile bought a PELP (Programa de Entrenamiento de Lideres Participativos) Participative Leader Training Programme. This programme was 8 months long and took place in 2001-2. Out of the 36 young participants, 24 were physically handicapped.

We applied the whole GFM course but with many more exercises and over a longer period of time in weekly sessions so that they could apply their newly learned methodology with their families, friends, work, church and in their leisure time. To assure the adoption of the participatory philosophy the participants designed & executed 5 projects. The projects include the study of the current law with respect to the handicapped with a view to pressuring for changes, a PR campaign to change the public image of the handicapped, a project in the social education of mentally handicapped youths, and the setting up of an arts centre as a small company.

The Facilitators Circle is a very active team of 12 young and old facilitators who meet each week in Marcel Duhaut, Eduard's house, prepare an agenda for the 2,5 hours meeting and send by email the resolutions. There is no secretary or any expenses in administrative work. They are a group of people who are keen to learn, are perseverant in their regular attendance at meetings, and are waiting for opportunities that are little exploited. Some are graduates and all work together well creatively and with mutual respect.

Based on the success of the PELP (see video) in 2002 we presented 3 proposals for social programmes to form young leaders to various agencies. In 2002 we got a new contract with Teleton to do a second training program for the 24 young handicapped together with 12 university students. The training was carried out on 17 Saturdays, 7 the whole day including lunch together and 10 half days.

In 2003 we got the third training contract for handicapped youth where 4 young trained in 2001 are monitoring.

Also in this first semester of 2003, ICA Chile got a contract with SOFOFA's social activities, after two years of negotiations, for 4 training courses of 30 hours each for 96 participants in total.

Lastly, a two-day course was carried out for Caritas.

At the Latin American level ICA Chile has delivered a GFM course at the Latin American Facilitators conferences in Quito, Ecuador, Bolivia, and Cochabama, a GFM & PSP in Caracas, Venezuela with Jesusa Aburto from Peru and a PSP for Latin American colleagues sponsored by ICAI. A PSP for the Consorcio Andino was carried out in Arica, Chile with the participation of professionals from Argentina, Bolivia, Peru and Chile. We have carried out GFMs in Bolivia, La Paz, Tarija and Santa Cruz de la Sierra. ICA's first venture in Colombia was Jesusa Aburto and Eduard Christensen facilitating strategic planning workshops in Bogotá, Cali and Medellín on contract to the World Bank.

Finally, Eduard Christensen was elected to the Executive committee of ICAI as Vice President for Latin America. He has since participated in the General Assembly in Brussels and the meeting of the Executive Committee in Guatemala.

The Future

- ◆ Present a good image and "sell" ICA-Chile at the ORITEL and SOFOFA conferences.

- ◆ Design the “Junior PELP” – PELPITO
- ◆ Correct the orientation of the projects in PELP 3 and future PELPs
- ◆ Go to the conference in Guatemala.
- ◆ Send two facilitators to the next IToPToT in Phoenix
- ◆ Cooperate in the edition and publication of the book *The Courage to Lead*
- ◆ Design continuing training for the members of ICA Chile
- ◆ Achieve involvement in Foundation Chile
- ◆ Translate “The Workshop Book” into Spanish
- ◆ Make sure that the PELP 2 projects work and be more aware of PELP 3
- ◆ Do a PELP in Valparaiso

Personnel

Eduard Christensen, Ana Mari Urrutia, Nigel Blackburn, Isabel de la Maza, Andrés Christensen, Yelmo Duran, Ana María Christensen, Javier Salinas, Isabel Rodríguez.

Isabel de la Maza is working on the home page and the Spanish bulletin.

Nigel Blackburn coordinates the meetings, Andrés Christensen manages the accounts, Anita coordinates the PELP program, and Eduard facilitates the group study of the book *The Courage to Lead*. The marketing field is the weakest. Nobody is full-time selling either the courses or the longer programs.

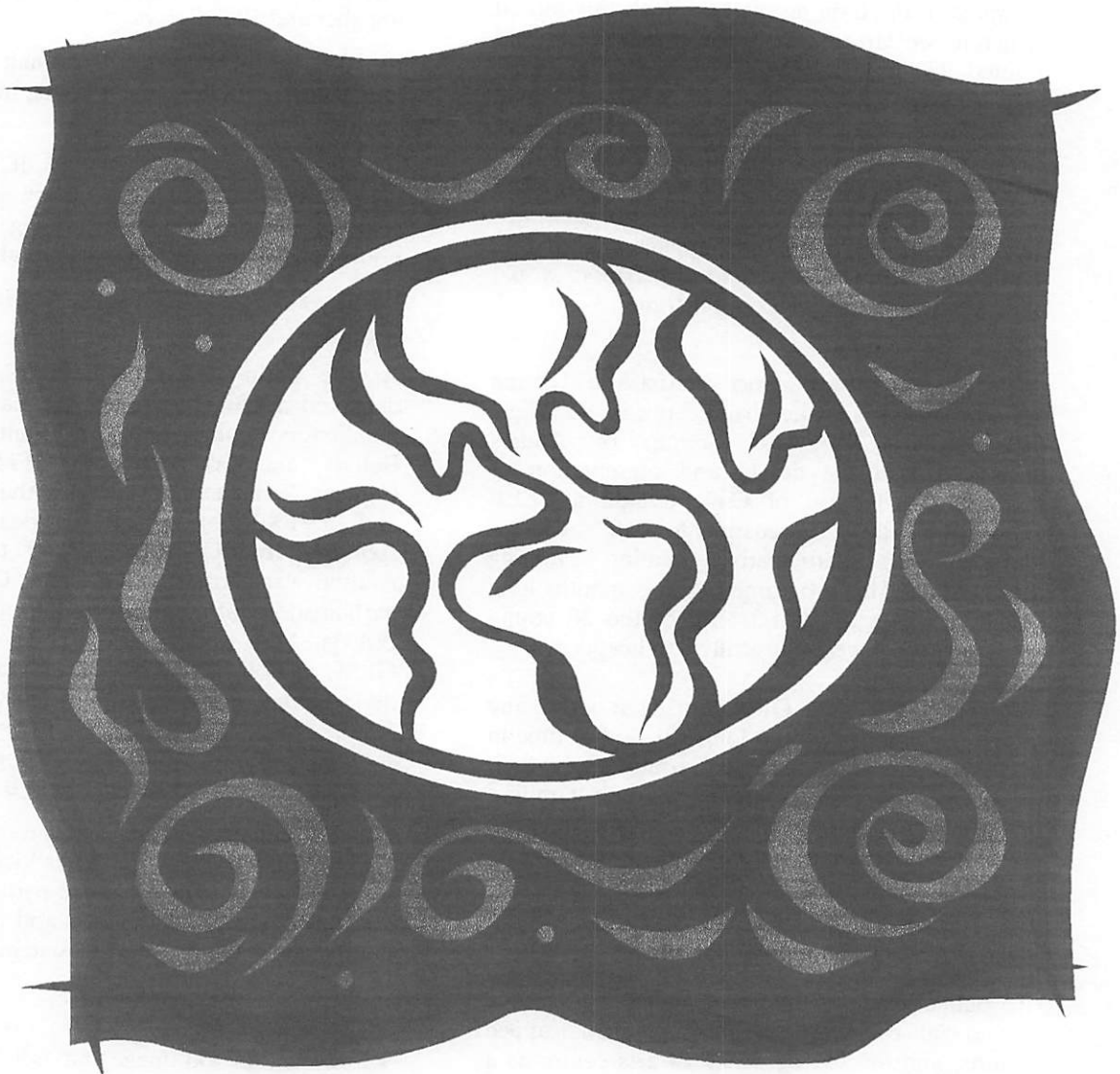
We are all volunteers and we pay the facilitation time.

Contact Information

ICA Chile - Holanda 1595 depto. 501
 Providencia, Santiago, Chile
 tel/fax: +562 2048527
 email: icachile@entelchile.net

Last Update

July 2002



CÔTE D'IVOIRE

Role and Mission

The institute of Cultural Affairs Côte d'Ivoire is a non-governmental, non-profit, research, documentation, 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 founder / member of the NGO network s in Côte d'Ivoire. The constituent components are the general assembly, a board, an executive office, and a base community.

Current Activities

For some years, ICA-CI has had five programmes:

Integrated Community Health

This is a preventive health programme with 2 indicators. The first indicator deals with mother & infantile health and teaches dietetic, hygiene, pediatrics, breast-feeding, vaccination and gives advice on family welfare. We organize sensitization and demonstrative cooking sessions based on soya and vegetable. We teach women how to have a balanced diet for the families. The other indicator is essentially for fighting STD, STI and HIV/AIDS. For this we have a monitoring station for information documents and trained on reproductive health. The station co-ordinates sensitization in 6 villages of the district of Brobo. This programme works together with the rural health sector.

Professional & Formative Education

Started 1995, the community formation centre of ICA-CI teaches professions of sewing, hair-dressing so as to integrate the trainees in the professions and help them get income locally.

Environment

This programme promotes alternative energy. It has already equipped the hospital of Toumodi & Dimbokro with solar energy, and has lit 3 primary school and teachers' lodging with solar energy. The present financing has drawn to an end and we expect a renewal.

Agriculture

We supervise market gardening producers by giving them seeds, minor materials & phytotchny products. Also we bring them technical assistance to help them improve their yield. Our objective is to encourage the populations and insure an income able to improve their living standard.

AGR (ABI = Activities Begetting Incomes)

This is a programme that creates activities that help gather extra financial resources for the organization apart from the financed projects. The targetted activities are breeding, trading & agriculture. It has already planted one hectare of mango trees and two hectares of cashew trees on the demonstrative farm of ICA-CI. Our ambition is to trade in maize and create a sale board that will gather information as for how to deal with food crops and market garden produce at the market giving peasants information daily.

View and Perspective

The challenges we have are:

- ◆ Diversify our financial resources
- ◆ Promote the strategic planning in Côte d'Ivoire and in French-speaking countries
- ◆ Initiate some programmes of exchange with other ICA boards around the world
- ◆ Improve our means of communication
- ◆ Create a functional board in Abidjan.

Partnership

We receive finance, materials and technical support from institutions such as: ICA-Japan, MPT-Japan, TUC-Japan, GEF/UNDP, ICA-I, PACIL-CI, CIDT, rural health sector, urban hospital of Brobo.

Permanent Staff

KOUAME Kouadio Faustin, KOUADIO Konan, KOUAME Konan Eugène, ACHIEDO Sombo Daniel, Mme YAO Antoinette, YAO N'guessan Béatrice, KOUADIO N'guessan Vincent, ZORO BI Youan, and ETSUKO OSUMI.

ICAI Board members

KOFFI Nestor Amoin
tel: +225 20322296
mobile: +225 07521940
KOUAME Kouadio Faustin
mobile: +225 05 814120

Contact information

ICA Côte d'Ivoire
01 BP 3970 Abidjan 01/ BP 119 Brobo
Côte d'Ivoire
mobile: +225 05731525
tel: +225 20322296
fax: +225 31631860
email: ica-ci@prestinf.africaonline.co.ci

Last Update

June 2002

MIDDLE EAST AND NORTH AFRICA (ICA-MENA/EGYPT)

The Institute of Cultural Affairs – Middle East & North Africa (ICA-MENA) is a private, non-profit organization concerned with the human factor in world development. ICAs are established as financially and programmatically autonomous organizations in about thirty countries worldwide. They are all federated in the Institute of Cultural Affairs International (ICAI) chartered by royal decree in Belgium in 1977.

ICA-MENA began work in the Upper Egyptian governorate of Beni Suef. (120 km South of Cairo back in 1976. Currently in its capacity as a regional entity, the impact of the Institute's development efforts reaches other governorates in Egypt (Beni Suef, Fayoum, Aswan, and Cairo (In the process)) as well as Africa and the Middle East through its development projects, Training programs and consultancies.

As part of its regional activities, ICA-MENA has facilitated several workshops and training courses, such as the facilitation of a Participatory Rapid Appraisal for the Water and Sanitation Project funded by the Dutch Embassy in Yemen. In 1997, FAO contracted ICA-MENA to conduct PRA training for employees of the Tunisian agricultural directorate; the Institute has also organized the Field-Practitioners Exchange Program for development practitioners from the region. This event took place 15 times over 12 years with the participation of 250 individuals representing NGOs from Egypt, Jordan, Morocco, Palestine, Sudan, Syria, Tunisia, Yemen, as well as Kenya.

Mission

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

Vision

ICA Becomes a Distinguished Organization In Improving the Quality of Life of Community Groups.

Strategic Objectives

Community Development - Contributing to the improvement of health, environment, education and economic status of local communities.

Community Groups - Enhancing the capacity of community groups especially women, children and youth.

Partnership - Building partnerships for the facilitation of effective and sustainable community development.

Quality Organization - Developing ICA-MENA's organizational capacity to be able to realize its mission.

ICA-MENA extensions in Egypt

Four years after its foundation, Bayed el- Arab model is expanded to include all the other mother villages and satellites in the local unit.

ICA-MENA worked in Beni Suef under an agreement with the Governor of Beni Suef and in partnership with numerous local units and CDAs; ICA-MENA's projects in Beni Suef cover the areas of capacity building, women enhancement, health, and the environment, among others. In Beni Suef alone, the Institute worked with a total of 43 CDAs, and its projects have served communities with populations reaching 500,000 people.

In 1991, ICA-MENA established its Cairo head office, which provides managerial support for the branch offices. In 1997, the Institute established its Aswan branch office and initiated programs with 5 communities in the Governorate. ICA-MENA Aswan office has expanded its work in more communities through an increasing number of projects that aim at building the management capacity of local CDAs and initiating a wide range of activities covering areas as diverse as gender awareness, health awareness and revolving loans.

In March 1999, the Institute signed a Memorandum of Understanding with the Ministry of Social Affairs granting ICA-MENA the right to pursue development efforts in all of Egypt's governorates. It also signed an accord with the Ministry of Foreign Affairs in its capacity as a regional entity to facilitate the work of ICA-MENA in the region.

In 2001, the Institute inaugurated its Fayoum branch office, which started its activity with the launching of a Women Action Facility, which addresses a vast array of gender issues in the Fayoum Governorate such as gender equality, the problems faced by female headed households, and the legal rights of women. The Fayoum branch office has since expanded its scope of work through new projects covering areas such as the capacity building of local CDAs, education, and environmental awareness.

While the core of ICA-MENA's activities is implemented in the three Governorates where the branch offices are located, the Institute has worked in numerous other places in Egypt and the Arab World. Over the past five years, ICA-MENA's activities in other parts of Egypt included a Capacity Building Training & Coaching Program with 5 communities in Giza that was implemented in 1997/1998 in partnership with the Giza NGO Federation and the Ministry of Foreign Affairs; two exchange Internship Projects that were implemented for 122 local NGOs from all over Egypt; in 2001, the Volunteer Child Project was initiated in 18 schools in the governorates of Beni Suef, Cairo, and Giza.

Organizational Development

The ICA went through a comprehensive process of organizational development. It stemmed from the organization's felt need to undertake a structured learning exercise based upon its long involvement in community development in various parts of Egypt in order to maintain and increase its capacity in a rapidly changing environment. That process began when ICA decided to stop and reflect on the past through an Impact Assessment Study of its development interventions over ten years (1990-1999). The study was organized and implemented from November 1999 - October 2000. It encouraged self-evaluation and self-direction by demanding that people who work for the organization question everything they and the organization do and how they do it. The focal impact question was "What happened or changed in the community after ICA's development intervention?"

The main purpose was to identify the required changes in ICA's future development policy and approaches. The methodology was planned to be highly participatory (involving staff, consultants, counterparts, partners and clients). The study focused on impact at community level through the selection of five relevant development activities by ICA. The so-called core activities: 1- CDAs' Capacity Building, 2- Loans, 3- Health & Education, 4- Agriculture and 5- Training & Consultancy. It led to some positive results as well as negative ones. It also highlighted some of ICA's strengths and weaknesses. This has been extremely vital for the determination of future interventions and approaches and for the creation of effective change in Society.

Following the issuance of the Impact Assessment results, ICA-MENA designed a five-year Strategic Plan (2002-2006) that took into consideration the learning of the organization and its understanding of community needs, in addition to the contemporary development trends.

As part of the ongoing process for diagnosing, developing and maintaining organizational health, came about one of the key outputs; the organization organogram. The process was highly particular, pilot-tested and entailed a review of each person: his/her potential and whether they were best used in their specific realms. This resulted in a few shifts of responsibilities and the creation of new departments and posts. Accordingly, a renewed structure and functions were created for the Institute, implemented starting the 1st of April 2002. Currently, the Institute has three Support Departments under the leadership of the regional Director: **Program Development**, which supports the development of program designs, proposals and budgets. It also monitors programs' implementation to ensure both accurate delivery of activities and accurate reporting systems with the ensuing evaluation and impact assessment; **Technical Support**, which provides training, facilitation, and consultation to different stakeholders. It also provides state of the art services to various client organizations and ICA personnel to build up and orient professional teams; and **Business Development** which is in charge of the preservation of responsible and engaging relationships with its different partners through the development, enhancement, increase and activation of financial and non-financial resources and the involvement and active participation in various networks. It is also achieved through the supervision of all public relation-related matters, be it relations with donors, projects' fundraising, editing proposals, publishing material such as the bilingual development newsletter "Ru'ya" etc.

The Executive Office of the Director manages four other units: Finance Accounting, Office Management, Legalities and Project Management.

ICA-MENA's branch offices are spread over four governorates: Cairo, Beni Suef, Aswan and Fayoum. The Cairo office is the headquarters of the Institute that accommodates the main administrative tasks. All other offices are responsible for the implementation of projects according to agreed-upon plans. They also help to come up with concept papers based on the community needs of the served areas. The Beni Suef office contains the Human Resource Development Center, which serves as an upgraded, modern training center. It hosts various events organized by ICA as well as other organizations. It accommodates annually around 100 training events, seminars and workshops with an average of 800 participants.

The Center now boasts the first village Computer Learning Lab, "21st Century Club". The Center 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 Center caters to the entire governorate of Beni Suef and the surrounding governorates.

This continual reflection, learning process and observation of every facet of the organization and the ongoing challenges to find more appropriate ways of doing things enables us to better serve our clients. It also demands that we learn to think in new ways and to act more creatively to tackle the pertinent issues of human development, of poverty, health, education... etc. Accordingly, ICA MENA defined NINE tracks for its development interventions.

I. Capacity Building

Empowering self-help development of local communities to meet their needs through capacity building of Local Community Development Associations has been a recurrent goal on ICA MENA's Agenda, based on its belief in the needs to create an empowered Civil society that is conscious of community development issues and responsible for addressing some of those issues in collaboration with the 2 other sectors: the Public and Private Sectors. They would thus be able to facilitate the process of development that goes beyond service delivery and project implementation. As such, CDAs are trained to identify and analyze community development problems and explore their capabilities in designing and implementing activities that address these problems. They are also equipped with the 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. This development intervention focuses on discovering and mobilizing community assets and capacities rather than the traditional path centered around Community needs. However, it required a lot of work in relationship building within an action learning process. ICA also makes available the necessary exposure to knowledge, skills and tools that would enable local partners to have more impact on development interventions, thus contributing to the alleviation of poverty in its broader sense. Activities managed under the Capacity Building Program include revolving loans, environment and sanitation activities, public workshops, agricultural activities, preschool education, etc...

II. Gender

In Gender Development, ICA tries to mainstream gender concepts and approaches into the

designing, formulation, planning and monitoring of strategies, program and actions of all its partners in development. This is a crucial step towards realizing a gender balance and reducing inequities between men and women in benefits and responsibilities and in their access to resources and opportunities and ability to shape their own future.

Both genders should effectively participate in the development process of their own community to create a balanced society. For this reason, ICA started targeting both genders in discussing issues of roles, responsibilities and rights to help create a common understanding of those issues. One example is ICA's participation in the development of a new module "New Vision" targeting young boys aged from 9 to 20 years that is equivalent to the well-tested "New Horizons" module targeting young girls aged from 9 to 25 years.

III. Education

Education is a basic right for all human beings and it is probably the most powerful instrument in achieving development, reducing poverty, improving living standards and expanding people's choices. However, ICA sees education in a much broader sense: in encouraging the process of continuous learning, in raising awareness among the various community groups regarding certain issues of concern like the sound values and social practices and children's rights. Examples of projects under this track include "Partnership with Children Program in Beni Suef and Aswan" which aims at developing children's capacities by enabling them to play a positive role in improving their situation and allowing them to actively contribute to building and developing their communities. The program is built on Action Learning Methods. Non-traditional learning tools are used such as research, drama, songs, drawings, contests, trips, celebrations, campaigns etc, through the full participation of children in each step of the process, whether inside the school classrooms or in their daily lives in the community. Other projects focus on improving the educational process in elementary schools in Beni Suef based on previous ICA experience through the formation of local committees responsible for the identification of problems facing schools as well as setting and implementing plans to address them. Another focus of the project is capacity building of the targeted schools administration through training its members on leadership, planning and effective monitoring. At the same time, parents associations within the target schools would be activated.

IV. Health Awareness

This track targets two main groups of the community: Women and Children. In working with women, ICA aims to raise health awareness in local communities through building the

capacities of local health workers, organizing public health seminars, and training and forming local health committees. While such efforts directly target a specific category of younger women, activities are designed to indirectly reach the community at large. The involvement of participating CDAs in the process is an approach towards enhancing the capacity of community based organizations leading towards long term sustainability of local community development efforts particularly in relation to health related interventions.

The other target group in health awareness is children. The "Child to Child" approach is based on the philosophy that children are able to convey ideas and health messages and to implement basic life skills in the society and within their families. It is implemented in primary schools in cooperation with the Education Department of the respective governorates.

V. Job Creation

ICA has a long experience in micro-credit as a source of increasing family income. However, it recently thought that the issue of unemployment should be handled with much wider interventions of preparing people for the job market and creating job opportunities through other means besides credit. Among the projects implemented in that track is a "Job Creation Program in 3 Villages in Beni Suef" which aims at preparing graduates of technical secondary schools for entering the employment market. A list of market oriented business opportunities was developed out of which ICA selected the 15 priority ones to focus on. Young graduates (men and women) who apply for the job receive training on "Starting Your Own Business". They are also supplied with the information that would help their integration into the employment market (credit providers in Beni Suef). Later, they receive vocational training in one of the 15 selected vocations. Those who could be future business starters would be eligible to receive loans from the CDAs or other sources. One important purpose of the project is the capacity building of the local CDAs working in the villages, giving them a new economic role to play in their communities in addition to their traditional charitable community service role.

VI. Small Loans

The main objective of the Small and Micro Enterprises Program is to promote income generation activities among the poor. Simple procedures have been established to enable the needy to take loans without having to encounter the complex terms and conditions of banks.

The ICA implements an integrated program on micro credits (income generation - animal production - farmers' loans - sewerage tanks).

This program is being implemented in Beni Suef since 1985 with the objectives of enhancing social, economic, health and environmental conditions of the targeted areas.

The implementation of the small loan program has started with ICA staff and the relation has been direct with the communities through some community leaders. The ICA staff started the implementation procedures by doing the primary study for the project, handling the loans, establishing a system of payment and report writing.

The ICA's strategy is to activate the role of the CDA's to take the lead, form a committee to manage the loan program with the committees, and this has been done in villages on the eastern bank of the Nile.

VII. Agriculture

Agriculture is still the dominant occupation in rural Egypt. This track emphasizes the importance of using a variety of approaches in order to meet the farmers' needs effectively and to overcome the challenges inherited. This Program was designed to increase the awareness among farmers and work through collaboration and participation with other partners like CDAs and GOs to assist the farmers in the process of identifying the agricultural problems confronting them and provide the practical solutions. Workshops were organized in coordination with other agricultural agencies.

The ICA started a pilot project of 10 Feddan reclamation in Bayad El Arab. Also, it implemented other specialized pilot programs to achieve the agriculture development in the target areas in Beni Sweif through workshops and exchange visits. ICA has conducted several specialized trainings on horticulture through practical application on the citrus nursery in the Institute farm in Beni Suef. In addition, it has established compost units to recycle agricultural waste and rationalizing the use of chemical fertilizers. The Institute also organized special training in establishing nurseries for woody trees. ICA also worked in cooperation with Japanese experts to reclaim any degraded soil and the selection of the suitable crops for the different types of land.

VIII. Environment:

With the growth in population, rapid urban growth, poor water, land use, and pollution control policies and practices, the environment is rapidly deteriorating. Water and air pollution make parts of Egypt some of the most polluted in the world. Pollution control and waste treatment is not keeping up with the population and

industrial growth. Land and water are fixed resources but the demand on them increases daily.

In an attempt to address environmental issues, ICA tries to address issues of depletion of natural resources and deterioration of the environment by piloting some projects that would promote the use of alternative energy sources in addition to handling some real issues of solid waste management.

In pursuing creative means of raising awareness and demonstrating methods of renewal energy sources, the ICA launches projects that make best use of natural resources in an environmentally friendly manner. Among these is *promoting solar Energy Technology* and *Biogas Units*, which are bio-latrines that use animal and human waste to produce gas and manure, which means that toilets and sanitation services are also provided for households. This in turn encourages villages to expand the green areas in their surroundings through the cultivation of trees... etc.

On another level, the ICA tries to create a positive attitude within school children towards the environment through providing environmental models in their schools. This was proposed through the "Green Schools Project" which builds environmental teams in target schools to work on improving their environmental status, through activities involving the wider school community with the purpose of enhancing children's active participation in pro-environment activities and building their awareness regarding environmental issues. Such a project provides training for the supervisors on non-traditional training methods. Their role is to coach and monitor the activities of the teams.

The project would establish a Green Corner in each school library, equipped with environment related books, pamphlets, CD's, videos and other materials.

IX. Volunteerism

ICA believes in the need to enhance the principles of volunteerism among children, through increasing their sense of social responsibility towards the community. It attempts to create a new generation that has the will and capacity to implement community service activities that serve their society and reflect a sense of commitment and responsibility toward it. Accordingly, it designed a project entitled "Volunteer Child", which focuses on mobilizing school children in three Egyptian governorates: Cairo, Giza, and Beni Suef. Within each school, children between the age of 9 and 15 are encouraged to unite their efforts and act as a team by forming a "Volunteer Group" whose major goal is to implement needed social services in the local community around

them. To reach that goal, the project involves training a group of supervisors (facilitators) from the various schools based on a "Facilitator's Guide" developed to support the implementation of different voluntary activities. ICA provides coaching and monitoring to the supervisors during the implementations of the activities.

All this effort is implemented by the work of a dedicated team of 85 ICA MENA members spread over four governorates, with the guidance of an Advisory Board made of volunteer professionals from different disciplines. The Institute also benefits from the support of other sources of assistance:

Volunteers

ICA hosts national and international university students as interns during their summer vacations. The students benefit by being exposed to the working environment before they graduate, while ICA benefits from the work they do as potential candidates for future employment.

Development Trainees

In its effort to boost chances for youth to acquire work experience, the ICA has initiated a new post of "development trainee" who could have up to 4 years of experience in the field other than development and no more than one year of experience in the development field.

Networking

ICA has always been keen on networking and exchanging experiences with other organizations involved in community development efforts. Through networking, development practitioners are provided with different channels that allow them to interchange ideas and programs.

ICA is involved in a number of networks such as the Arab NGOs Follow-up Committee, Civicus, and NGOs Steering Committee as well as Egyptian Small and Micro-enterprise Association (ESMA), ICAI, National Council for Population and Development (NCPD) and New Horizons Gender Education Network.

ICA has initiated an Organizational Development Forum, made up of a number of NGOs in Egypt that are interested to explore their own Organizational Development issues and exchange practical experiences with other NGOs.

ICA is also a focal NGO for the Near East Region for FAO and a member in the International Planning Committee of the NGO Forum in Food Sovereignty held in Rome in June 2002 parallel to the World Food Summit five years later. In preparation for the Forum ICA organized a Regional Consultation in Cairo in 2001 and

assisted in the facilitation of the Regional Consultation held in Tehran in 2002 and in the preparation, facilitation and evaluation of the NGO Forum held in Rome 2002.

Contact Information

Cairo Office

48 Road 79 Maadi - P.O Box 23.
Cairo, Egypt.
Tel/fax:(202) 7530059
Mobile: 0101014820 – 0106614992
Email: Cairo@ica-mena.org

Beni Suef Office & Human Resources Development Center

Bayad ELArab, Beni Suef, Egypt.
Tel: (2082) 331535
Fax: 314269
Mobile: 010 533 0205
Email: benisuef@ica-mena.org

Fayoum Office

Governorate General Divan, 3rd floor.
Tel/fax:(2084) 364665
Mobile: 010 661 4994
Email: Fayoum@ica-mena.org

Aswan Office

Daheyat Amin El Sherif, Atlas Bldg.
Aswan, Egypt.
Tel/fax:(2097) 314474
Mobile: 010 5330208
Email: aswan@ica-mena.org

Last Update

August 2003



GHANA

Introduction

The Institute of Cultural Affairs - Ghana is an indigenous, non-political, non profit making, non-governmental organization which was incorporated six years ago to carry out its mission of building confidence in individuals and groups and equipping them with skills aimed at sustainable growth and development towards a better future, while conscious of the need to represent the interest of the underprivileged in society and facilitate the improvement of their status.

The organization has expanded in terms of activities and impact on the Ghanaian society. It now has its presence in five districts namely Hohoe and Kpando in the Volta Region; Damongo and Zabzugu-Tatale in the Northern Region and Prestea in the Western Region.

Legal Status

The organization is registered with the Registrar General's Department as a Company Limited by Guarantee. The Registrar General's Department is the government agency responsible for granting NGOs and private bodies the license to operate in Ghana.

It is also registered with the Department of Social Welfare and has a Certificate of Recognition as an NGO to attest to this fact.

Volunteers

The Institute benefits from the contributions of volunteers who also get the chance of applying their skills and theories. They are placed within ICA according to their preference and background. ICA-Ghana benefits greatly from the work they do. During the year we had 5 volunteers from the Netherlands, America, Japan and Canada.

Human Resources

The organization has thirty-three hardworking and committed staff members made up of 9 females and 24 males.

All staff members have been taken through GFM and PSP courses to enable them to work effectively in the organization. Additionally, several members of staff have benefited from seminars, workshops and other relevant courses. Some members of staff were in the course of the year sent on working visits to other sister organizations who share the same vision with ICA. This year the organisation sent two members of staff to IToPToT 2003 in Phoenix, Arizona (USA).

Governance

ICA-Ghana is governed by a Board of Directors. It is the responsibility of the Board to develop policies for the organization and to supervise the implementation of these policies by the staff body, which is the implementing arm of the organization. Hence every year projections of activities and budget for the year are presented to the Board for endorsement. Once the endorsement is granted the staff can go ahead to raise funds and spend on the approved items.

The following comprise the Board of Directors:

- ◆ Nana (Professor) Abayie Boaten (chairman)
A TRADITIONAL RULER AND PRIVATE CONSULTANT
- ◆ Mrs Aisha Armah (Vice chairperson)
(Estate Officer)
NATIONAL INVESTMENT BANK
- ◆ Dr Akwesi Berkoe
(Senior Lecturer)
GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION
- ◆ Mr. Steven Kuada
(Legal Practitioner)
LEGAL AID BOARD, GHANA
- ◆ Marie Te Riele
(Development Practitioner)
SNV
- ◆ Mr. Kojo Armah
(Senior Lecturer)
UNIVERSITY OF GHANA
- ◆ Mrs Bridget Katsriku
(Chief Director)
MINISTRY OF TOURISM
- ◆ Mr. Lambert Okrah
(Executive Director)
ICA - GHANA

Training

Training has always been an integral part of our development programmes. These training activities are means of generating our own income to support the running of the organisation without relying unduly on donors.

IToPToF

During the year the International Technology of Participation Training of Facilitators dubbed

"IToPToF 2003" came off successfully in Accra at the Institute of Local Government Studies. The course was aimed at giving a thorough grounding in facilitation to participants from the African Region.

The course was facilitated in conjunction with ICA-UK. In all there were 10 participants from Egypt, Nigeria, Cameroon, Malawi and Ghana.

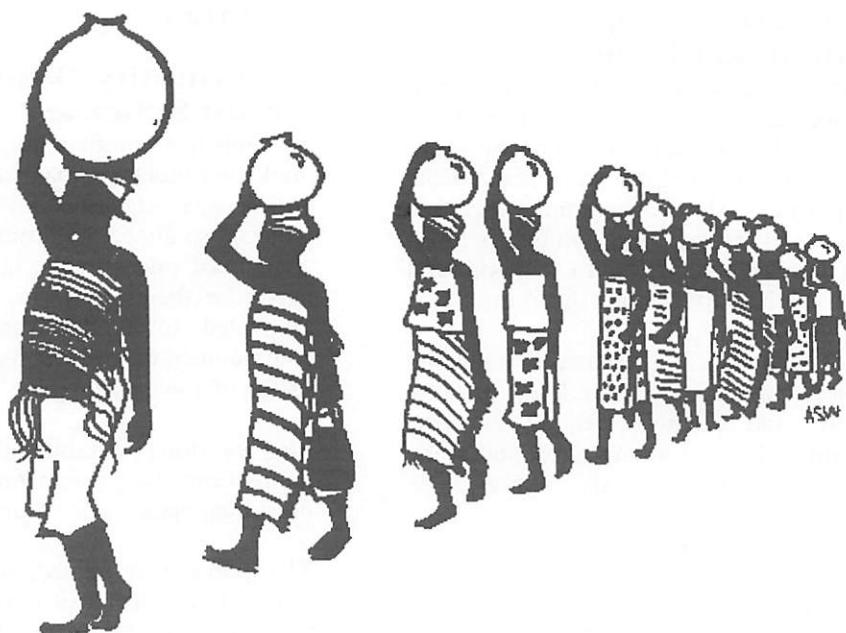
Group Animation

Through the Government of Ghana and the African Development Bank, ICA-Ghana was contracted through its Damongo Project office to conduct training workshops for selected

communities who would manage sub-projects at the community level. This Group animation project was a big success.

Beneficiaries of SIPPAA Project

Through a collaboration with Action Aid Ghana and the Ghana Aids Commission, training is to be provided for groups and institutions to enhance their capacities in HIV/AIDS projects design and implementation. ICA-Ghana has been selected as one of the organizations to provide such training. Training started in earnest in the course of the year under review.



Programmes

In Ghana, poverty has been described as a rural phenomenon. It is therefore not surprising that ICA-Ghana chose to site its development programmes in deprived rural areas so as to help address the needs of the rural poor. ICA-Ghana believes that long term sustainable development can take place only when people are made to participate in the changes taking place around them instead of merely being targets of that change. The organisation employs highly participatory skills to realise its mission of facilitating the improvement of the status of the poor.

Our programmes are mainly in the areas of:

- ◆ Agriculture
- ◆ Micro-Credit
- ◆ Forestry
- ◆ Education and
- ◆ Health

Continuation of Enhancing Rural Development Programme (ERDP)

This programme was initiated in December 2001, in the Hohoe District of Volta Region of Ghana to provide capacity building for 30 self-help groups. The programme involves training in leadership skills, organisational methods and participatory skills.

These skills are intended to turn the groups into viable economic entities. The initial programme lasted for 3 years and due to the success registered and new challenges that emerged, a continuation programme was initiated with a life span of 3 years also.

This new continuation programme which began in January last year is intended to build on the earlier programme to provide gender training, literacy education and also monitor the performance of the groups. This year will be the second year of the implementation of this programme.

Micro-Credit for Enhancing Rural Development

The Enhancing Rural Development Programme was in existence for 4 years without any credit component. There was also no component for Business Management skills. Through our interactions with the groups, it became obvious that these areas would be crucial for the growth and development of the groups. This programme is therefore designed to address the shortcomings by setting up a revolving fund to provide micro-credit to the groups of ERDP and introduce them to business management skills that will help them to run their micro enterprises.

Forest Biodiversity Conservation Project (Allanblackia Project)

One of the major causes for the destruction of forest biodiversity has been identified as poverty. Rural Communities having no other sources of income engage in unsustainable farming practices. These communities therefore need additional income from non-timber forest products that will enhance their livelihoods and also motivate them to conserve the forest.

In view of the above, ICA-Ghana is facilitating this project, which seeks to address poverty alleviation and create wealth for the communities who own the resource, and at the same time guaranteeing its sustainability.

The project involves the collection of *Allanblackia floribunda* nuts locally called "Sonkyi". The nuts will be collected from the wild and the fat used as a source of food on a commercial scale. The pilot phase of the project started in the Prestea area of the Western Region in July 2002.

Village Infrastructure Project

This project was launched a couple of years ago by the Government of Ghana as a means of improving rural infrastructure in a bid to improve the economic status of the rural poor in the country. This project is seeking partnership with NGOs to implement micro-credit for rural groups in need of financial and other material assistance to transform them into viable economic entities.

Based on our past experience in micro-credit financing, we expressed interest in the project. ICA-Ghana was selected as one of the participating institutions. The project is expected to take off this year and we will be operating in the West Gonja District.

Community Mobilization for Basic School Development

Two years ago, ICA-Ghana entered into a collaboration with UNICEF. The purpose of this collaboration is to enhance basic school development in the Zabzugu/Tatale District in Northern Region of Ghana. As one of the least developed districts in terms of educational facilities, among others, the programme involves community mobilization and capacity building for the stakeholders in basic school education in the area.

Community Based Grains Credit Scheme

To enhance profitability, alleviate storage and marketing problems that face our rural farmers, this project was established in Damongo in 1998. The project also aimed at eliminating middlemen. It gave guaranteed prices to the farmers to enable them to maximise their profit. In the end, they would be motivated to produce more and develop their communities instead of migrating to urban areas in search of non-existent jobs.

This was done by training the groups and purchasing grains from the participating farmers at usually low prevailing market prices during the harvesting period.

The grains were treated, stored, and sold at higher prices during the lean season and the profits were given back to the farmers. This project is still ongoing.

Contact Information

Accra office

The Institute of Cultural Affairs – Ghana
P. O. Box OS 2060, Osu-Accra
Ghana

Office location

27 Concam Street, Kpehe
Off Kaprice-Achimota Road, Accra
Tel: 233 – 21 – 224167 / 231650
Fax: 233 – 21 – 221343
Email: icagh@ghana.com

Last update

June 2003

GUATEMALA

Vision

Communities and groups carrying out their own integral development and managing their own projects in a sustainable manner through the use of participatory tools and shared leadership.

Mission

We are a multicultural and multidisciplinary not-for-profit organisation, consisting of trainers, facilitators and consultants working towards integral human development.

Our focus is on the promotion of each person's and their community's capacity, to take advantage of their internal resources for the design and management of viable and effective responses to the challenges they face.

We have a set of unique tools that help to reinforce self-esteem, optimise thinking skills and facilitate groups to identify their priorities, reach consensus, take on the management of their projects and achieve concrete and sustainable results.

All of this is possible through the use of our special methodology, tried and tested, highly practical and employed in diverse contexts around the world. We support local efforts in the search for funds and/or technical assistance for those projects clearly requiring such a contribution.

Our services are aimed at companies, communities, organisations, associations, and all of those groups that wish to improve their operational approach and design plans that work because all the participants get involved in identifying solutions and take ownership of the decisions that are made.

Values

- ◆ We believe in the value of each individual's contribution to catalyse the collective creativity.
- ◆ We believe that the best solutions come from within communities themselves.
- ◆ We do not believe in solutions imposed from outside.
- ◆ We believe that wisdom can come from where we least expect it; no one should be excluded.
- ◆ We do not believe in charity that creates dependence, but in capacity building.
- ◆ We believe self-management is the only way to sustainability.

Background

In June 1978 the village of San Miguel Conacaste,

Sanarate, El Progreso was chosen to participate in a pilot "Human Development Project" as part of ICA's global programme. The Institute of Cultural Affairs (ICA) Guatemala was founded in January 1979 as a not-for-profit civil association, specialising in community development work. Since then ICA has worked with communities to create pre-schools, to provide running water, to organise health and information fairs and to create a drip irrigation system, among many other projects. Due to ICA's roots in the area, the majority of the communities with which ICA has worked are in the department of El Progreso, an area largely overlooked by international donors.

Current Activities

- ◆ Preparing for the Global ICA International Conference to be held in Guatemala in 2004.
- ◆ Facilitating projects in areas such as preventative health and nutrition, sustainable agriculture and rural communications.
- ◆ Emphasising the inclusion of youth as resources in all our activities.
- ◆ Involving volunteers from Guatemala and abroad to achieve diverse experiences and contributions to our work.
- ◆ Developing and using our ToP[®] Training System in a series of public and in-house courses.

Personnel

Currently working in the office are the Director, the Thematic Coordinator of the Conference and a British volunteer. We will also have two people starting work with us this year as project coordinators and we have seven people who regularly help in ICA's activities. In addition, our six-strong ToP[®] Training Team is working to expand the ToP[®] System in Guatemala.

Contact Information

Instituto de Asuntos Culturales
7^a Calle 3-49, Zona 1
Guatemala, Guatemala
Tel: +502 232 3160
Tel/Fax: +502 251 2356
Email: icag@intelnett.com
Web: www.ica-world.org/icaguatemala

Last Update

July 2003

INICIATIVA

ICA
GUATEMALA

CAPACITACIÓN

AUTOGESTIÓN

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, headmasters, parents.

Administering a residential tribal school with three hundred and sixty students from thirty-five hamlets of the remote areas. The school has sixteen 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.

Contact Information

ICA India – Panvel

Vijay Lokhande
Plot #36
Panvel Industrial Co-operative Estate
Panvel 410 206
India
Tel: +91 22 7452504

ICA India – Mumbai

13 Sankli Street, 2nd Floor
Byculla
Mumbai 400 008
India
Contact: Mangala and Hiranman Gavai
Tel: +91 22 3087751 / 3079968
Fax: +91 22 3072811 Attn. ICA
Email: icamum@hotmail.com

ICA India – Pune

'UTKARSH,' S. NO. 46/6
B.T. Kawade Road
Pawarbaug
Mundhwa
Pune 411 036
India
Contact: Shankar Jadhav, Cyprian and Mary Kurian D'Souza
Tel: +91 20 26817529
Email: icapune@giaspn01.vsnl.net.in

Last Update

July 2003

JAPAN

Objectives

To be a network center for global consciousness change through individual awakening and training; to actively engage in organizational 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 programs and town meetings for leaders of communities and organizations 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 formalized as a membership organization operating independent of, but in cooperation with the global ICA network. In 1989 ICA Japan created the Global Partnership Center (GPC) to expand its international activities and LENS International Inc. to market ICA programs in Japan. During the 1990's, ICA Japan was a funding and implementation partner with over 50 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 cooperate with major development agencies.

Current Activities

ICA Japan's international effort is focused on the implementation of comprehensive human development projects that emphasize 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 lifestyle 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 lifestyles. 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 organizations 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 training partners 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 program nurtures full-time interns for 10 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 organizations that are engaged in community development, and are offering annual learning intensives.

We aim to include the ability to earn university credits with this program, for those interested in a longer-term study and mentoring program. Staff are 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 Organizations

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 programs, 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:

- a) the building of basic infrastructure such as schools, healthcare centers, water and sanitation systems, and training centers.
- b) the fostering of economic self-sufficiency and self-reliance through small scale business development, job training, and credit systems for women and youth.
- c) appropriate technology transfer through the dispatch of technical advisors and international study tours.
- d) natural resource conservation through bio-diversity research, reforestation, sustainable agriculture training, and environmental education.
- e) influencing emerging Japanese policies through the close cooperation with government and corporate sponsors.

With the turn of the millennium, we shifted to joint conceptualization, 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 alongside the training and development programs.

Partnership projects for 2003-2004

include:

Asia :

- ◆ **India:** Reforestation and Environmental Education in Mulshi Cluster.
- ◆ **Nepal:** Literacy and community center for Village Women in Changu Narayan.
- ◆ **Sri Lanka:** Montessori Pre-School Education support.
- ◆ **Philippines:** Reforestation and Environmental Education for Highland Indigenous People and Protection of the Virgin Forests.
- ◆ **Vietnam:** We are consulting on a pilot poverty reduction projects for 3 provinces. This includes training workshops using ToP Participatory Planning for Commune Development Boards and District Union Members.

Africa :

- ◆ **Côte d'Ivoire:** Emergency Aid, HIV/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.

Project proposals are in the pipeline for other locations around the world.

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 Cote 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 home page for details.

The Staff of ICA Japan

The regular staff of ICA Japan are Shizuyo Sato, Wayne Ellsworth, Eiki Kubokawa, Naomi Sato, Yuji Mori, Atsushi Tsukui and Yumiko Kimura. Part-time Office Assistants include Madoka Asai, Hisae Niwa, and Adam Goulston; part time project staff include Maki Hasegawa, Mr. Daito, Mr. Tanaka, and a variety of other technical assistants.

In January 2001 there emerged an ICA Event Team (E.T.) of 15 people that create and

implement ICA Events, work in the office, serve in international projects, facilitate training programs, and organize and coordinate the study and eco tours. ICA Japan's Board now has 11 members and meet quarterly to guide and nurture the staff and programs of ICA Japan.

Contact Information

ICA JAPAN is on the west side of Tokyo, about 90 kilometers 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.

ICA Japan Global Partnership Center

Seijo 2-38-4-102

Setagaya-ku

Tokyo 157

JAPAN

Tel: (81-3) 3416-3947

Fax: (81-3) 3416-0499

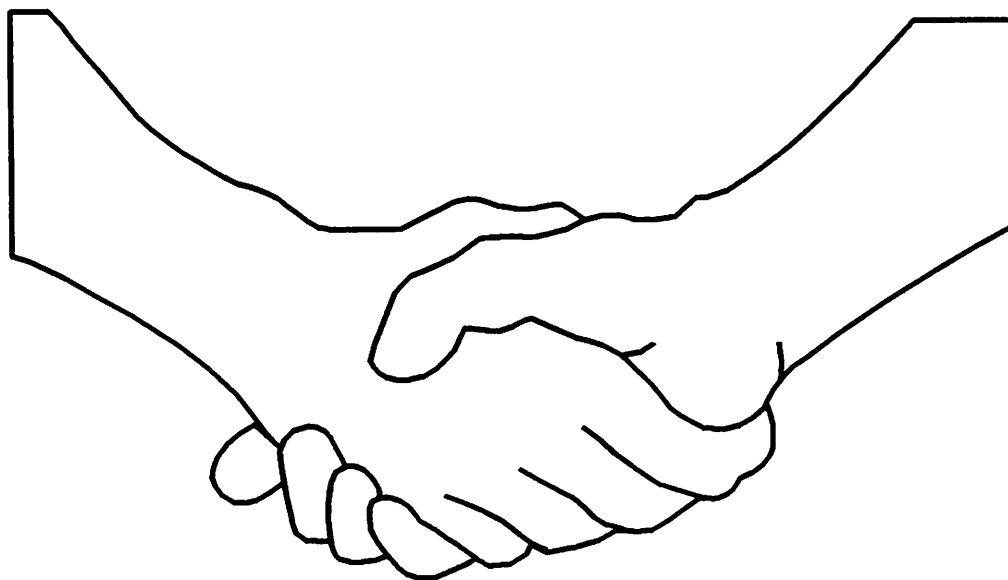
Email: staff@icajapan.org

WEB Homepage: <http://www.icajapan.org>

WEB Directory: <http://www.icaworld.org/japan>

Last Update

August 2003



KENYA

ICA Kenya aims at enabling both rural and urban slum communities in improving their standard of living through self-help development. This is achieved by:

- ◆ Empowering local communities with skills that strengthen their ability to direct their own development;
- ◆ Promoting participatory approaches to dealing with challenges facing individuals and communities;
- ◆ Collaborating with other organisation and individuals in public private sectors to share information and improve approaches to development.

Legal Status

ICA Kenya is registered with the Non-Governmental organisation Bureau in the office of the president.

Membership

ICA Kenya is a member of the National Council of NGOS of Kenya, the participatory Methodologies Forum of Kenya, and is a statutory member of the Institute of Cultural Affairs International, whose headquarters are in Brussels, Belgium.

Governance

ICA Kenya is governed by a board of trustees.

Programmes

Urban Integrated Health and Environmental Programme

This programme is operational in three slum communities in the city of Nairobi. It aims at training community residents in the three slums on preventive health care, leadership methods and income generation.

Leadership Business and Credit Programme

This programme trains rural women in the Central Kenya region on business management and provides credit to start small scale Business.

Leadership Training and Integrated Development Programme (LTID)

The LTID Programme focuses on equipping village and sub location development committees with leadership methods and action planning skills. In addition the programme trains members of the community on health, income generation and water harvesting technology. Two LFID programmes are operational in Machakos District in Eastern Province.

Food Security and Nutrition Programme

The food and Nutrition Programme is operational in Kwale District in Coast province. It is focused on training rural people on sustainable agriculture, health and nutrition.

Siaya Integrated Development Programme

This programme is being implemented in Siaya District in Western Kenya. It is providing training on agriculture, health, leadership and water harvesting techniques.

Leadership and Health Training Programme

This is operational in two districts in Central Kenya region. It focuses on the empowerment of people in the rural areas through training on leadership, action planing, health and water projects.

Kitui Rural Integrated Programme Development

This programme is operational in two locations in Kitui District in Eastern Province. The programme is providing training on leadership methods, income generation, sustainable agriculture and health care. The programme involves the drilling of boreholes to provide water to the communities' residents for domestic use.

Monitoring and Evaluation

All ICA programmes are monitored on a regular basis through follow-ups and internal assessments.

Funding

ICA Kenya's programmes are funded by international partners from the USA, the Netherlands, the United Kingdom, Germany and Japan.

Staff Development

ICA Kenya puts a lot of emphasis on strengthening the capacity of the staff through staff training and exposure.

Contact Information

The National Director

ICA Kenya

PO Box 21679

Nairobi

Kenya

Tel: +254 5 712732 / 712601 / 724314

Fax: +254 2 720666

Email: icak@form-net.com

Last Update

July 2003

MALAYSIA

LENS INTERNATIONAL (M) SDN BHD

Mission Statement

The mission of LENS International (M) Sdn Bhd is to:

- ◆ Focus an organisation's vision and people;
- ◆ Inspire creative participation;
- ◆ 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 nine years later.

The Practice

LENS International provides a wide range of facilitating, consulting and training services including the facilitation of strategic thinking, training in facilitation, customer service excellence, team-building, effective communications, leadership development, change management and corporate culture transformation.

During its seventeen years of history LENS has consulted with more than three hundred and fifty organisations throughout the Southeast Asian region. Repeat clients include more than thirty organisations from the development, banking, financial, petroleum, retail sales and education sectors.

LENS offers training in Technology of Participation™ facilitation skills series 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 International Malaysia places great importance on forming alliances for promoting and strengthening facilitator competency regionally.

Towards that end, a quarterly Malaysia Facilitator Forum and an annual Asia Facilitators' Conference have been initiated and supported by LENS since 1997. Members and associates of LENS Malaysia have made presentations at the International Association of Facilitators' Conference annually since 1994.

Year 2002-2003 Focus

LENS International consultants have focused in three areas during the past twelve months:

Strategic Thinking and Planning

LENS consultants spend about 30% of their consulting time in facilitating organisational 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 through to the formation of project implementation teams. Client groups vary from Chairman and board members to system-wide stakeholder conferences to departmental groups concerned to support the overall organisation mission and vision. The ToP strategic planning process was modified and adapted to facilitate a merger between a UK and a Norwegian NGO in Sri Lanka during 2002.

Facilitator Training and Certification

LENS International Malaysia and Singapore provide numerous basic and advanced facilitator training sessions for both in-organisation and public groups across the SEAsia region. Facilitator training has become the major focus of LENS in the current year. Various applications include training in learning facilitation (helping instructors shift from lecture-based to facilitation-based learning), and team facilitative leadership training for service and manufacturing industries, for example.

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; Norwegian Save the Children in Asia, and the Malaysian Institute of Training and Development. The Malaysia

Facilitators' Forum and the International Institute of Facilitators have been invaluable partners in organising the Asia Facilitators' Conference, now in its sixth year of annual conferences.

Personnel

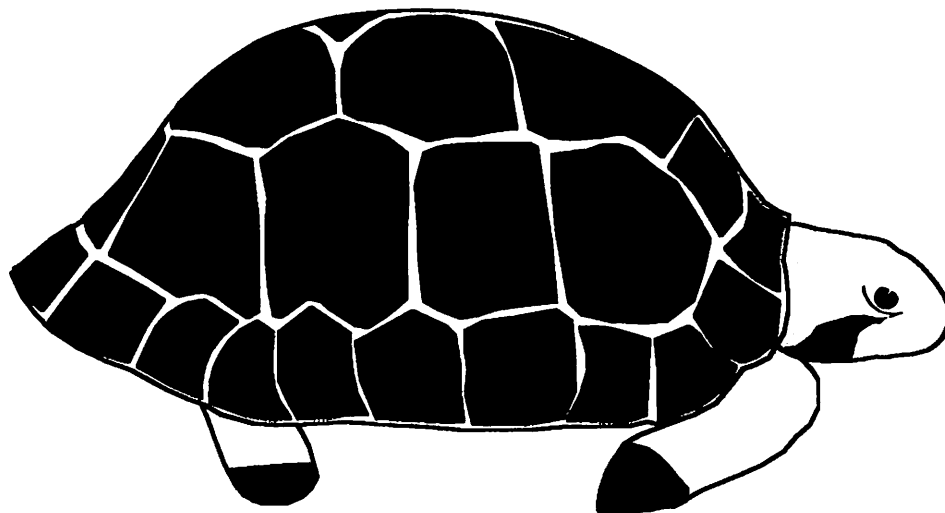
Consultants: John L Epps, Ann S. Epps
Associates: K.P. Choong, Audrey Fernando,
V. Dharmalingam

Contact Information

LENS International (M) Sdn Bhd
Box 10564
50718 Kuala Lumpur
Malaysia
Tel (603) 7957-5604
Fax (603) 7956-4420
email: jlepps@pc.jaring.my
web site: www.lensinternational.com

Last Update

June 2003



NEPAL

1. BACKGROUND

Name of the Organisation:

Institute of Cultural Affairs Nepal (ICA Nepal)

Nature of Business:

Non-Governmental Organisation

Nature of Work:

Research, Training and Community Development

Date of Establishment:

March, 1998

Registration:

Chief District Office, Kathmandu

His Majesty's Government of Nepal

Social Welfare Council

Affiliation/Membership:

ICA International, Belgium

Nepal Participatory Action Network (NEPAN)

The Institute of Cultural Affairs – Nepal (ICA-N) 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 research, training, facilitation and community development activities. ICA's activities are based on participation.

ICA Nepal Vision Statement

"By 2004, ICA Nepal improving its own efficiency and infrastructure will be contributing to enlarge opportunities of the disadvantaged communities and enhancing individual and organisational capacity throughout the country through training, facilitation and developmental activities."

Mission and Objectives of ICA-Nepal

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.



2. ICA SERVICES

Research Department

NGO Selection:

ICA tools are used in research work as well. 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.

ICA Nepal has carried out intensive research work for CARITAS Nepal by using PRA tools and techniques to investigate about the status of women and children in relation to environmental and social aspects.

Civil Society Strengthening Activities:

With the collaboration of CIVICUS: World Alliance for Citizen Participation, ICA Nepal is developing 'Civil Society Index (CSI)' for Nepal. CIVICUS is carrying out this work in 41 countries throughout the world. The CSI will determine the status of civil society in Nepal. Based on the report of the work, ICA Nepal is also planning to implement activities which help in strengthening civil society in Nepal.

Milk marketing in Far Western Development Region:

ICA Nepal completed a research work on 'milk marketing in Far Western Development Region' for Third Livestock Development Project (TLDP).

Training and Facilitation Department

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:

- Training of Trainers (ToT) in Training and Facilitation Skills

- Project Proposal Writing and Fundraising
- Participatory Rural Appraisal (PRA)
- Strategic Action Planning for Business and Leadership Teams
- Participatory Monitoring and Evaluation

Other Training:

- Training Course on Conflict Management
- Training Course on Emotional Intelligence
- Training Course on Appreciative Inquiry
- Training Course on Gender and Development

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.

Until July 2003, public and in-house courses are organised as follows:

S. No.	Name of the Course	Number of Times Organised		Number of Participants Attended		
		Public	In-house	Public	In-house	Total
1.	Trainers Training on Training and Facilitation Skills	25	12	450	255	655
2.	Project Proposal Writing	17	5	340	110	450
3.	Participatory Rural Appraisal	9	6	120	110	230
4.	Social Mobilisation		8		170	170
5.	Emotional Intelligence	1		20		20
6.	Gender and Development		5		100	100
7.	Leadership Development for HIV/AIDS		3		150	150
8.	Conflict Management	3	4	45	62	107
9.	Appreciative Inquiry	3		45		45
10.	Participatory Monitoring and Evaluation	5	10	80	220	300
11.	Environmental Management and Sanitation		5		120	120
12.	Micro Finance/FSA		6		150	150
13.	Food Processing		4		120	120
14.	Literacy Trainer		10		300	300

Thus, ICA Nepal has imparted training to 2 917 people through public and in-house courses.

Community Development Department

Major Project Areas:

- Savings and Credit
- Skills Training
- Non-Formal Education
- Environmental / Bio-diversity Programmes
- Gender and Development
- Health Awareness / Health Camps
- HIV/AIDS: Decentralised Transformative Approaches
- Sustainable Agriculture
- Construction Work.

Model Projects:

- Model Village Development Programme
- Establishing Human Ecology and Development Centre in Jhapa
- Civil Society Strengthening Activities

Through training and facilitation, ICA Nepal has been able to gain moral support from many local civil society organisations operating in various parts of the country. Through its own internal fund generation, ICA Nepal has been carrying out 'civil society strengthening activities' in some parts of the country. CSOs with a poor financial base are supported by providing training on facilitation, project proposal writing, fund raising and ToT free of cost, and developing their strategic plan for their organisational development. ICA has also provided nominal financial support to some weak CSOs. It is the policy of ICA Nepal that at least 30% of its income through training services will be spent in supporting other CSOs or carrying out model community development activities.

Major Projects Completed or Ongoing:

- Decentralised Transformative Approaches to HIV/AIDS Supported by UNDP/UNAIDS/NCASC and hosted by District Development Committees of Morang and Sunsari, Sept. 2002 to July 2003.
- Building Civil Society through Facilitative Participatory Planning and Community Development Activities in 2 Districts of Far Western Region of Nepal supported by Katholisch Zentralstelle fur Entwicklungshilfe e. V., Germany, 2002-2005.
- An Integrated Programme for Socio-economic and Infrastructural Development in Changu Narayan and Nagarkot Village Development Committees, Bhaktapur District, supported by Ministry of Foreign Affairs Japan and Institute of Cultural Affairs Japan, 2000-2002.
- Facilitating Participatory Planning and Development for Ethnic Minorities and Dalit in Western Nepal, supported by MISEREOR, Germany, 1999-2002.

- Forest Biodiversity Conservation Planning, Training, Awareness, Protection, Planning and Income Generation by Low Caste Citizens of Parbat District supported by Ministry of Foreign Affairs and KNCF Japan, 1999-2000.
- Empowering Dalit Community in 3 VDCs of Parbat District through Adult Literacy, Animation and People's Organisation supported by CARITAS Nepal, 1999-2002.
- Community Development for Santhal Adivasi in Sarnamati, Jhapa supported by Haella Stichting, the Netherlands, 1999-2001.
- Empowering Rural and Ethnic Minority People through Micro Credit and Saving Programme in Parbat District, Western Development Region, supported by Rabo Bank Foundation, the Netherlands, 1998-2000.
- Self-reliance through Sustainable Agricultural for Women in Rural Nepal supported by AICAF, Japan, 1999-2001.

3. ICA FACILITIES

Central Office and Learning Centre

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. Field offices have been established in Parbat, Mahespur (Jhapa) and Changu Narayan (Bhaktapur), Doti and Dadeldhura. ICA Nepal has established a learning centre in Changu Narayan VDC. The three storey building has two training halls, office space and accommodation facilities for 16 people. In Maheshpur, Jhapa, ICA has its own office building. There is a plan to construct its own building in Kathmandu in the near future. There are 10 full-time staff, including trainers/facilitators, in the main office and 15 in the districts.

ICA has developed a pool of trainers/facilitators working regularly with ICA Nepal as full-time staff or consultants. They have expertise in different sectors and have national and international exposure and training.

Resource Centre/Library

The ICA resource centre cum library contains about 1 500 books and reports. There is a plan to upgrade it.

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).

4. GLOBAL AND NATIONAL PARTNERS

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 and organisations who have kindly contributed to carry out several community development activities in the country.

We are grateful to The American Foundation, USA, Association for International Co-operation of Agriculture and Forestry (AICAF), Japan, CARITAS, Nepal, Haëlla Stichting, Holland, ICA Japan, KNCF Japan, Washi Art Group, Japan, Ministry of Foreign Affairs (MOFA), Japan, MISEREOR, Germany, Katholisch Zentralstelle für Entwicklungshilfe e. V., Germany, Rabobank Foundation, Holland, Tokyo Union Church (TUC), Japan and Vision Trust, USA.

Many individuals worldwide have also generated their support to ICA Nepal. They are: Dr. Donald Elliott, Denver, USA, Wayne and Shizuyo Ellsworth, Japan, Janet Sanders, Canada, Nelson and Elaine Stover, Greensboro, USA, Dr. John Singleton, USA, Richard Alton, Belgium and Yoshiharu Takamoku, Japan.

ICA Nepal has worked with several organisations organising training or carrying out research work. They are as follows:

NARMSAP, GTZ, The Nepal Trust, INF, Swiss Development Cooperation, International Trachoma Initiative (ITI)/NTP, King Mahendra trust for Nature Conservation, United Nations Development Programme, UNAIDS, Save the Children Fund Alliance, Third Livestock Development Project/ADB, Bagmati Integrated Watershed Management Programme (EU), PUCD/FAO, National Centre for AIDS and STD Control (HMG), Bagmati Integrated Watershed Management Programme (BIWMP), Intermediate Technology Development Group (ITDG – UK and Nepal), School of Environmental Management and Sustainable Development (SchEMS), Association of District Development Committee of Nepal (ADDCN), Volunteer Services Overseas (VSO), Nepal Water for Health

(NEWAH), Britain Nepal Medical Trust (BNMT), University of Agricultural Sciences, Vienna, Kathmandu Metropolitan Corporation, Integrated Human Development Organisation, Bangladesh.

Contact Information

ICA Nepal
 47, Shree Ganesh Galli
 Subidha Nagar/Tinkune,
 P. O. Box: 20771
 Kathmandu, Nepal
 Tel/Fax: 977-1- 4481 280
 Email: ica@icanep.wlink.com.np
 URL: www.ica-world.org/nepal/index.html

Last Update

July 25, 2003



NETHERLANDS

Objectives

- ◆ To train volunteers for overseas community development work.
- ◆ Identify placements for them with other ICAs or affiliated organisations around the globe, preferably in developing countries.
- ◆ To promote and train ToP methods.
- ◆ To network with ICAI and other ICAs.

Background

The Institute of Cultural Affairs Netherlands was founded in 1977. Between 1977 and 1979 it started village meetings, called *dorpsdagen*, throughout the Netherlands. These were participatory planning events, where all people from those villages were involved in doing their own community planning. In the early 80s ICA-NL launched together with ICA Belgium and ICA:UK the ICA Volunteer Placement Programme. Up till 1989 ICA-NL sent out around 40 Dutch volunteers to ICA or other projects. Since 1989 the European ICAs, led by ICA Belgium, initiated the Foundation Course, which assisted volunteers in getting thorough preparation for working in a development project. The first two courses were held at the ICA headquarters in Brussels. From 1991 to 1995 this course was held in Portugal with the collaboration of ICA Portugal. ICA-NL assisted with providing 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 (VSP)

In 1996 ICA-NL launched its own VSP in the Netherlands. Around 150 volunteers went abroad between 1996 and 2003. In 1999 and 2000 the programme was run twice. It is run mainly by returned overseas volunteers who were trained in previous years. The VSP is made up of three periods that help volunteers prepare to work with NGOs in community development. The core training is the 9-day Development Interchange Training in which the volunteers gain practical skills about project planning, monitoring & evaluation, teamwork, culture shock, health, fundraising and report writing. The other two training sessions are Group Facilitation Methods, Participatory Strategic Planning and Open Space. ICA-NL and ICA:UK work together in this VSP. Facilitators, curricula and information are exchanged amongst the two ICAs. Twice a year a newsletter is sent to all involved in ICA-NL. Placement of volunteers on projects has the special attention of our placement 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 training new volunteers.

Promotion & Training of ToP Methods

Since 1997, 8 people have enrolled through ICA-NL in the ItoPToT in Phoenix, USA. They have committed themselves to ToP training in the Netherlands or abroad. The ICA-NL training team has developed a coaching system to constantly upgrade the training and facilitating skills.

International ICA Activities

ICA-NL is part of the international network of ICAs and participates in continental and global ICA events. In 2000, ICA-NL attended the Global ICA Conference in Denver. In 2001, it participated in the UN conference on volunteering and attended the European Interchange in Spain.

Future Goals of ICA-NL

- ◆ Continue organising the VSP to prepare people for voluntary overseas community development work and assist them to find a placement.
- ◆ Continue building the organisation. In 1999 a new board and one paid staff member were appointed to strengthen the organisation.

Materials Available

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

Staff

Office manager: Vacancy
Placement coordinator: Vacancy
Volunteer training coordinator: Roos Mooiman
International coordinator: Sybrech Nevenzeel
President: Thijs de Jong
All can be contacted through the office.

Contact Information

Mailing Address

ICA Netherlands, PO Box 11143,
1001 GC Amsterdam, The Netherlands

Office Location

Minahassastraat 1, 1094 RS Amsterdam
The Netherlands
Tel: +31 20 4685042
Fax: +31 20 4685037
Email: icaned@xs4all.nl

Last Update

June 2003

NIRADO

Background

The Nigerian Integrated Rural Accelerated Development Organisation (NIRADO) is a not-for-profit, non-governmental, non-sectarian, non-political, non-religious organisation. It was established in 1984 through the efforts of 14 Nigerian delegates to the International Conference on Rural Development organised by ICAI in India in February of that year. NIRADO is registered in Nigeria as a corporate body under the land (Perpetual Succession) Act Cap.98.

Mission

NIRADO's mission is to assist the rural people to develop themselves through self-help efforts, by acting as a catalyst in helping the people to realise their potentials and become collectively more self-confident and self-reliant and able to develop their communities themselves.

Objectives

- ◆ Promote and enhance integrated rural development in Nigeria.
- ◆ Encourage greater private sector involvement in rural development.
- ◆ Carry out, influence or promote rural development projects anywhere in Nigeria.
- ◆ Train interested field practitioners of rural development in methods of comprehensive development at the national level, emphasising initiative, planning and implementation.
- ◆ Collaborate, cooperate and affiliate with any national or international rural development organisations, societies, institutions, boards and other groups in furtherance of NIRADO's objectives.

Major Activities

NIRADO, in pursuing its objectives, applies various participatory methods developed by the ICAI to carry out its programmes, which are centred on both rural development and organisational capacity building.

Development Planning and Training Workshops with CBOs

This programme aims at facilitating competent institutional skills for members of groups/associations in order to enhance the long-term sustainability of their activities. It also involves the creation of a three-year development plan using the PSP, which would be implemented through self-help efforts. This is an annual programme done through the sponsorship of MISEREOR.

Leadership Development is designed to empower the leaders of a community-based group in order to:

- ◆ Enhance their leadership skills.
- ◆ Enable them to facilitate their development process effectively.
- ◆ Strengthen the internal cohesion and effective management of the groups.

Training of Trainers for Development Practitioners

Development of interest groups/individuals, Community Development Officers, Group Mobilisers. The aim is to equip the target audience with participatory development skills to enhance their work with community groups. This programme has been sponsored by FEF and CBDD.

Group Mobilisation Methods for Grassroots Project Implementations

This is aimed at bringing people together to initiate community development projects through the creation of a common vision and mobilising them to contribute their resources to execute the projects. It is designed to collaborate with other development agencies such as IFAD in implementing their projects at the grassroots level.

Economic Empowerment/Income Generation

This programme aims at enabling people to carry out successful income-generating activities through training in business management and how to start and run income generating projects.

HIV/AIDS Education

HIV/AIDS Education and Community Mobilization Programme is designed to provide basic information on HIV/AIDS so that people can make informed choices. This is done through training of peer educators, who will in turn train other members of the community, and the creation of an action plan by the community to focus their energies to combat HIV and improve their quality of living.

Rural Health Programme aims at improving the health practice and knowledge of the rural people through dissemination of health information such as simple hygiene methods, first aids, and provision of basic health facilities to the people in the rural areas.

Agricultural Improvement Programme is designed to improve on the various agricultural activities in the rural areas. It entails new farming

methods, soil management and dissemination of agric information, storage, processing and marketing of products, and accessibility to modern technologies.

Community Education Programme aims at assisting communities to establish adult literacy classes through provision of teaching aids and facilities, and training of adult instructors on effective management of adult literacy classes.

Exchange and Internship Programmes
NIRADO works with other ICAs to learn from each other's experiences in order to strengthen the organisation. ICA Ghana has sent their staff to Nigeria twice.

Consultancies

NIRADO, through its consultancy arm, ICAI Associates, trains people from different organisations in ToP methods.

The programmes include:

- ◆ Participatory Strategic Planning
- ◆ Group Facilitation Methods
- ◆ Action Planning Methods
- ◆ Conflict Resolution
- ◆ Team Leadership
- ◆ Mission and Philosophy Retreats.
- ◆ Facilitation of Workshops/Events

Membership

NIRADO is a membership driven organisation with members drawn from all walks of life. Regular meetings are held to train members in participatory methods of rural development to enable them to obtain ideas on how they can work effectively in their local areas.

Membership is open to people interested in rural development. Members can be involved in propagating NIRADO's philosophy by way of:

- ◆ Voluntary service
- ◆ Donations (cash and kind)
- ◆ Representing NIRADO in any forum
- ◆ Replicating NIRADO programmes in communities.

Funding

NIRADO as a voluntary, not-for-profit organisation, derives funds from membership dues, individual and corporate donations, consultancy fees and grants from development agencies to run its various programmes. Some of the agencies that have sponsored NIRADO programmes are MISEREOR (Germany), ICCO (Holland), Friedrich Ebert Foundation (Germany), Lagos Office, and Wild Geese of the Netherlands. NIRADO also works with some agencies like IFAD, UNDP as partners and funds are generated from such programmes. The communities that

participate in the programme contribute venues, time, labour and refreshments.

Advisory Board

NIRADO is governed by a 16-man Board elected by members to formulate policies that guide the affairs of the organisation on a two-year term. The board members are elected during the Annual General Meeting (AGM).

Staff

There are eleven full time and one contract staff.

Networking

NIRADO is statutory member of ICAI. It also networks with organisations/agencies in Nigeria such as

- ◆ Civil Society Action Coalition on Education for All (CSACEFA)
- ◆ International Association of Facilitators Nigeria Chapter (IAF)
- ◆ Nigerian Network of NGOs.

Some of the activities carried out this year include:

- ◆ Local Planning and Facilitators Training Program in Kogi State. This programme was held from January 20 to March 5, 2003 and a total of 21 CBOs from Igalamla/Odolu and Olamaboro LGA participated in the programme.

The programme was in two phases:

- ◆ Training of two representatives of each CBO in participatory and group mobilization methodologies to enable them to guide their groups in their development journey.
- ◆ Two days' Development Planning event using the PSP with each CBO to create a plan that would be implemented through self-help efforts.

Also from May 9 – 27, 2003, a follow-up exercise was conducted in all the 21 CBOs to monitor the progress of the implementation of their plans.

- ◆ A two-day GFM workshop was held on April 15-16, 2003 for different organisations. Fourteen participants from the University of Lagos, Institute of Financial Planning, Centre for Rural Development, Lagos State, Wasa Delmas, and Guardian Newspapers attended the workshop. Four more workshops will be held before the end of the year.
- ◆ Other programs scheduled for the later part of the year include:

- ◆ HIV/AIDS Education and Community Mobilization Programme in Itoikin, Epe LGA, Lagos State (June 2003)
- ◆ Follow-up and Strengthening Exercise to some of the old groups NIRADO worked with in previous years (Sept-November 2003).
- ◆ Sensitization/Mobilization Workshop in five Northern States under the Community Based Agriculture and Rural Development Programme (CBARDP) (July - September).

Contact Information

NIRADO
17, Ogunmodede Street
Behind Alade Market
Allen Avenue
PO Box 18075
Ikeja, Lagos
tel/fax: +234 1 4936542 / 4936559
email: nirado@alpha.linkserve.com

Last Update

May 2003



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 thirty 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
 - ◆ Facilitator Certification Program (FCP)

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 Methods Course
 - ◆ Imaginal Learning Course
- ◆ Deepening Group Process
 - ◆ Spirit of Facilitation
 - ◆ Advanced Facilitation Applications Practicum
- ◆ Complementary 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 cooperative action, including Retreats, Facilitator Forums, and Partnership Programmes.

The ICA uses highly participatory 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 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 complementary 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 twenty-five FCP trainees.

Contact Information

The Institute of Cultural Affairs
3/F, No/12, Lane 5
Tien Mou West Road
Taipei
Taiwan
Tel: +886 2 2871 3150
Fax: +886 2 2871 2870
Email: icataiw@ms69.hinet.net

Last Update

July 2003



TANZANIA

Objective

The main objective of the Institute of Cultural Affairs Tanzania is to create strong communities, especially the disadvantaged ones, that can determine their futures.

ICA Tanzania is one of the new ICAs, 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 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 the continental meeting of African ICAs in Nairobi, Kenya. ICA Tanzania was represented by Ms. Esther Damball (Board Member).

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 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 marked a 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 2000 and 2001 ICA Tanzania has recruited three more staff members in both GRM 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 out two staff members to attend training on micro-finance and HIV/AIDS held in Nairobi, Kenya and ItoPToT in Accra, Ghana.

Current Activities

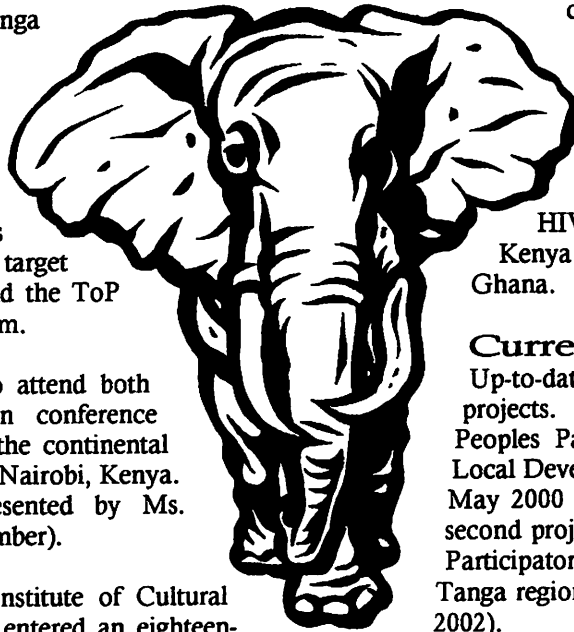
Up-to-date ICA Tanzania has two projects. The first one on "Promoting Peoples Participation and Participatory Local Development" in Arusha region (1 May 2000 to 31 October 2001), and the second project on Strengthening ICA and Participatory Local Development in Tanga region (October 1999 to September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

Contact Information

ICA Tanzania
NSSF Building – 1st Floor
P.O. Box 1016
Moshi
Tanzania
Tel: +255 27 2751000 / +255 744 592970
Email: icatz@kicheko.com
Contact Person:
Doris Mutashobya, Executive Director

Last Update

June 2001/July 2003 (contact info.)



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 & 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 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 & 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/no development efforts exist by helping them through a process of problem identification and planning to implementation of identified development strategies using ToP methods.

Current Activities

ICA Uganda is implementing a 3-year cycle of

capacity building and organisational development in 10 local organisations. According to their needs, ICA conducts training and advanced training in organisational development, leadership skills, entrepreneurial skills, etc. We assist them to develop & implement their strategic plans as well as monitor their activities. Promoting the overall concept of participation as a necessary component for long-term & sustainable development remains our major objective. We are working closely with & monitoring 5 organisations' activities that have undergone the training to enable them consolidate their learning. Other activities include community meeting facilitation, participatory research, personal development workshops, strategic planning seminars, conference facilitation, documentation & evaluation, and providing consultation services for organisations in the development sector.

Planned Activities

- To start HIV/AIDS programmes, in giving support to families of victims of AIDS so that they can live meaningful sustainable lives. ICA Uganda is participating in the African HIV/AIDS initiative and will launch the project in Uganda in November 2003.
- 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-U conducts its activities either independently and or mobilises specialist input from its partners. This places ICA at an advantage as it can mobilise capacity from a wealth of information, knowledge, & experience world-wide. ICA partners benefit by receiving professional support in any area of their interest. ICA-U is currently staffed by 4 multi-disciplinary specialists, an administrative officer & an accountant. It is governed by a Management Council & a Board of Trustees.

Contact Information

Office Location

Plot 14, House no. 1, Conwall Crescent
Kyambogo Lower Estate, Kampala, Uganda

Mailing Address

PO Box 70, Kyambogo, Uganda

Tel/Fax: +256 41 286899

Tel: +256 77 429750

email: cwabwire@hotmail.com/

icaug@mailfuture.com

Last Update

August 2003

UNITED KINGDOM



Values

We value...

- a culture of participation - by promoting and practising approaches that enable people to participate effectively in problem-solving, planning, decision-making and working together.
- shared responsibility - by fostering individual and collective responsibility, trust and honesty to create a sense of belonging in pursuit of a more just world.
- constant learning - by asking questions of ourselves and others to promote our ongoing development.
- wholeness - by respecting the diversity and uniqueness of individuals and communities, 'encompassing mind, body and spirit.'
- making a difference - by making a contribution as part of our individual life journeys, and enabling others to do the same.
- a global perspective - by maintaining a global and historical perspective to provide a context for our actions at the local, national and international levels.

Mission

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 around 140 individuals and families, living and working in a diverse range of settings across the UK and abroad.

ICA:UK is a company limited by guarantee (no. 3970365) and a registered charity (no. 1090745). ICA:UK was incorporated in 2001 by Trustees of

the pre-existing ICA Development Trust (registered charity no. 293086) in order to accommodate all of ICA's UK activities within a single limited-liability charitable company. Since ICA:UK's registration as a charity was completed in February 2002, ICA Development Trust has now transferred its charitable activities to ICA:UK. The Trust and the Company are each governed by Trustees and a Board comprised of network members.

Within this structure, a ICA:UK employs four full- and part-time staff based in Exeter, London and ICA:UK's Manchester office, to administer, develop and expand ICA's programme and network in Britain, in line with its mission and strategic plan. To accomplish this, the staff Programme Co-ordination Team 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.

ICA:UK is a member of the National Council of Voluntary Organisations (NCVO), British Overseas NGOs for Development (BOND), the European Facilitators User Group (EFUG), InterAct (a UK alliance of participation practitioners), and a statutory member of the Institute of Cultural Affairs International (ICAI).

CURRENT ACTIVITIES

1. ToP Facilitation & Training

1.1 Scheduled public training courses

In a series of 1 and 2-day training courses, ICA presents its Technology of Participation (ToP), a system of practical methods that will enable you, as a facilitator, to actively involve all members of a group in decision making, 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. Today, the ToP methodology is applied by a wide variety of groups and organisations in the public, private and voluntary sectors.

In 2003, 23 public ToP training courses have been scheduled in Bristol, Cambridge, Craigavon, 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.
- **Group Facilitation Skills** - a pilot one-day course that enables participants to share facilitation experiences and challenges and explore ways of addressing these in future, to reach a deeper understanding of what it means to facilitate and to experience the *ToP* discussion and workshop methods.
- **Team Leadership** - This course is for team leaders who are committed to participation in deciding tasks and implementing them. It offers tools and methods to help a team through difficult times.
- **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.

1.2 Customised training and facilitation

In addition to offering regular public training courses, ICA is able to customise its *ToP* training modules to meet the needs of a particular group or organisation. We can also facilitate participatory events to meet your requirements.

Recent clients for in-house training and facilitation have included: African Foundation for Development; Bournemouth Church Housing Association; Bournemouth Partnership Forum; Bradford Vision/C2M; Christian Aid; Department for International Development; EMERGE, Manchester; Encams; East Devon District Council; Harvest Help; Intermediate Technology Development Group; Leamington African & Caribbean Project; Newcastle Council for Voluntary Services; North London Voluntary Sector Forum; The Prince's Foundation; Community, Environment Project Office-Edmonton; Salvation Army; Sightsavers International (in Sierra Leone & Cameroon); Tameside 3rd Sector Coalition; Voluntary Action Lewisham.

ICA:UK has for 3 years co-trained the African regional *ToP* Training programmes in Accra, in conjunction with ICA Ghana, and was represented by three participants at the 2003 International *ToP* Training of Trainers of ICA USA in Phoenix.

1.3 ToP Associates Network

ToP course graduates are invited to join the ICA:UK *ToP* Associates Network for mutual support among all those on a journey as a *ToP* facilitator. *ToP* Associates are also invited to participate in developing ICA:UK's *ToP* programme, and may train to deliver ICA:UK courses as a *ToP* Trainer. *ToP* Associates may also deliver *ToP* training independently under license with ICA:UK.

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 programme has trained over 300 UK volunteers since 1981.

The introductory Volunteer Orientation Weekend (VOW) provides an opportunity for all those interested in volunteering overseas to explore some of the important issues and how they relate to you and your motivation to volunteer. This is your chance to think about whether you want to volunteer.

The Volunteer Foundation Course (VFC) comprises 3 days in September and 9 days in October. This course enables you to think about how to volunteer. Successful completion of these courses is the only formal requirement for taking up a placement through the programme - although taking up a placement is not required of those completing the courses.

At 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

travel and insurance. Individual support and advice is available from ICA throughout, including help with fundraising.

The following organisations are some of those currently requesting volunteers through ICA:UK:

- **Bangladesh:** Bangladesh Rural Improvement Foundation (BRIF) in Dinajpur are looking for a volunteer to help with their work in micro-credit and integrated rural development.
- **Belgium:** ICA's International co-ordinating association in Brussels is looking for a volunteer to assist with the programme of developing & improving services for ICAs around the world.
- **Burkina Faso:** AILG in Ouagadougou are looking for a volunteer to teach English and help initiate projects linking youth & women in French-speaking West Africa.
- **Guatemala:** ICA Guatemala are engaged in teaching English, organic farming and health care, and are looking for volunteers to help prepare for an international conference in 2004.
- **India:** EASTER are involved in formal & non-formal education in Tamil Nadu, and are looking for a volunteer interested in working with children, youth or women.
- **Portugal:** Teatro Regional de Serra de Montemuro is a small touring community theatre company, looking for a volunteer to support their touring work and their annual festival.
- **USA:** ICA in Phoenix Arizona are looking for interns for their Youth as Facilitative Leaders programme, working with disaffected young people throughout the USA.
- **Zambia:** ICA Zambia work in Lusaka and in rural areas, and are seeking volunteers to assist in sustainable agriculture, women's development and youth training.

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 half-yearly newsletter, written by members of staff, and this is sent to sponsors. Donations go toward staff 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 has been playing a role in fundraising for projects overseas since 1985. In Kenya the Village Volunteers sponsorship scheme has been running since that time, and other grants have been raised for partner organisations within the ICA International network.

ICA:UK, as an active member of the ICA International network, believes that there are many opportunities for different members of the network to play a role in assisting each other. This assistance can take many forms, but the underlying themes of this whole initiative are partnership and capacity building.

Principles of partnership:

1. While ICA:UK accepts the important role that it can play in accessing funding for partners in the South, it believes that such a role needs to be set in a wider context of empowering and enabling partner organisations to develop themselves and to deliver quality programmes. "Quality" here means programmes that are both efficiently managed and which are achieving the expected effect and impact on the lives of those involved.
2. There needs to be a common belief in and commitment to the principles and philosophy on which ICA is based.
3. There is an implicit assumption that the local community will either be involved in the design of any programme for which funding is being sought, or that any proposal submitted shows a clear link to the delivery of better programmes or increased capacity to do so.
4. That any fundraising activity undertaken by ICA:UK should be carried out in a way that is primarily designed to enable and empower the partner organisation.
5. For any partnership to be effective and meaningful, it needs to be based on a high level of transparency and should be seen by all parties (i.e. including the donor) as being equitable.

Fundraising & grants management:

ICA:UK recognises that, in order for it to provide quality service to partners, there is need for greater collaboration with other ICAs in the North. This is to take advantage of any opportunities that there might be for funding in different countries, avoid duplication (or worse, contradiction) of effort by Northern ICAs carrying out this kind of work and ensure that the Southern ICA is assured of the best service possible.

ICA:UK currently manages the following grants in partnership with the national ICA:

- **Health and Leadership Programme, Central Province, Kenya.** Funded by the Community Fund (formerly the National Lottery Charities Board) with additional funding from the Jephcott Charitable Trust.
- **Integrated Agriculture and Income Generation Programme, Siaya, Kenya.** Funded by Comic Relief and the Hilda Laing Charitable Trust.
- **Capacity Building of Local NGOs in Arusha Region, Tanzania** supported by the Baring Foundation and the Scottish Catholic International Aid Fund.
- **Integrated development and capacity building with 20 women's groups in the West Gonja District of Northern Ghana,** funded by a 3-year grant from Comic Relief.

3.3 Linking Policy to practice:

While building partnerships with local ICAs in the South, ICA:UK is equally keen to play a facilitative role in building the capacity of ICA in a region. This would:

- Involve a number of ICAs and individuals in a regional initiative.
- Develop ICA's role in the wider development field.
- Lead to greater promotion and use of participatory techniques and approaches.
- Promote greater input into international policy making processes.
- Establish appropriate information sharing systems.
- Build linkages between national ICAs and between ICAs and other organisations.

In advocating a stronger linkage between practice and policy, ICA:UK liaises with ICA International which has consultative status with the UN and with ICA Japan and ICAs in 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 roughly quarterly to the network's 140 or so mostly UK-based members and overseas volunteers, and also by email to around 70 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.

Staff: Ghee Bowman,(VSP), Joanne Currie (Administration) Jonathan Dudding (IPP), Martin Gilbraith (ToP)

Contact Information

Ghee Bowman, VSP Co-ordinator
15 Mile Lane, Exeter EX4 9AA
tel: +44 1392 422216
email: gbowman@ica-uk.org.uk

Jonathan Dudding, IPP Co-ordinator
33 Sherbrooke Road, London SW6 7QJ
tel: +44 20 7381 6169
email: jdudding@ica-uk.org.uk

Joanne Currie, Administrator &
Martin Gilbraith, ToP/Development Co-ordinator
& UK Board member to ICAI
ICA:UK, PO Box 171, Manchester M15 5BE
tel/fax: +44 161 232 8444
or (local rate) 0845 450 0305
email: martin@ica-uk.org.uk
joanne@ica-uk.org.uk

Website: www.ica-uk.org.uk

Last Update

May 2003

UNITED STATES OF AMERICA

Overview

The ICA USA is a social change organisation incorporated in the United States in 1973 as a non-profit corporation with 501(c)(3) tax-exempt status. The ICA supports itself with programme fees, grants, contributions from individuals, foundations and corporations, and product sales. ICA USA is a founding member of InterAction, the American Council for Voluntary International Action and ICA International. In addition to its own national programmes, the ICA USA provides technical assistance and training to support national ICAs around the world.

ICA's mission, vision & purpose

The ICA's mission is to equip the next generation of social innovators.

The ICA's vision is for every individual, community, and organisation from every sector of society to have access to trusted tools for implementing the changes they want to see.

The ICA's purpose is to strengthen families and communities and to foster a dynamic civil society:

- ◆ By helping people navigate their individual journey into authentic selfhood
- ◆ By helping people to work effectively in diverse forms of human community
- ◆ By helping people to facilitate groups working for substantive change

Why "Cultural" affairs?

Shared responsibility and decision-making in governments, corporations, organisations and communities help people work for economic and political justice. The ICA works with a third dimension - culture - a society's shared understandings, patterns, stories and symbols.

For the last forty years, ICA has been fostering cultures based on inclusive participation and profound respect. Patterns of engagement based on these values help people work creatively, minimise conflict and accomplish more together than individuals working alone. Prowess in dealing with the cultural dimension of societies is necessary to solve the otherwise intractable human dilemmas in the world today.

The meaning of the ICA symbol



The two halves of the circle represent the conserving and venturing forces in society. Forces for preserving the legacy of the past always coexist, however uneasily, with forces advocating change for the future. Healthy, evolving societies result when both forces share a balanced presence.

A third force is needed—people who honour the past and envision the future. The wedge symbolises pioneers whose transformative social leadership overcomes barriers to needed change.

The next generation of social innovators

Social innovation requires leaders skilled in the methods and spirit of transformation. In partnership with ICA staff, apprentices and interns learn and practice methods of social innovation in communities and organisations. Apprenticeships are usually for one year and are intended to lead to careers supporting social innovation. Internships are of shorter duration. Both paid and volunteer positions are available.

Guiding principles

The ICA's guiding principles evolved out of a history that goes back over 40 years to its beginnings as a social movement for local development and social justice. 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 impact of ICA's work

Individuals leave ICA programs empowered with:

- ◆ a sense of purpose and vision for the future
- ◆ the confidence and the skills needed to initiate social change
- ◆ the ability to recognize and reverse destructive behavior cycles

The ICA helps organizations develop:

- ◆ smart solutions to challenges based on alignment of diverse perspectives and deepened ownership
- ◆ common vision and plans which spread work among teams and minimize conflict
- ◆ adaptable tools for reflection and celebration which motivate and affirm accomplishments

The ICA's impact on communities includes:

- ◆ engaged residents and organizations skilled to meet systemic social challenges

- ◆ effective structures for engaging all residents in planning and decision-making
- ◆ strengthened connections and partnerships among community organizations

A partnership approach

There are no easy solutions to social challenges and no single organisation has all the answers. ICA works in partnership with organisations with complementary skills and commitments to social change. Partners include:

- ◆ Center for Youth and Communities, Brandeis University

- ◆ Centro de Estudios Superiores del Estado de Sonora, Mexico
- ◆ The Chicago Public Library
- ◆ Christopher House, Chicago
- ◆ Colquitt/Miller Arts Council (Georgia)
- ◆ Community Performance, Inc.
- ◆ Habitat for Humanity International
- ◆ Kids Voting Arizona
- ◆ Arizona Community Foundation
- ◆ Neighbourhood Partners (Phoenix)
- ◆ Proliteracy Worldwide
- ◆ Wintop Consulting Group, Washington, DC/Shanghai, China
- ◆ ICA International [re Guatemala Conference]

Programme Arenas

1. Community Revitalisation

ICA staff members are residents of and work for the wellbeing of several local communities around the United States.

The ICA draws on 40 years of community experience in its workshops and seminars. Participants learn practical methods and approaches that help them work in their communities.

Email: community@ica-usa.org

Uptown Community Resource Center (Chicago)

A demonstration of innovative, environmentally friendly urban design including the creative community use of an old office building by 24 social service agencies and a parking lot that functions as a heat abatement island.

Tel: (1 773) 769 6363, x202

International Conference Center (Chicago)

An intentional urban community and retreat centre serving the nonprofit sector and visiting international guests.

Tel: (1 773) 769-6363, x204

Lifestyle Simplification Lab

A workshop and materials that help people create a more sustainable lifestyle.

Tel: (1 336) 605-0143

Participatory Design Module

Workshops facilitating collaboration among citizens and design professionals to make community design efforts accessible, participatory and responsive.

Tel: (1 336) 605-0143

The Arts for Social Change

Workshops and seminars that equip people to heal communities through the arts.

Tel: (1 229) 758-3707

2. A Culture of Participation

The ICA offers training seminars and consulting services on facilitation and participatory organisational change.

People today expect and demand to participate in planning, decision-making and problem solving that affects them. The ICA's Technology of Participation[®] seminars provide proven ways for people to master skills of facilitation that help them provide effective leadership for the communities in which they live, the organisations to which they belong, and the workplaces where they earn their living.

Email: participation@ica-usa.org

Technology of Participation[®] (ToP[®]) Series

Seminars offering skills for facilitating group thinking, decision-making and action.

Tel: Eastern USA (1 202) 828-1008

Central USA (1 773) 769-6363 X 272

Northwest USA (1 206) 323-2100

Southwest USA (1 602) 955-4811

Mastering the Technology of Participation[®]

Learning communities offering mentor support for facilitators in several locations annually.

Tel: (1 602) 955-4811

ToP[®] Trainers Network

A professional network linking qualified ToP[®] trainers across the USA.

Tel: (1 602) 955-4811

3. Transformative Learning

The ICA works with children, youth and adults, including parents and educators, to foster a lifestyle of learning and personal growth. Internal and external assumptions frequently block individuals and groups from achieving their full potential. By using methods and images that open and deepen their awareness, the ICA helps people tap the interior resources that release creativity and motivation.

Email: learning@ica-usa.org

The Learning Basket® Project

Seminars and workshops helping parents and educators support infant learning and family literacy. Tel: (1 773) 769-6363, x291

Rite of Passage Journeys

Events and rituals marking significant life transitions for youth, adults and elders.

Tel: (1 425) 486-5164

The Power of Image

Seminars and workshops offering tools for creative facilitation.

Tel: (1 773) 769-6363, x278

4. Community & Youth Leadership

The ICA works with youth and adults in community groups and schools to mobilise residents for voluntary action and neighbourhood improvement.

Strong communities are created when effective leaders elicit the creative ideas, energy and commitment of people of all ages and backgrounds. By equipping youth and adult teams with the skills to effect sustainable change in their neighbourhoods, the ICA helps new leaders involve entire communities in the practical action needed to create meaningful results.

Youth as Facilitative Leaders

A two-day seminar that gives youth the in-depth training and mentoring needed to play leadership roles in the community. Youth are trained in ICA's *Technology of Participation® (ToP®)* facilitation methods, then use the methods to plan and implement voluntary community service projects. Young people with additional training may go on to become *ToP®* Youth Trainers, training other young people in these methods.

Tel: (1 602) 955-4811

International Technical Assistance

The ICA USA offers technical assistance services around the world. Training, facilitation and

consultancies using ICA's participatory methods help small and large nongovernmental organisations transform the way they work with people and client organisations in order to build capacity and foster cultures of participation.

Tel: (1 202) 828-1008

The Neighbourhood Academy

A forty-hour leadership and skill development-training program for youth and adult teams, who want to make positive, permanent changes where they live. Participants in the program learn how to facilitate meetings, plan and implement projects, map the current resources in their community and decide on the most strategic ways to use their own energy to make things happen.

Tel: (1 773) 769-6363, x296

Facilitation and Training in Spanish

The *Youth as Facilitative Leaders* and *Neighbourhood Academy* Programs, as well as The Learning Basket® Program, ToP courses and strategic planning workshops are offered in Spanish or bilingually to community-based and other non-profit organisations which work with Latino populations. Tel: (1 602) 955-48

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

The *IToPToT* is a joint programme of the ICA USA's Culture of Participation and Community and Youth Leadership teams.

The purpose of the *IToPToT* is to enable ICAs around the world to create and maintain effective facilitation and training programmes using proven methods of participation. Participation in the *IToPToT* provides training and experience that help ICA staff members build regional and national capacity for program development and

delivery and the long-term infrastructure within which to implement civil society-building initiatives.

Five training programmes have been held since 1995 in Phoenix, Arizona. Participants have come from Belgium, Brazil, Chile, China, Egypt, Ghana, Guatemala, India, Japan, Lesotho, The Netherlands, Nigeria, Peru, South Africa, Taiwan, United Kingdom, United States, Venezuela, Zambia, and Vietnam. *IToPToT* graduates have helped establish or are working to establish new ICAs in Ghana, Nepal, Tajikistan, Tanzania, Uganda, and Zimbabwe. The 5th six-week *IToPToT* was held from late April through early June 2003.

The Board of Directors

10 men and women from as many cities across the country provide overall governance as members of a volunteer Board of Directors. The Executive Committee's members include Donald P. Elliott, Denver, President; Lela Jahn, San Francisco, California, Vice President; Lynette Jones, Phoenix, Arizona, Secretary; and Kenneth Gilbert, Champaign, Illinois, Treasurer.

The ICA USA National Team

The National Team, made up of representatives from each operating unit, provides the ICA-USA's executive leadership. Members and the program arenas they represent include:

Bill Grow (*Community Revitalisation*)
Colquitt, Georgia. Tel: (1 912) 758-3707
Email: wgrow@ica-usa.org

Alisa Oyler (*Community & Youth Leadership*)
Washington, DC. Tel: (1 202) 828-1008
Email: aoyler@ica-usa.org

Marilyn Oyler (*A Culture of Participation*)
Phoenix, Arizona. Tel: (1 602) 955-4811
Email: moyler@ica-usa.org

George Packard (*Transformative Learning*)
Chicago, Illinois. Tel: (1 773) 769-6363
Email: gpackard@ica-usa.org

Jennifer Turner (*National Staff Services*)
Chicago, Illinois. Tel: (1 773) 769-6363
Email: jturner@ica-usa.org

Savithri Vijayakumar, Board/Staff Coordinator, National Team Administrator, Phoenix, Arizona.
Tel: (1 602) 955-4811
Email: svijayakumar@ica-usa.org

National Staff Services

In addition to the four programme arenas, several staff members provide professional services to the national organisation in the arenas of finance, public relations, fund raising, order fulfilment, publishing and co-ordination.

The National Service Bands

Five informal networks, composed of staff, Board members, associates and other stakeholders, support voluntary involvement in building

organisational capacity and making recommendations to Board and staff in the arenas of human resource management, technology development, public relations and fund raising, finances and strategic partnerships.

National Coordinating Centres

Chicago, Illinois

(including the International Conference Center— inexpensive accommodation for individuals and nonprofit organisations, including international guests)

4750 N. Sheridan Road, Chicago, IL 60640
Tel: 773-769-6363 | chicago@ica-usa.org

Phoenix, Arizona

(including coordination of the *IToPToT* Program)
4220 N. 25th Street, Phoenix, AZ 85016
Tel: 602-955-4811 | phoenix@ica-usa.org

National Offices

Washington, DC

(including national coordination of fund raising)
2000 P St. NW, Ste 308, Washington, DC 20036
Tel: 202-828-1008 | washington@ica-usa.org

Seattle, Washington

215 NE 40th Street C-2, Seattle, WA 98105
Tel: 206-323-2100 | seattle@ica-usa.org

Field Offices

Troy, New York

248 Second Street, Troy, NY 12180
Tel: 518-273-6797 | troy@ica-usa.org

Greensboro, North Carolina

5911 Western Trail, Greensboro, NC 27410-8340
Tel: 336-605-0143 | greensboro@ica-usa.org

Colquitt, Georgia

Post Office Box 222, Colquitt, GA 31737
Tel: 912-758-3707 | wgrow@ica-usa.org

National Network

The ICA is 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.

ICA USA Website

For current programme information, visit:
<http://www.ica-usa.org>

Last Update

July 2003

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 (Economist, Administrator, ICA Treasurer); Clemete Marín (MSc Research; Admin of BanComunales), José Luis López (Educ.); Roxanna González (Educ); Magda Morán (Educ); Arianna Martínez (Law and Project Design in Cognitive Skills); Freddy Lazo (Educ); Clelia Reverón (Human Resource Consult); amongst others.

Funding

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

Contact Information

Office and Mailing address:

ICA Venezuela
Centro Ávila, Final Calle Vargas
Boleíta Norte, Caracas, 1071
Venezuela

Personal Contacts

Arianna Martínez, President of ICA Venezuela
email: arianna@cantv.net

Beatriz Capdevielle, Secretary of ICA Venezuela
office tel/fax: +58 212 232 9065 / 232 5155
home tel.: +58 212 976 9149 / 976 0475
mobile: +58 12 621 0635
email: beatriz@fundaexcelencia.org.ve

John F.B. Lawton, Advisor to the Board
Alternative mailing address:
Apartado Postal 68733
Caracas 1062-A
Venezuela
home/off tel/fax: +58 212 978 0055
email: jlawton@cantv.net

Last Update

June 2002/August 2003 (contact info.)

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 Zambia has trained and helped target groups to implement various projects in their communities.

Networks

ICA Zambia is a member of the Non-governmental Organisation Coordinating Committee, which coordinates member NGOs addressing gender and development. ICAZ is also a member of the Participatory Ecological Land Use Management (PELUM), Farmer Organisations Support Programme (FOSUP), which facilitates linkages among target groups in order to promote sharing of knowledge and experiences and documentation of best practices.

Past Activities

Vocational youth skills training

For three 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 Zambia's project areas spread over three provinces.

Current Activities

Sustainable agriculture methods promotion

The main thrust of the project is to help poor farmers with smallholdings 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 project

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

Water points improvement project

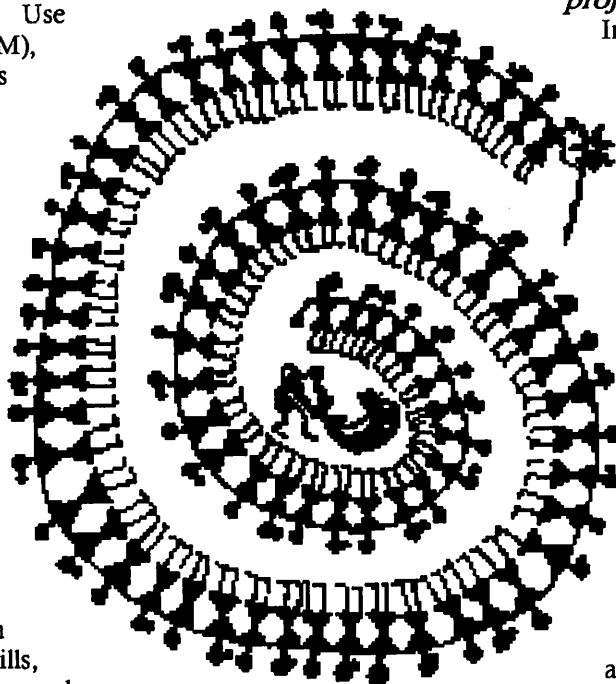
In communities where water availability is a critical need, ICA Zambia mobilises the target groups to

rehabilitate/construct improved water points for household consumption and market gardening. They undergo planning sessions after which area communities 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, ICAZ assisted them to initiate this scheme, which would 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' groups/individuals are encouraged to prioritise savings in order to build the financial fund in their communities. The individuals can access the loans from the funds for their own projects.

Small business promotion

This activity is promoted to assist target beneficiaries diversify income sources. This is made possible through the provision of start-up capital to vulnerable members of the target groups especially widows, orphans and youths.

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 prompted ICA Zambia to work in conjunction with health experts and NGOs whose major focus is HIV/AIDS education.

Capacity building

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

Contact Information

Executive Director
ICA Zambia
P.O. Box 31454
Lusaka
Zambia

Tel: +260 1 252293
Tel/fax: +260 1 252877
Email: icazam@zamnet.zm

Last Update

July 2003



PROVISIONAL STATUTORY MEMBERS:
PROGRESS REPORTS



SOUTH AFRICA

Itereleng is a Tswana word meaning " people doing things for themselves". It neatly summarises our philosophy and our aims as an organisation, as well as giving our name a South African flavour.

Itereleng:ICA (South Africa) was born in 2001 and is registered with the Department of Social Development as a non profit organisation (registration number 015-766) and is also a member of the South African national NGO Coalition (SANGOCO).

Our Mission Statement:

Itereleng:ICA (South Africa) supports people to actively participate in their own development and empowerment through innovative projects, which promotes the creation of a genuinely equal society.

Our Vision is:

To restore human growth and dignity through dynamic facilitation and empowerment.

Our Objectives:

- ◆ Develop focused and appropriate programs which address cultural, economic and socio-political issues
- ◆ Inculcate the spirit of self-reliance change thorough facilitation, education and training
- ◆ Create developmental partnerships and sustain our vision

We offer capacity-building training in the following areas:

- ◆ Group Facilitation Methods
- ◆ Participatory Strategic Planning
- ◆ Communication & Co-Counselling Skills
- ◆ Intensive HIV/AIDS Training
- ◆ Life Skills & HIV/AIDS
- ◆ Gender Awareness

Our Funded programmes are as follows:

- ◆ Youth as Facilitative Leaders - YFL
(This is a Youth development programme, working with young people and training them as peer educators and facilitators; funding has come from the British High Commission)
- ◆ Gauteng Network of Associates - GNA
(This is a programme focussing on community-based volunteers that have never been exposed to any training before and developing them as facilitators; funding has come from Returned Volunteer Action, UK)

Staff Capacity

Currently, we have 4 full-time & 2 part-time staff members. We also have 10 community-based facilitators, who form the GNA (Gauteng Network of Associates) & 7 youth facilitators, who form the YFL (Youth as Facilitative Leaders) group.

Although staff have different roles, we have a collective approach to decision-making and share power; payments are made to everyone on an equitable basis.

Some highlights of 2002

- ◆ Being able to attend two ICA meetings, namely the ICA General assembly held in Belgium and the African ICA's meeting in Zambia (Accomplishing what seemed impossible at the begin of the year)
- ◆ Achieving an enormous amount on minimal money
- ◆ Participating in the African HIV/AIDS launch in Ghana
- ◆ Our team growing from two people to seven and moving office
- ◆ Being accepted as Provisional Statutory members of ICAI or Institute of Cultural Affairs International
- ◆ Working consistently well as a supportive team
- ◆ Working with different communities around Gauteng
- ◆ Running facilitation methods training in Lesotho and the Eastern Cape

A selection of evaluation comments from recent workshops

" I have learnt to communicate better, to focus and concentrate and control my attitude" (member of CBO in Kagiso, Gauteng Province, Oct 2002)

" I've learnt that consensus is very important either for small or big discussions, that discussions should be focused in order to come to a consensus" (from participant in Training of Facilitators course, Maseru, Lesotho, Oct 2002)

" I've learned how to treat people who are infected, how to stand for my rights, how to communicate, and how to respect other peoples' feelings" (participant from YFL group, Minerva High school, Alexandra, Gauteng Province, Feb 2002)

" I have learnt to be more confident and one must be determined and committed to succeed " (from participant in Training of Facilitators course, LeaRN, Eastern Cape Province, Sep 2002)

Our Contact Details:

Postal Address:

P.O. Box 985
Melville 2109
Johannesburg
South Africa
Tel: (011) 339 3394

Email: ica@sn.apc.org

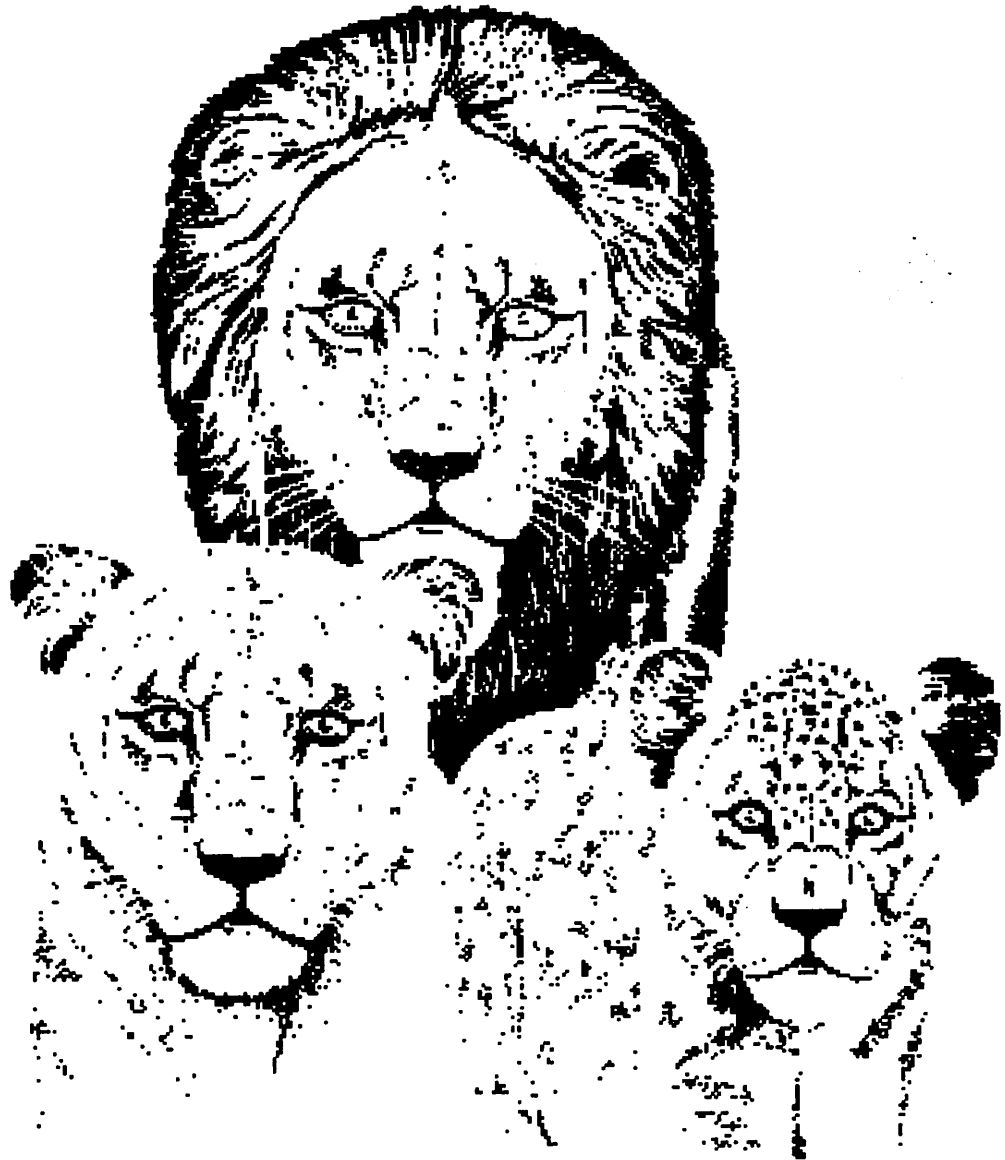
Street Address:

Auckland House, 5th floor,
East Wing
185 Smit Street
Braamfontein, Johannesburg
Fax: (011) 339 3393

Website: www.icaworld.org

Last Update

July 2003



TAJIKISTAN



Introduction

ICA: EHIO is located in Khujand, a city in the North of Tajikistan. Tajikistan, a former Soviet Republic is a Central Asian country with rich heritage and history. Since the collapse of the Soviet economic system, Tajikistan has been struggling with poverty and disintegrating infrastructure. This was exacerbated by the devastating Civil War in the 1990's. The work of ICA in Tajikistan will contribute to the hard work in rebuilding our country into the 21st century. In an era of peace within Tajikistan, the year 2001 bore witness to Tajikistan's 10th year of Independence, and the birth of ICA: EHIO...

Who we are

ICA: Empowerment for Human Involvement Organization (ICA: EHIO) is a non-governmental, non-for-profit, non-political voluntary organization. ICA: EHIO is registered with the Department of Justice of Khujand city, Tajikistan (Certificate of registration # 36, 19 October 2001). In August 2002 ICA: International in its General Assembly in Brussels accepted ICA: EHIO as a Provisional Statutory Member of the international ICA network.

How we started

An idea of establishing an ICA organization in Tajikistan was a joint initiative between the Institute of Cultural Affairs in the USA (ICA USA) and the Civil Society program within Mercy Corps Tajikistan. Mercy Corps is an international non-profit organization that operates in many countries worldwide and has been working in Tajikistan since 1994. In December 2000 the Civil Society program of Mercy Corps Tajikistan hired Linda Vogel song, an ICA USA trainer/consultant to help in organizational development of two local NGO partners through the design of Strategic Plans. As a result of a positive experience with the ICA's Technology of Participation (ToP[®]) facilitation methods, Mercy Corps strongly believed in their applicability and importance for Tajikistan, which has a thriving community of NGOs working on important issues and contributing to the peace building and economic restructuring and development processes. Mercy Corps learned about an opportunity for institutionalizing the use of ICA methods through

the opening of an ICA office. There was interest among local partners and individuals in taking this opportunity and Mercy Corps was interested in helping them. The international office of ICA in Brussels and the US ICA office expressed enthusiasm and support for the idea of opening an ICA office in Tajikistan. As a first and critical step in establishing an ICA organization in Tajikistan, ICA USA invited a Tajikistan representative to participate in International Technology of Participation Training of Trainers (IToP ToT) that was held in Phoenix, Arizona from April 25 to June 3, 2001.

Why the name 'EHIO'?

ICA: Empowerment for Human Involvement Organization (ICA: EHIO) is one of the newest NGO's affiliated with the Institute of Cultural Affairs International. Instead of merely calling ourselves 'ICA in Tajikistan', we wanted a name that would better reflect, represent and signify us as a Tajik organization, what we do, and who we are. The word 'human' within *EHIO* reflects the organization's aim *to place the human factor at the center of development*. 'Empowerment for Human Involvement' is exactly what we aim to do: to empower people to be involved with their groups and communities in a participatory way. The acronym of our name spells 'EHIO'. This is a Tajik word meaning 'Renaissance', a beautiful and poetic name to signify a new start in the way we involve people in community development.

ICA: EHIO Aim, Objectives and Activities

The aim of ICA: EHIO is to put Human Beings at the center of development.

ICA: EHIO will attain its aim by achieving the following objectives:

- ◆ To promote the philosophy of participation.
- ◆ To give people participation tools.
- ◆ To incorporate participation in development work.
- ◆ To promote youth as a valuable resource and active participant in community life.

In order to implement its aim and objectives ICA: EHIO is engaged in the following three areas of activities:

1. Providing facilitation training to individuals and organizations in *Technology of Participation (ToP[®])*, a special methodology for effective facilitation developed by the Institute of Cultural Affairs.
2. Providing facilitation service including: strategic planning meetings, action planning,

- community meetings, monitoring and evaluation, group discussions.
3. Engaging in social development projects that promote participation and empower people to help themselves.

Past Projects

◆ *Country Trek Project with ICA: USA.*
One of the difficulties that ICA: EHIO faced in its beginning stages was limited capacity to deliver ICA core services locally. With only one qualified national trainer (Munira Saifulloeva) of ToP[®] training in Central Asia, ICA: EHIO had no training capacity without inviting an international trainer to co-train. ICA: EHIO had the capacity to deliver ToP[®] facilitation training courses only as long as the international volunteer consultant from the UK, Shelley Hung, was in Tajikistan to assist.

That is why one of the main priorities was to increase ICA: EHIO local capacity to deliver ToP[®] training and facilitation services. In order to do that, ICA: EHIO started a joint Country Trek project with ICA USA on training local people to become ICA: EHIO ToP[®] trainers. It was ICA USA's new initiative to support new and growing ICAs around the world. The project was implemented in March-April 2001 with one month of intensive Training of Trainers (ToT). Two ToP[®] trainers from the United States, Alisa Oyler and Kathleen Joyce, were invited and hosted by ICA: EHIO to co-lead this event to ensure that the delivery was held to an international standard of quality. Participants of the training were representatives of different sectors such as NGO, youth groups, students, public organizations and ICA: EHIO staff. The training curriculum focused on equipping the participants to be able to train the Group Facilitation Methods course and Participatory Strategic Planning. The whole ToT was conducted in English with interpretation in Russian. The process of the training included training participants to be facilitators, helping them to get inside the theory behind the methods, participating in practice sessions and conducting of actual courses for ICA: EHIO clients. In their first actual courses ToT participants trained about 30 people in ICA's Group Facilitation Methods, and participants were not only from Tajikistan but from two other Central Asian countries, Uzbekistan and Kyrgyzstan.

◆ *Drinking Water Supply Project.*

ICA: EHIO was contracted by Mercy Corps for six months to work in partnership in their drinking water supply project in Isfara region of Tajikistan funded by ECHO (European Community Humanitarian Office). ICA: EHIO field officers/facilitators carried out community

mobilization in three targeted communities with a population over 30,000 people. The purpose was to build community responsibility through electing local representatives for Water User Committees, establishing Water User Committees on a regional level and ensuring community cash and in-kind contribution into the project. ICA: EHIO also provided the hygiene awareness component of the project and carried out health related informational work and training among people in communities with the purpose of changing peoples' behavior from using dirty water to using clean drinking water.

Current Activities

◆ *Training and Facilitation Services.*

ICA: EHIO provides facilitation training in ICA's Technology of Participation (ToP[®]) methodology. It includes the basic course on Group Facilitation Methods, Youth as Facilitative Leaders training course and Participatory Strategic Planning. ICA: EHIO has equipped many key people in the development sector within Tajikistan, as well as Kyrgyzstan and Uzbekistan, with facilitation training. Over sixty people went through ICA: EHIO training courses and are now using these methods. Besides training in facilitation, ICA: EHIO also provides facilitation services. These services include facilitation of project meetings, evaluation sessions, team meetings and action planning. The main clients of ICA: EHIO are international organizations and local NGOs.

For the first time in the history of ICA's ToP courses ICA: EHIO translated both trainer and participant manuals and other training and facilitation materials into Russian and delivered ICA services in Russian.

◆ *Peaceful Communities Initiative Project.*

In October 2001 ICA: EHIO secured USAID funding for an ambitious multi-million dollar three year project that focuses on conflict mitigation in the Fergana Valley area. The Peaceful Communities Initiative (PCI) works in all three countries that comprise the Fergana Valley. Those are: Tajikistan, Uzbekistan and Kyrgyzstan. The project aims to reduce inter-ethnic and trans-border resource-based conflicts through community mobilization and strengthening cross-border and/or multi-ethnic linkages. There is a network of NGOs from these 3 countries that work with Mercy Corps in PCI. ICA: EHIO is the national partner from Tajikistan.

ICA: EHIO's main contribution to this project is facilitation of cross-border community mobilization to identify their own needs, capabilities and solutions in a participatory way. Through ICA: EHIO all PCI field staff received training in Technology of Participation Group Facilitation

Methods and participatory planning. This has been a central method that PCI has used in community mobilization work. ICA: EHIO facilitators lead PCI project staff meetings that aim at consensus on key issues of community work. All these meetings are held in a participatory way and decisions made by the whole team.

ICA: EHIO as a partner organization is also focused on building the capacity of the PCI project's Community Initiative Groups to be local leaders that will be able to mobilize communities for problem solving.

Community mobilization work in PCI is carried out by five field teams that work throughout Fergana Valley in all three countries at the same time. Representatives of different countries, organizations, ethnicities, gender and age comprise every field team. This unique approach in our project makes work more effective and objective.

The whole PCI work consists of a combination of social and infrastructure projects designed by local community groups. ICA: EHIO field officers/facilitators as part of their field teams conduct PRA assessment, facilitate community meetings, form Community Initiative Groups, conduct training and facilitate infrastructure project design. Through such actions the whole PCI team hopes to improve the quality of life in rural communities by helping people solve their own problems and share solutions across national, ethnic, gender and age gaps. Inclusion of ICA: EHIO in this far-reaching project extended ICA: EHIO's reach beyond Tajikistan and into Uzbekistan and Kyrgyzstan and provided an experience in using practical skills that help staff to do truly grassroots community building efficiently.

International ICA Activities

ICA: EHIO is a Provisional Statutory Member of ICA International and participated in international ICA events. ICA: EHIO participated in IToPToT in Phoenix, AZ, USA in April-June 2001, the European ICA Gathering in September 2001 and the ICAI General Assembly in Brussels in August 2002.

Networking

- ◆ ICA: EHIO hosted a volunteer from ICA: UK for nine months. She worked as a Co-Director on organizational development and capacity building at the start-up period.
- ◆ ICA:UK provides mentoring to ICA: EHIO.
- ◆ ICA: EHIO has partnership relations with ICA USA and gets constant informational and consultative support from them.

Future Goals for ICA: EHIO

Being a young organization ICA: EHIO has accumulated significant experience and has potential and desire to do more. The main goals for ICA: EHIO are as follows:

- ◆ Development of project activities.
- ◆ Expansion of training and facilitation services to impact more organizations and communities.
- ◆ Strengthening management and organizational capacity.

Office and Staff

Today ICA: EHIO has a separate office space well equipped for internal and external communication. In our short history as an organization our family of staff and associates has also grown at an impressive rate. There are currently ten staff members working on implementation of PCI project now. All of them are trained as facilitators and have opportunities to practice skills when facilitating monthly staff meetings. There are seven ICA: EHIO ToP Trainers/facilitators and three volunteers who promote development of the Technology of Participation training system in Tajikistan.

Contact Information

ICA: EHIO
J. Rumi street, 48
735700 Khujand City
TAJIKISTAN
Tel/Fax: +992 3422 6-1777
Mobile: +992 9280 7-2478
Email: ica@ehio.khj.tajik.net
*Contact: Munira Saifulloeva – ICA: EHIO
Executive Director*

Last Update

July 2003

ZIMBABWE

Progress Report Jan-June 2003: Profile and Outlook

Vision

By 2007 ICA-Zimbabwe will have become a high quality provider of services in facilitation, community building, organizational development and transformation in Zimbabwe.

Mission

To promote social innovation through participation.

Achievements

In 2003 ICA-Zimbabwe has been focusing on several areas for internal and external development. ICA-Zimbabwe has:

- ◆ Developed a strong internal training staff and external trainers for networking.
- ◆ Established an effective office and internal organizational structure
- ◆ Developed sustainable strong partnerships with national and international organizations
- ◆ Created a wide network of satisfied clients in training and consultancy services

ICA-Zimbabwe has provided Training services in:

- ◆ Group Facilitation Methods (GFM), the Foundation ToP[®] Training
- ◆ Participatory Strategic Planning (PSP), an advanced ToP[®] Course
- ◆ ToP[®] Secrets of Implementation, a ToP[®] course focused on Facilitation Practice
- ◆ Participatory Project Management, including Logical Framework Analysis, Project Proposal Writing, Fundraising and Monitoring and Evaluation
- ◆ Youth Leadership Development
- ◆ Micro-credit Systems

ICA-Zimbabwe has also provided Facilitation and Consultancy services as follows:

- ◆ Facilitation of workshops, conferences, board meetings, and staff retreats
- ◆ Group idea generation, problem solving, strategic planning and decision-making
- ◆ Conflict resolution and team building
- ◆ Processes of organizational change
- ◆ Participatory database development

Sources of funding

We managed to generate our funding for our work from the following sources:

- ◆ Grants
- ◆ Fundraising Activities
- ◆ Individuals
- ◆ Consultancy Services

Challenges

- ◆ Political situation
- ◆ Inflation
- ◆ Foreign currency shortage

Future Plans

- ◆ Establishment of Youth Friendly Corners
- ◆ Poverty Alleviation Program in Rural Area
- ◆ Establishment of Conflict Resolution Centre
- ◆ ICA-Centre built

Staff

Director- Gerald Gomani

Administrator- Fisser Mupuka

Secretary- Emma Jambwa

Accountant: Tafara Ncube

Consultant: Jouwert van Ghenee

Volunteer: Ken Kinney

Board Members

Joseph Juma (Board Chair)

Barbara Banda (Vice Chair)

Gerald Gomani (Secretary)

Edward Tore (Board Member)

Josiah Chiwakira (Board Member)

Contact Details

Institute of Cultural Affairs-Zimbabwe

11 Josiah Chinamano Close

1 Montagu Mews

Harare

Zimbabwe

Email: icazim@africaonline.co.zw

Tel/Fax: 263-4-705197

Mobile: 263-91309335

Last Update

July 2003

