

NATIONAL REPLICATION SCHEME

A basic plan for the renewal of local human communities by providing them with motivational techniques and methods of renewal from the grass roots up.

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THE INSTITUTE OF CULTURAL AFFAIRS

ICA DESCRIPTION

The Institute of Cultural Affairs is a not-for-profit, private, voluntary organisation. The Institute is a research, training and demonstration group concerned with the human factor in world development. For twenty-five years, the Institute has worked to devise and demonstrate practical methods for comprehensive local renewal. The Institute's emphasis is on methods which enable local residents to plan and implement socio-economic change in their own communities. Local self-sufficiency, self-reliance and self-confidence are the aim of the Institute programmes.

ICA PROGRAMMES

Two programmes are primary to the Institute's work. The Human Development Programme is a global network of pilot projects in socio-economic community development. At present over 300 projects are located across the world. Each is intended as a demonstration for its region or nation. The Community Forum Programme offers communities a one-day meeting which encourages participation in solving local problems. The Community Forum is a lively, celebrative event involving all ages and sectors of the community. Over 8,000 Community Forums have been held in 35 nations. Other Institute programmes include LENS, a management seminar for business and agency leaders; Women's Forum and Youth Forums and eight-week training schools in human development methods.

ICA STAFF

The Institute of Cultural Affairs is staffed by voluntary workers from 35 nations in which it is located. It has over 100 field offices served by coordinating centres in Bombay, Hong Kong, Singapore, Chicago, and Brussels. The work of the Institute is complemented by an international network of voluntary consultants representing a wide range of expertise. Consultants donate their time and resources to assist in the planning and implementation of Institute programmes.

ICA SUPPORT

The Institute of Cultural Affairs is supported by foundations and corporations, church and service organisations and concerned individuals. Specific programmes have been funded by government agencies. Predominate support both financial and in kind comes from Kenyan business houses.

KENYA PROGRAMMES

Since 1968, the Institute of Cultural Affairs has been working in Kenya and is registered under the Societies Act. Initially, training programmes were held in the major population centres across the nation. In 1973, a training centre was established in Nairobi to provide staff for in-residence seminars and programmes. In November, 1975, the first Human Development Project was initiated in Kawangware, an urban settlement on the outskirts of Nairobi. The following year the Institute began to conduct Village Meetings throughout Kenya as a means to motivate people in the villages to accelerate local development through the Harambee style of self-help. In February, 1978, the second Human Development Project was launched in Kamweleni, a rural village in Machakos District.

KENYA REPLICATION

The Kawangware and Kamweleni Human Development Projects, the urban and rural pilots in Kenya, have played a key role in demonstrating what is possible when comprehensive socio-economic development is implemented at the grass roots level. Rebuilding the urban situation is only carried out when residents of the rural areas are enabled to "remain on the land" and meet their own needs. An effort to develop the rural will require a systematic approach that engages people from the private and public sectors and above all, the people of the villages. Business and other private organisations are demonstrating an increasing concern for village development. The results of Village Meetings (community forums) facilitated by the Institute throughout Kenya show that local villagers are ready to move if given the means whereby they can plan and implement their own future. On-going conversations with the government officials and officers have indicated the need for a network of demonstration villages to be established across the country in order to catalyse effective development in every village.

The Institute of Cultural Affairs is organising a series of Human Development Projects. They act as demonstration projects which communicate to the village residents motivational techniques and methods of renewal from the grassroots level up. Such projects move toward enabling the catalysis of the Government of Kenya's effort of comprehensive socio-economic development of the rural villages. Rural Kenya has approximately 14 million people living in about 14,000 villages. The replication plan anticipates setting up demonstration projects in district or division levels to give every villager an opportunity to see the possibility of local renewal. In addition, it will move from these demonstration projects to every last village with the methods of renewal and motivational techniques so that all villagers will have the opportunity to participate in their own self-renewal.

Replication implementation works through the Government structures. Initial contact is made through the Provincial Commissioner. This is followed with contacts made with the appropriate District Commissioners, and then the District Officers in the Divisions, the Chiefs and Assistant Chiefs. Village Meetings are usually held on a Location basis. One of the most responsive villages is selected as a Human Development Project for that District. They then send ten people to the Human Development Training Institute at Kamweleni.

A Replication Project is actuated by a village five-day planning Consultation which produces a comprehensive socio-economic plan of renewal that results in a two year time-line of concrete practical renewal tactics. The Institute of Cultural Affairs' staff then moves into the village to work shoulder to shoulder with the villagers to carry out the tactical action. More important they share with the villagers motivational techniques and renewal methods while the tactics are being implemented. In addition, they work toward providing an on-going delivery system between the village and the public and private sector. Each project works in co-operation with the various Ministries and through the Locational and Divisional Development Committees. The intent of each project is finally to enable the village to move toward self-sufficiency, self-reliance and self-confidence.

REPLICATION
SETTING

REPLICATION
TASK

REPLICATION
INITIATION

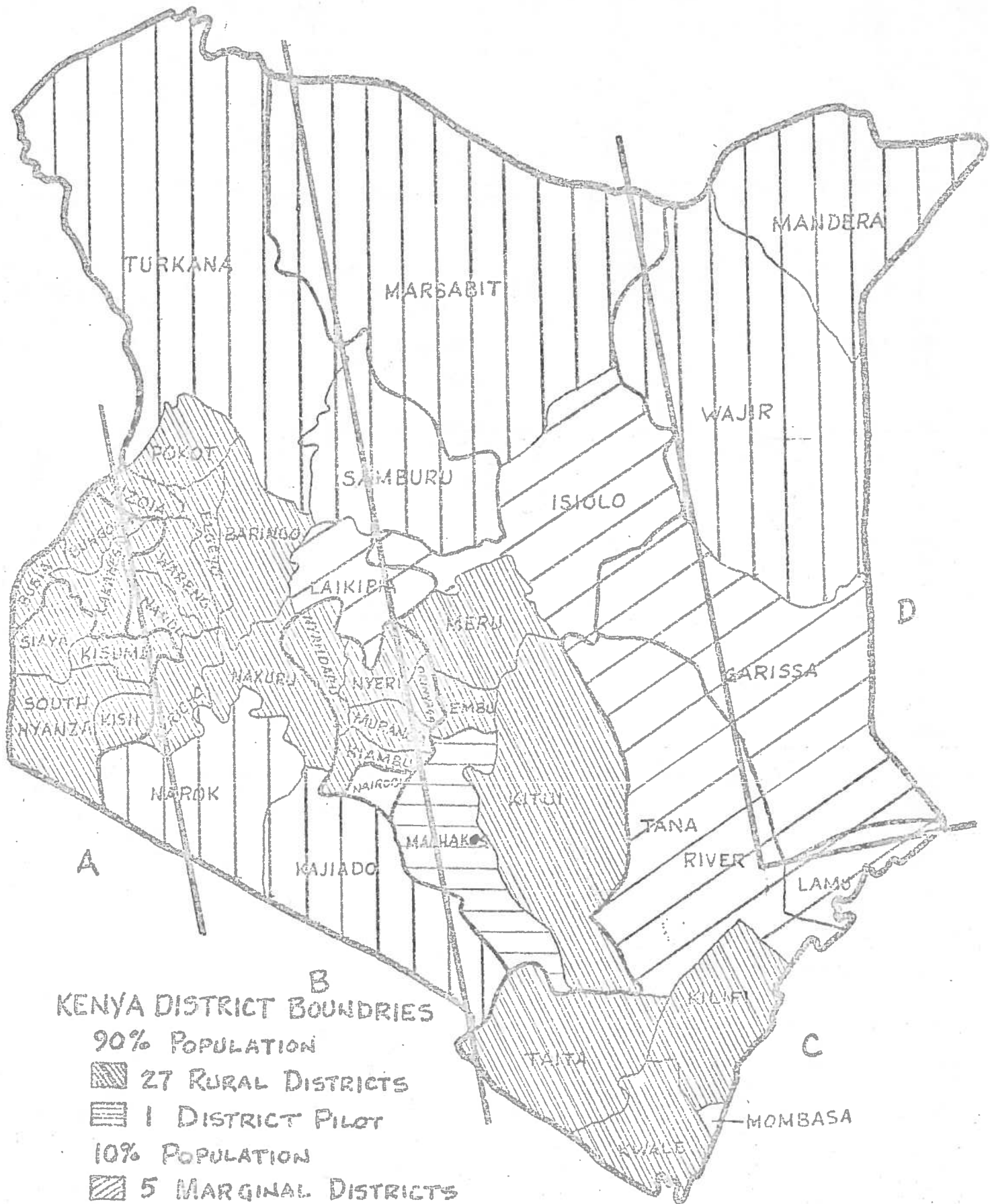
REPLICATION
PROJECT

KENYA REPLICATION SCHEME

This scheme is in three parts: (see charts following)

- PART I This covers the three years of urban and rural pilot projects in Kawangware and Kamweleni from 1976-1979.
- PART II This is divided into TWO PHASES, each requiring three years to complete.
- Phase One Year I
- In each of areas A, B, and C (three of the four bi-province areas noted on the map), one pilot project will be launched. In addition, one pilot will be launched in each of the remaining six divisions of Machakos District.
- Year 2
- Pilot projects will be extended to include one in each of 27 districts - those districts which together total 90% of Kenya's rural population. One pilot project will be launched at this point in Area D, the fourth area. In the three locations surrounding Kamweleni, an experimental effort will be initiated to involve 75 of the villages in the 3 locations in the human development process.
- Year 3
- Seventy-eight additional pilot projects will be launched at the divisional level in the 27 districts of the 90% population belt as well as one project per district of the marginal and nomadic areas. In Machakos District the experiment involving three locations will be completed and then extended to include the remaining villages in the district.
- Phase Two Over the three years (1982-1985) every location in the 90% population belt would become involved in the replication effort, following the pattern set in Machakos District.
- PART III Following 1985, the scheme would include the remaining 10% population (the marginal and nomadic areas) not involved in Part Two.

KENYA REPLICATION SCHEME



- B**
KENYA DISTRICT BOUNDRIES
 90% POPULATION
 27 RURAL DISTRICTS
 1 DISTRICT PILOT
 10% POPULATION
 5 MARGINAL DISTRICTS
 7 NOMADIC DISTRICTS
 A, B, C & D - 4 TARGET AREAS

KENYA REPLICATION SCHEME

Working Copy

Phasing Scheme	PART I 1976-79	PART II - Phase One Geographical Expansion				PART II - Phase Two Geographical Intensification 1982-85	PART III 1985 -	
		1979-80 AREA PILOT	1980-81 DISTRICT PILOT	1982-82 DIVISION PILOT	TOTAL			
A NATIONAL COVERAGE by 4 target areas emphasizing 90% rural population impact	K A W A N G W A R E	Bi-Prov.					Phase One is geographical expansion. This phase is GEOGRAPHICAL INTENSIFICATION to allow impact of all the villages in each division.	PART III is completing the 10% of the population not covered in PART II
		A	3	24	78	105		
B DISTRICT PILOT by 7 divisions toward total district participation	K A M W E L E N I							
		Total	3	1	2	3		
TWO EXPERIMENTAL PROBES	TOTAL							
		DIVISION	3	25	80	108		
			LOCATION	SUB-LOCAT'N	TOTAL			
		A	75	78	154			
		B						
		C						
		D			842	848		
		E						
		F						
		G						
		Total	7	75	920	1002		
			10	100	1000	1110		

REPLICATION EXPECTATIONS

The most important aspects of this scheme are firstly, the village residents themselves create the development plan for their community, and secondly, that the scheme generates the trained staff required, primarily from the villages involved. This training component involves attendance at a 2 month training programme (Human Development Training Institute), which is held in Kamweleni, the pilot rural project village and taught by the Institute staff plus residents of Kamweleni. This provides the "seeing is believing" dimension, created by local people at the local level.

Though each village plan is unique, there are certain areas of action that can be anticipated as priorities in each of the projects. Village Economic Development will almost certainly involve new agriculture techniques, agro-business and appropriate village industries. Social Development will include functional education for all ages and health care services. The Human Development aspect will focus on effective organisational patterns, a motivating physical environment and the building of self-confident leadership.

At the present time village projects have begun in each of the seven (7) divisions of Machakos District. In addition to Kamweleni, this includes: Ulutya, Yatta Division; Kilisa-Kyamue, Eastern Division; Kyuluni-Kivulusa, Northern Division; Maikuu-Muthengue, Makindu Division; Muuni-Mwanyani, Makeni Division; and Kitandi, Western Division. The first year of the scheme will be completed in June, 1980 by launching a project in each of the following: Kalwani-Shamlogo, Kakamega District, Area A; Kipsianan-Koisame, Nakuru District, Area B; and Nguluku, Kwale District, Area C.

Such a programme can be of value not only for the villages, but a long-range asset to the nation as a whole. It could be of direct assistance to the Government in its plans for comprehensive socio-economic development of the nation. It could open up a large internal market that will accelerate the broad economy. It could expand and intensify both agricultural and industrial production. It could slow the migration to the urban centres. It could raise the educational level of the citizens, young and old. It could contribute to the solution of problems of hunger and malnutrition. It could improve the health of the masses. It could create new, effective delivery systems of goods and valuable services. It could enable the effectiveness of the population control measures already being undertaken by the nation. It could directly and significantly engage local people in the building of their society and nation and enable the public and private sectors to work jointly in the effort.

(To Nyeri, Embu, Meru) (To Meru, Embu)

NORTHERN DIVISION

YATTA DIVISION

● THIKA

Ulutya Village

Kyuluni Village

(To Garissa and N.E. Province)

NAIROBI

Athi River

● KITUI

Machakos

EASTERN DIVISION
Kilisa-Kyamue Village

CENTRAL DIVISION
Kamweleni Village

WESTERN DIVISION
Kitandi Village

MAKUENI DIVISION
Muni-Mwanyani

Sultan Hamud

Emali

Makindu

MAKINDI DIVISION
Naikuu-Muthungu Village

Kibwezi

- = Village Meetings
- = Village Projects

Mtito Andei

REPLICATION PLAN 1979-80
 MACHAKOS DISTRICT

Tsavo

KAWANGWARE: THE URBAN SETTLEMENT

VILLAGE DESCRIPTION

Kawangware is located 5 miles west of the city centre in Nairobi. It consists of 900 acres and 20,000 people from various tribal groupings thus representing a cross section of Kenyan society. Although many of its people have lived within its borders for many years, the community is transitional and faces the same problems that other urban areas experience, such as high crime rate, high unemployment, poor housing, inadequate services, negative community identity and a fragmented organisation.

VILLAGE CHANGE

This was the picture of Kawangware four years ago. Today, although some of the issues remain, you can see a new Kawangware. There are industries that demonstrate how a community uses its own resources and creates employment for its people. Residents claim Kawangware as their home - whereas in the past they were reluctant to admit residence in such a place. Health and educational structures have been established for both children and adults. There is a noticeable difference in the number of children entering primary school and completing standard education. Small holder farms are demonstrating both crop and livestock agriculture.

KAWANGWARE DEMONSTRATION

Kawangware is demonstrating to heavily populated settlements how an urban community can integrate development and make community decisions. Kawangware has shown over the past few years that a new pride in community can be created and sustained.

KABIRO INTENSIFICATION

In order to focus on the issues that continue to face Kawangware and move toward positive change, Kabiro Village is intended to be an intensified demonstration within the larger Kawangware community. Kabiro Village has a population of 1500, composed of 180 families who live on 22 acres of land. Two major strategies in a community with a rapidly increasing population (15,000 additional people since 1975) are to establish a core of community leadership and improve the living environment (housing, roads, services, etc). Given Kabiro's size and relative isolation, the capacity to implement environmental change and identify and sustain the emerging and established leadership will be much more rapid and will serve as a demonstration for all of Kawangware.

KABIRO PLAN

In the midst of facing difficult human issues, the people of Kabiro have come together and decided to create a "human community" to serve as a demonstration of hope for 'urban communities'. As one resident said, "if there is a plan, we will all be ready to move". In a week-long consultation, a village plan for the development of Kabiro was created. This consultation dealt with hopes and dreams of the people, the blocks which prevent them from achieving their vision, the actions to overcome the blocks, and finally a plan for implementation. The residents have substantial new plans for industry, commerce, health, education and many other arenas of community life. The People of Kabiro are on the move.

KAMWELANI: THE RURAL VILLAGE

Kamweleni was selected as the appropriate demonstration rural village. It is a small community scattered over 5 steep ridges and is located 10 kilometres east of Machakos Town. Like most communities in the area, Kamweleni had suffered from severe drought in recent years. Agriculture had diminished because of serious soil erosion and deforestation caused by overgrazing and wood and fuel usage. The community had remained relatively isolated since the road leading most directly to Machakos was closed for many years following flood damage. The project area is two kilometres square with thorn trees, bush, cactus and cultivated plots mingled on a land rich in mica and quartz. Housing is mainly traditional mud and thatch, with a very small portion of cement and stone houses with corrugated roofs. A small shopping centre is situated just outside the village across the Mbooni Road along which busses pass each day. The nearest telephone, electricity and health services are in the district capital, Machakos. The residents depend on subsistence farming, supplemented by a few labouring jobs outside the village.

VILLAGE DESCRIPTION

Despite the fact that Kamweleni is bordered by a river and 2 streams, water was a major problem. Women traveled long distances to get water, for the river was dry much of the year. An inadequate food supply, poor sanitation, illiteracy and lack of educational facilities had prevented the people of Kamweleni from moving to develop their village.

MAJOR ISSUES

Following a Village Meeting, attended by over 100 villagers, the Institute was invited to work with the community and the Kamweleni Human Development Project was launched in February, 1978. Great strides in education of both adults and children have been made over the past two years. Modern agriculture and cottage industry can now be seen in the village. The living environment has changed significantly. There was no way to identify the village centre; now there is a village with school buildings, a community kitchen, a community centre facility, water distribution and latrines. The health programme provides training in nutrition, sanitation and preventive health care and utilisation of district health treatment facilities. For example, the mobile health care unit now comes to Kamweleni regularly.

VILLAGE CHANGE

New confidence can be seen as villagers work together making a water tank, constructing new roads and buildings, planting new crops and terracing land to prevent soil erosion. A new community pride is evident as residents lead planning workshops or as visitors are shown around the village.

NEW SKILLS

A Kamweleni resident and the project director have been included on the steering committee of the Machakos Integrated Development Project (MIDP). Kamweleni is in an ideal position to demonstrate how a village can effectively participate in the implementation of a massive regional development scheme. Very often, a development scheme is imposed on a village without the participation of its residents who therefore assume limited responsibility for its success. In Kamweleni however, the community has direct access to information regarding what can be done and how it can best be accomplished.

VILLAGE DEMONSTRATION

HUMAN DEVELOPMENT TRAINING INSTITUTE

The Kenya Replication Scheme calls for a large number of staff to be quickly trained to pick up the roles of project directors, staff and village leadership. The Human Development Training Institute has this responsibility and operates with the following objectives. First, the participants learn how to identify the actual human needs in different types of communities. Second, they learn about and see with their own eyes practical, new ways of dealing with age-old problems that have seemed insolvable, and to utilise the local resources, government services and appropriate technology available for resolving them. Third, they are trained in methods of corporate leadership which allow them to work as a team and to create the motivity necessary to engage an entire community in the common planning and actuating of its own development. Hence, the Training Institute is not concerned to produce experts in a particular field, but a capable and motivated leadership core which can serve any local community in its overall development effort.

BASIC
OBJECTIVES

To accomplish these objectives the Training Institute uses a three-fold organisational model consisting of cycles, excursions and colloquies during the 8 weeks: three major academic cycles, two excursions and an opening and closing colloquy. The basic curriculum is constituted by the three cycles of study, covering all facets of village development: the economic, the cultural and the social. These cycles are further sub-divided into nine (9) programmatic arenas, each of which is dealt with in an intensive two-day module designed to equip participants with both an overall grasp of the arena and practical methods for catalysing its rapid development in a village. The second structural component of the curriculum consists of two major excursions, each three days in length. The first of these is an encounter with the profound heritage of Kenya's rich history and the great social inventions which have contributed to human civilisation. The second is an encounter with the global and urbanised world, usually a trip to Nairobi as the guest of government departments and business houses, which confronts participants with an understanding of the vast technological and human resources which this new world makes available to the local development effort. Finally, the Training Institute begins with a three-day colloquy which orients new participants to its total curriculum and style; and concludes with a three-day council in which those who are about to graduate are joined by representatives of the existing projects, share reports on the progress of the nation-wide effort and coordinate plans and schedules for the coming three months (see curriculum chart).

BASIC
CURRICULUM

The Human Development Training Institute is for men and women of every background who care deeply about the future of rural communities. It requires of all applicants accepted for admission a decision to engage themselves fully in the two-months of training in order to become familiar with project methods and operations. It also asks that every applicant consider seriously a two-year project assignment following the training programme. Those selected for the programme must be willing personally to share the living conditions of the village for the sake of being of genuine service to the local people. They must be capable of adopting a disciplined and corporate style of life appropriate to the local situation. They must be willing to engage in hard intellectual and physical work during the eight weeks of training. This practical training offers significant engagement for those who have decided to care for the villages across the nation of Kenya.

BASIC
COMMITMENT

ICA: KENYA

THE HUMAN DEVELOPMENT TRAINING INSTITUTE

CURRICULUM DESIGN

1979-1980

THE CURRICULUM COMPONENTS	THE WEEKS							
	1	2	3	4	5	6	7	8
THE BASIC FRAMEWORK	THE ORIENTATION COLLOQUIY	THE ECONOMIC DEVELOPMENT CYCLE I	THE HERITAGE INTERLUDE	THE CULTURAL DEVELOPMENT CYCLE II	THE URBAN INTERLUDE	THE SOCIAL DEVELOPMENT CYCLE III	THE COUNCIL COLLOQUIY	
THE PROGRAMME MODULES contextual lectures field research technical visitations implementation workshops	INTRODUCTORY OVERVIEW							
THE OPERATIONAL LABORATORIES presentational lectures seminar discussions structured conversations model-building workshops	Co-operative Agriculture Appropriate Industry Commercial Services		Living Environment Corporate Patterns Identity Systems		Preventative Care Functional Education Community Welfare		Individual & Family Structures	
THE ACTIONAL PROJECTS organisational planning physical labour team operation evaluational analysis	Leadership & Training Designs		Planning & Creativity Methods		Actuating Local Cultural Development		Actuating Local Social Development	
Breakfast	THE GLOBAL COLLEGIUM news conversations—contemporary world issues							
Lunch	THE LEADERSHIP TUTORIAL practice teaching—role playing—leading meetings							
Dinner	THE REFLECTIVE ROUNDTABLE art-form conversations—life experiences—review and projection							
DIRECT	CONCLUDING COUNCIL							
INDIRECT	ENCOUNTER EXCURSION							