



# The Organization for Intra-Cultural Development

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*A Guide for General Members*

*Jan/2009*

## *Welcome to the Organization for Intra-Cultural Development!*

It is a pleasure to welcome you to the OICD. This is an exciting time to be involved in what is a fast-expanding network of people, ideas, actions and activities. OICD members are able to play a wide range of roles in all areas of the Organization's activities. OICD members variously: participate in conferences and workshops, volunteer in one or more OICD divisions, manage and promote projects, fundraise on the organization's behalf, and contribute to the overall building and development of the OICD through nominating other members at all levels and participating in general meetings.

Our organization is now entering its third year since the constitution was ratified at our first annual meeting in Kyoto in 2006. Although much of the organization's framework has been developed informally since its conception in 1998, we are only really now making real steps towards beginning to address some of the organization's key aims—to give the organization real shape and begin to turn its activities towards the implementation of real world projects and partnerships.

As an OICD member you will have the opportunity to work to expand and manage the OICD's activities and key membership. You will be able to bring your own expertise and vision to areas of the organization which interest you.

This document is designed to give you a view of the overall structure of the organization, introduce you to some key aims and principles, familiarize you with some of the language used to describe Intra-Cultural Development, and share with you some visions for its future.

Do take some time to look over this document, and again, welcome and thank you for agreeing to join the organization at this important time.

OICD Director, Bruce White



## The Organization for Intra-Cultural Development at a Glance

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### What?

does the Organization for Intra-Cultural Development do?

The OICD sets out to improve the quality of and access to cultural symbolism and cultural information that people use to represent themselves in the world. We also work to counteract the influence of divisive cultural myths and symbolism that causes conflict and restricts social, economic and/or political stability and growth.

### Why?

does the OICD do this?

The OICD works to increase social capital as a means to improve social cohesion. Increased social cohesion is linked to the reduction, resolution and prevention of many kinds of sectarian conflict *and* also to the general raising of social, political, economic and security standards in society.

### How?

does the OICD achieve this?

The OICD employs what it calls *Intra-Cultural Development* which is a process of mapping, utilizing, managing and maintaining the symbolism and interpretations that individuals use to identify themselves as socio-cultural beings. Such management is effective in creating spaces for dialogue between previously divided groups, and thus in the creation of new social networks and levels of social and civil engagement.

### Who?

makes up the OICD?

The OICD network and development programs consist of a wide variety of people: Anthropologists, Psychologists, Historians, Script Writers, Film-makers, Political Scientists, Linguists, Development Workers, Practitioners, Media experts and Artists.

### Where?

does the OICD work?

Intra-Cultural Development is effective in increasing economic, social and political standards in any region. The OICD is determined to work in all locations in the world.

## Who makes up the OICD?

As the graphic below makes clear, the OICD is made up of several categories of individuals, all of whom play an important role in keeping the organization running. General members represent the organization's key membership base and active members are often chosen to be on subcommittees and/or to occupy executive committee or research affiliate posts.

Organization for Intra-Cultural  
Development (OICD.net)

Organizational Structure Graphic  
2008



## *General Membership*

As of publication of this guide, our current general membership stands at approximately 200 individuals from many different countries, professions and interests. General members often come into the organization via the website, where they register their email address. Others are introduced by current members or find out about the organization through a lecture or article. General members are all placed on the OICD mailing list which goes out to all the individuals involved in the organization. As mentioned above, general members who play particularly active roles in the organization often circulate through various membership categories. Active members may also find themselves invited, or themselves proposing, to join or form a particular subcommittee or project.

## *Research Affiliates*

Individuals whose research or production (e.g. books, film, theatre) output speaks directly to one or more of the OICD aims or activities. Currently we have around ten research affiliates from areas such as Theatre Studies, Psychology, Anthropology, History and Political Science. The collective work of these individuals is the Organization's greatest resource and serves as the foundation for all other activities. Over the next two years this category is expected to grow significantly and general members have the power to recommend these members. See chapter Getting Involved for further details on requirements for nominating individuals to positions within the OICD.

## *Patrons*

Patrons are well known figures whose work has ideally transcended any one field to reach and influence the general public. Patrons will normally be concerned with developing at least two key OICD aims in their work. The role of patrons is entirely determined by the individual patron and may be entirely representational or involve a variety of liaison activities. Patrons are nominated by any OICD member and formally approved and invited by the executive committee. Patrons serve a term of two years.

## *The Executive Committee*

The executive committee makes all key decisions on the running of the organization and manages the placing of members into particular posts and between the different categories of activities. The committee does this through organizing subcommittees and nominating and assigning individuals to a variety of posts. Executive committee members also help to develop the OICD as a whole, introducing new individual and organizational partnerships, helping to develop one or more of the OICD key aims, and contributing to the selection and recruitment of individuals who will replace them after their two-year term.

Having covered the basic composition of the Organization for Intra-Cultural Development, it is now important to familiarize ourselves with the language of the organization.

## *Talking about Intra-Cultural Development and the OICD*

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The language that we have developed, and are still developing, to describe the ideas and activities of the OICD can help members develop their sense of how to most effectively be involved in, and contribute to, the organization. In this section of the guide several stock answers are provided to key questions.

In no way are members expected to *learn* these answers, rather they are presented as start points for you to develop your own thinking and contribution to the organizational discourse.

Let's begin with the most fundamental idea:

### *What is Intra-Cultural Development?*

As a participating member of the Organization for Intra-Cultural Development, it is useful to be able to answer this question with some degree of confidence! Although we are constantly working together to define and redefine what exactly is meant by the term Intra-Cultural Development, and, of course, in many cases your own explanation will adapt to a listener's context better than any example here, the following is a stock Wikipedia-style answer to the question:

"Intra-Cultural Development represents the idea that the social, economic, political and security standards of any society can be raised through increasing the quality of images and symbols that people use to define themselves as socio-cultural beings."

This stock answer requires some kind of follow up explanation. Ideas for further expansion include:

“Intra-Cultural Development (ICD) is like community development, but instead of giving priority to improving the concrete infrastructure of communities, ICD focuses on developing the *imagined* or *symbolic* environments in which we live—our *collective identities*, the ethnic/cultural stories which we see as defining our social and physical existence, the stories that often dictate our actions towards and treatment of others.”

And perhaps, in addition, if you are attempting to move towards a fuller explanation you may want to include,

“The principles which allow intra-cultural development to access these symbolic environments and to be effective rest in social and psychological anthropology, modern philosophy, the humanities (history in particular) and a range of interdisciplinary research on individual and group identity formation.”

Of course, more concrete examples are useful when talking about what intra-cultural development is, so we turn to another commonly asked question.

### *How is this applied, or, what does the OICD do?*

Here we might suggest,

“While the general practice of intra-cultural development is broadly seen to improve social capital, social cohesion and civic engagement, thus leading to improved security, economic activity and political and social stability, it is commonly also applied in areas which have specific needs, particularly:

*Multicultural/immigration policy development*

*Conflict prevention*

*Conflict response/defusion*

*Conflict resolution*

*Alienated/marginalized community response”*

And if you are starting again from scratch and being asked what the OICD does you might respond,

“The Organization for Intra-Cultural Development (OICD) works to promote and practice Intra-Cultural Development, which is an approach to improving the social, economic, political and security standards of societies based on the management of socio-cultural images and identities.”

So these ideas represent some ways to talk about the basic principles of Intra Cultural Development. In order to expand further our ability to explain how ICD can be achieved and its effectiveness improved, however, we perhaps need a deeper understanding of how Intra-Cultural Development is itself developed and practiced by the OICD.

## ***The Theory and Practice of Intra-Cultural Development: the OICD's Activities and Aims***

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The actual practice and implementation of Intra-Cultural Development can be seen to work in two ways. Firstly, there is *General Intra-Cultural Development* which improves the quality of cultural symbolism and information without specifying or applying itself to one particular region. The second way is *Targeted Intra-Cultural Development*, currently represented by *Intra-Cultural Development Programs* which are run in individual geographic locations and follow a particular pattern or formula of operation.

Let's begin with understanding how Intra-Cultural Development Programs operate.

### ***Intra-Cultural Development Programs (Targeted ICD)***

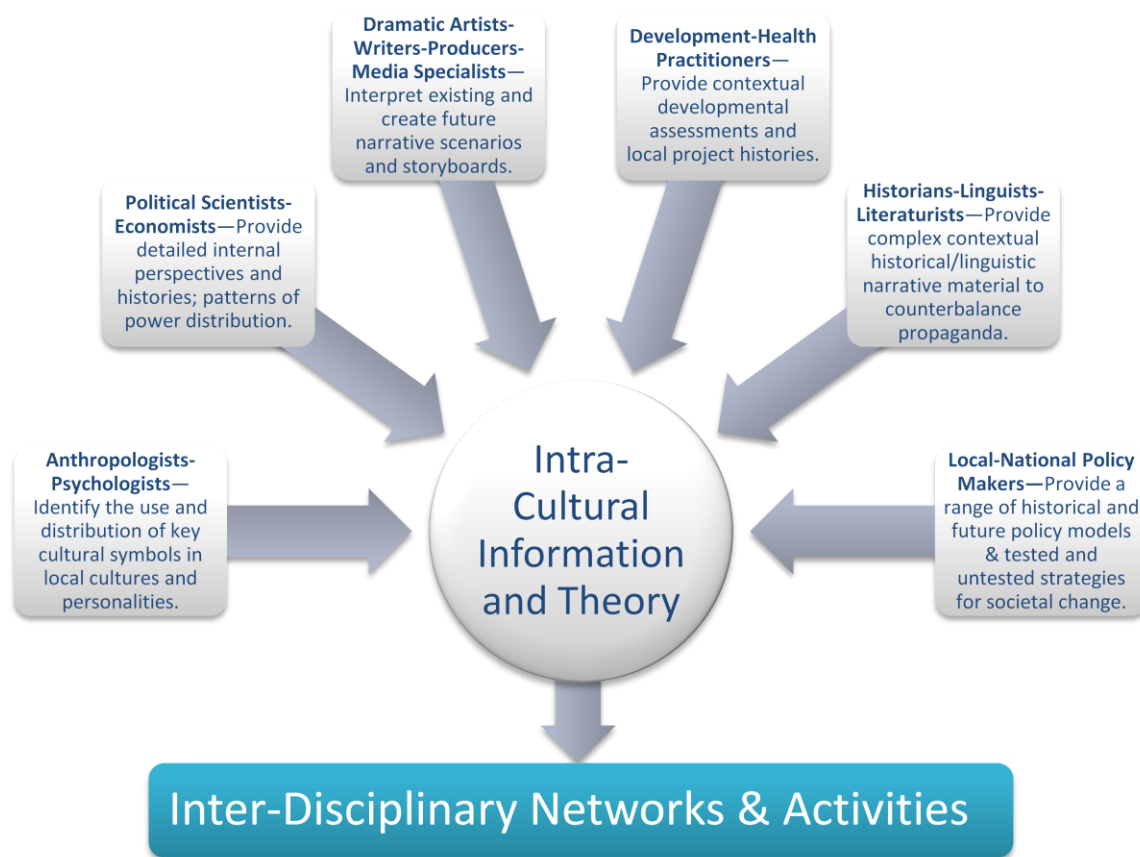
Most commonly, Intra-Cultural Development Programs (ICDP) are run in nation states, although in large or complexly arranged regions they may operate in sub-regions of a nation or regions which span nations.

ICDPs are run for a minimum of five years (ideally indefinitely) and will typically involve the building and involvement of a wide network of media, educational, governmental and non-governmental organizations. They will operate out of an office employing between two and five full time administrative staff that will co-ordinate the program.

The first task of an ICDP is to build local networks and import local and global experts into the program to begin to map out the *key symbolic and cultural information that represents all the various groups in the region*.

This is called gathering or producing Intra-Cultural Information and involves a range of specialists as seen in the below diagram.

(This is only an introduction to the Intra-Cultural Development Program, a full guide can be accessed from the OICD website)

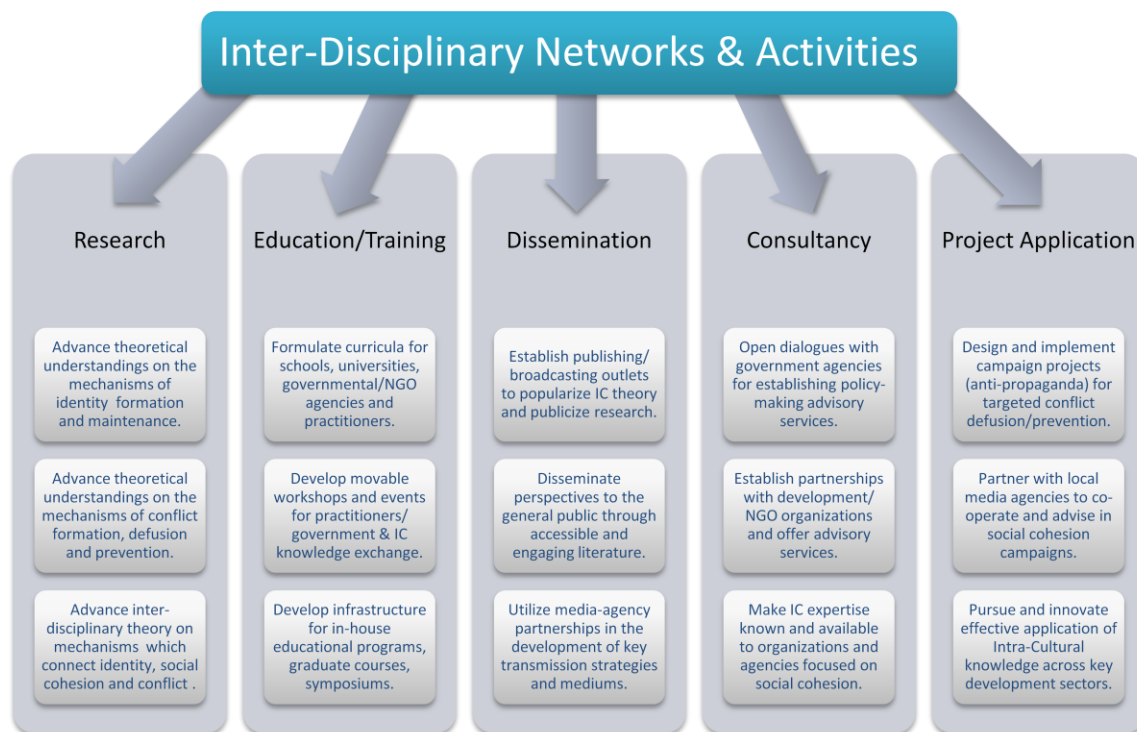


The above diagram illustrates how intra-cultural knowledge is generated—how we are able to tap into the symbolic language of particular individuals and groups.

Alongside the gathering of this information, inter-disciplinary networks are created from amongst the participants and their local and global organizations. These individuals and groups are utilized to begin to create a range of accessible resources (books, films, articles, websites, factsheets, information packs, and educational curriculums).

From here Intra-Cultural Programs concurrently engage in five key activities which feed into each other as they themselves develop and progress.

The following diagram details the aims and activities associated with each activity.



The OICD has developed comprehensive proposals, or is now working on such proposals, for Intra-Cultural Development Programs in Iraq, Nigeria, Japan and Fiji. Ideally, we would like for these principles to be applied to all world regions.

The funding for targeted Intra-Cultural Development Programs may come from a variety of sources, including: local government, business, NGOs, international organizations, sponsorships/philanthropic organizations/individuals.

The annual cost to run an ICDP in a typical nation runs at between 250,000-500,000 USD per annum.

### *General Intra-Cultural Development*

General Intra-Cultural Development, as mentioned above, involves the practice of intra-cultural development without necessarily focusing on particular geographical regions. This is the only real difference between the two as General Intra-Cultural Development is involved with the same activities as are listed above, just without *only one* regional focus. The following is a list of specific activities the OICD engages in vis-à-vis the five key activities.

### **Research**

A range of research meetings which bring together all types of OICD members to further develop ICD theory have already taken place. The first was held in Nuremburg in 2006, the second in Kyoto in 2006 and the third in Berne, Switzerland, in 2007. These meetings developed ICD models as well as brought together key perspectives on understanding symbolism and identity. Such core theory building is key to effective ICD application.

### **Education/Training**

Several approaches to integrating key understandings of culture within educational curriculums are currently under development by OICD members and research affiliates. Currently, these have been implemented in the UK, Japan and the Philippines in university curriculums, and further efforts are underway to inform lower and middle educational phases. We have also discussed possible frameworks for diplomat training programs.

### **Dissemination**

Many OICD research affiliates publish widely. Also, we are working on two large publishing projects for the popularization of key perspectives. The first, Emic Press, is an independent publishing house which will publish popular books focused on understanding the grass-roots (or ethnographic) roots of social groups/identities. The second, Global Ethnographic, will be an online magazine for the popularization of anthropological perspectives on culture (a kind of anthropological National Geographic).

### **Consultancy & Project Application**

These activities are really only relevant to targeted intra-cultural development and at this time involve: consultancy with Japanese ministry of home affairs on multi-cultural community/policy building; and media campaign building for ethnic cohesion in Fiji.

## **Improving ICD Effectiveness**

As the above list makes clear, General Intra-Cultural Development is also committed to improving (1) the *practice and implementation of ICD* itself, and (2) the efforts to *develop monitor and improve the effectiveness of ICD*.

The OICD monitors the effectiveness of ICD through both short-term and long-term indicators related to social capital and cohesion such as personal health and volunteerism.

## *Goals for 2009-2011*

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Although the OICD goals are diverse, some current immediate goals for the next two years are as follows:

To build partnerships among international organizations to broaden knowledge of the importance of Intra-Cultural Development in a range of contexts.

To begin to act as consultants and team builders for the implementation of Intra-Cultural Development Programs in a range of locations.

To continue to recruit experts into the organization as research affiliates. Individuals whose work can inform a variety of the OICDs activities and serve to build our resource and expertise base.

To complete the formation of our independent publishing house and to begin to publish/recruit manuscripts and recruit authors.

To launch our on-line magazine Global Ethnographic and establish it as a self-funding enterprise.

To host at least two international workshops/conferences which help to advance our theoretical and practical approaches to intra-cultural development through academic and practitioner exchange.

To begin to structure our approach to our production of periodical publications; the academic journal *Narrative Ethnology* and the OICD newsletter, *Intra-Cultural Development News*.

## *Getting Involved: How to put your Skills to Work for the OICD*

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OK, now that we have we have looked at the language of the OICD, its practice and implementation as well as some of our immediate goals, let's discuss ways in which you can begin to contribute to the workings of the organization.

The OICD can be seen to operate across the following categories. Under each activity is a general explanation followed by a description of the kind of work that might be undertaken by an active volunteer member.

### *Identity Studies Research*

Developing and monitoring innovative research on narrative, cultural identity, personhood, generational change and other areas relevant to identity studies and change.

*Possible Member Contribution:* assist in the preparation or presentation of research projects | identify & liaise with like organizations and research networks | coordinate & promote research meetings/workshops.

### *Education/Training*

Building curricula which highlight the mechanisms of identity formation for use in schools and universities. Contributing intra-cultural approaches to training programs in areas such as inter-cultural communication, diplomacy, and peace-building.

*Possible Member Contribution:* assist with the preparation and/or implementation of curricula | identify & liaise with like organizations and suggest partnerships | coordinate & promote meetings/workshops/programs.

### *Social Theory Popularization/Dissemination*

Establishing social and financial support networks and publishing outlets for work which attempts to make academic research on all aspects of identity highly accessible to the general public.

*Possible Member Contribution:* assist with copy editing/proofs | employ DTP or other document layout skills | coordinate & promote meetings and publications | liaise with authors and other partner organizations.

## *Consultancy/Advisory Services*

Engaging with governmental and non-governmental agencies to help to build: multicultural and social cohesion programs/policies; state rebuilding action plans/strategy; conflict response approaches and prevention/defusion/resolution mechanism development.

*Possible Member Contribution:* assist with the preparation of presentations | identify & research governmental & NGO profiles & past projects | suggest contacts | coordinate & promote meetings.

## *Applied projects*

Creating focused targeted, often media-based, projects to attempt to empower solution-orientated identities in areas of conflict. Evaluating existing and developing new applied approaches to reduce and prevent the formation of sectarian identities.

*Possible Member Contribution:* assist with the development of applied campaigns | identify and liaise with relevant governmental & NGO agencies | coordinate & promote meetings and local networks.

## *Interdisciplinary Networks*

Creating wider networks of social scientists, humanitarians, linguists, educationalists, psychologists, philosophers, and other people who share an interest in the above aims.

*Possible Member Contribution:* introduce friends and colleagues | promote the OICD in your own professional networks | help to build the OICD and related websites.

## ***General Member Powers***

In conjunction with the meetings which we will have at conferences and workshops, it is important to understand the kinds of *powers* that the general members have access to in order to help steer and shape the OICD. These powers are summarized as follows:

***power to nominate executive committee members***

***power to nominate research affiliates***

***power to nominate patrons***

***power to nominate editors & authors***

***power to nominate media campaigns and parts thereof for broadcast***

***power to nominate manuscripts for publication***

***power to nominate key note speakers and other key participants for conferences and workshops***

These powers can be exercised at OICD General Meetings. These meetings will be announced to the OICD mailing list which all members are automatically registered on.

Lastly, let's move on to some key visions for the future of the OICD.

## *Visions for 2010 and beyond*

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There are two major goals for the immediate and long-term which can be summarized as follows:

To, most likely in cooperation with an international organization or sponsor, establish a physical headquarters for OICD operations and resources and acquire the funding with which to staff it.

Such a centre could be used as a hub for the utilization of a growing set of resources derived from the expansion of the second aim:

To build and deploy intra-cultural development programs in all world nations/regions.

Individual OICD offices working around the world would feed information into the central office and vice-versa, increasing the effectiveness and efficiency of intra-cultural development theory, programs and practice.

## ***Current Executive Committee Members, Research Affiliates and Patrons***

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Please visit the following url for an up-to-date executive/research and patron member list with profiles and pictures.

<http://oicd.net/people.htm>

## ***Useful mailing list and email addresses***

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OICD Home Page [www.oicd.net](http://www.oicd.net)

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