The Institute of Cultural Affairs Annual Report 1978



he Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. It has worked for twenty-five years 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 aims of ICA programs.

Two programs are primary to the Institute's work. The Human Development Program is a global network of pilot projects in socio-economic community development. At present 149 projects are located across the world. Each is intended as a demonstration model for its region or nation. The Community Forum Program offers communities a lively 'town meeting' format which encourages participation in solving local problems. The Town Meeting is a celebrative event involving all ages and sectors of the community. Over 5,000 Town Meetings have been held in 32 nations including one in every county of the United States. Other Institute programs range from management seminars for business and agency leaders to eightweek training schools in human development methods.

The Institute of Cultural Affairs is a not-for-profit private voluntary organization working in 32 nations. It has over 100 field offices served by coordination centers in Bombay, Brussels, Chicago, Hong Kong and Singapore. The work of the Institute's staff is complemented by an international network of voluntary consultants representing a wide range of expertise. Consultants donate both time and resources to assist in the planning and implementation of Institute programs.

The Institute of Cultural Affairs is supported by foundations, corporations, church and service organizations and concerned individuals. Specific programs have been funded by government agencies. Originally, the ICA operated as a program division of The Ecumenical Institute. In 1973 it was incorporated and now works as a separate, yet coordinate, group with the parent organization.

Returning the Investment Society Has Made

new awareness is emerging across the world today—that local communities are worth an investment. In the past communities have invested in us; now it's time to return that investment. After decades of 'top-down' development efforts, people are recognizing that human development is most effective when firmly rooted in the local situation—whether small town, neighborhood or village—and that lasting development requires their own investment of time, initiative and resources.

The past year will be remembered as one of momentous events—in the Middle East, China and elsewhere. Perhaps beneath these great happenings, the year's most substantial contribution to the future will be of a quieter nature. I refer to the determined rebuilding of structures and values by local people of dedication and vision who are investing themselves in reshaping their own neighborhoods.

In 1978 The Institute of Cultural Affairs has been privileged to work hand in hand with those who are making this investment. Its research, training and demonstration programs have provided effective methods for increasing local people's capacity to bring about creative change in their communities. Three presuppositions have served as guidelines:

First, local people are eager and able to assume responsibility for planning and implementing a human environment for themselves, their families and their communities.

Second, the material and human resources needed for social and economic well-being are already available in every community.

Third, the major requirement for effective local development is a method whereby willingness to assume local responsibility is translated into practical action.

This report is intended to salute the creativity, resourcefulness and dignity of the local people in the wide variety of communities where the Institute has worked during 1978.

he return on society's investment in our work this year is evident in solid program growth. The Community Forum Program, including both Town Meetings and Special Focus Forums, has reached twice as many people across the world as in the three previous years combined. Twenty-six new Human Development Projects were launched in 14 nations. The Human Development Training School, first established in India, was offered in four additional nations. The Maharashtra Village Replication Project (India) was expanded from 28 to 101 village locations.

Of great significance is the growth in numbers of those who support our work as voluntary consultants and contributors. This crucial network of people across the globe has given time, expertise and resources as never before. The support of those who have made human development a priority for personal investment is deeply appreciated. We look forward to working with you again in 1979.

Y. Wood

David P. Wood, Jr. President

Board of Directors







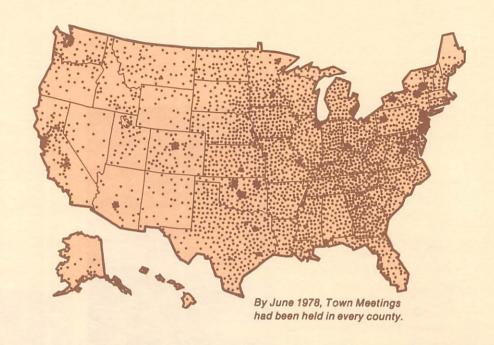




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The greatest resource a community has is its own people.



OMMUNITY FORUM

ommunity Forum began in the United States in 1975 as a program of the American Bicentennial Celebration. Since then its effectiveness in encouraging citizen participation has been demonstrated in communities across the world. Its town meeting format challenges people to face major community issues squarely and to build practical plans for resolving them. It motivates participants to cooperate actively in projects which improve the quality of community life. Its effects are evident in renewed community spirit and creative citizen action.

ACROSS THE UNITED STATES

In the United States, Community Forum is known as the Town Meeting Program. It has involved 228,000 Americans in 4,276 events since 1975. The participation of 2500 workshop leaders and 50,000 local volunteers supported a momentum which doubled the number of Town Meetings this year over the three previous years combined. At least one demonstration meeting has been sponsored in every county of the nation. Local residents of all ages and walks of life worked intensely together, often for the first time. They stated the challenges facing their communities, wrote proposals to deal with those challenges-and they celebrated. They sang together. created a new song, story and symbol for their town or village and enjoyed a festive closing session where documents holding the results of their Town

Meeting were distributed.

And people renewed their faith in one another: "I believe we've made a new beginning." "Town Meeting whetted our appetites and helped develop leadership." "I didn't think we could accomplish so much in so short a time." "It's amazing what people can do when they put their heads together."

Practical results followed.
Towns held clean-up campaigns, organized community festivals, repaired neighborhood streets, formed citizens councils and started newspapers. They built hospitals, post offices, parks, preschools, stores and sewer plants. They solicited improved voter participation and created new jobs.

The Town Meeting Program has received increasing support

from state and municipal agencies. In Mississippi, for example, the Governor's Office of Volunteer Services is sponsoring 200 Town Meetings for the Planning and Development Districts of the state. Clusters of Town Meetings in urban neighborhoods and special focus forums for particular constituencies will be emphasized during 1979.

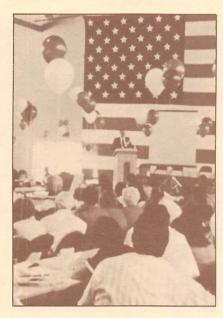
AND AROUND THE WORLD

Forums held elsewhere in the world this year took on the flavor of their national settings. Community Forum Canada spanned the Canadian provinces. Gemeindeforums were held in Germany and Foro Communitario in Venezuela. The Belgian Dorpsdagen Program was part of the nation's 'Year of the Village' emphasis and was supported by the Flemish Ministry of Culture. Hundreds of participants in the 66 provinces of the Philippines used a forum workbook written in five languages and sang a theme song created for the national program. In Kenya, 20 Village Meetings were held in two weeks in Kakamega District with a total attendance of 6,500 people. In all, a nationwide series of forums was completed in 12 countries while the program was initiated in 20 additional nations.

Community Meeting Australia was conducted in 30 Aboriginal settlements located across an 8,000 mile circuit. The participants' workbook, developed for those who cannot read, includes drawings by Australian artist Ainslie Roberts. An additional 100 forums were held in towns and cities throughout the nation.

Community Forum discloses fresh possibilities. It awakens community spirit and releases towns and neighborhoods to their greatest resource—the creativity of their people.

Town Meeting doesn't make problems suddenly disappear. It shows residents that together they have the means to tackle them.



Town Meeting participants write a story about their community's past and future, create lyrics to a familiar tune and design a community logo.



Investing in Human Creativity



After Town Meeting citizens work hard to implement the proposals they created—everything from new jobs to new fire stations.

An exchange of insights about past images and future directions for women characterizes Global Women's Forum.



Special Focus Forums

n extension of the Community Forum Program has been a number of Special Focus Forums for groups whose particular concerns require a specialized planning emphasis. While forums have been designed for the specific needs of many groups, three formats have evolved as formal programs of the Institute. Global Women's Forum, Community Youth Forum and LENS (Leadership Effectiveness and New Strategies) for business and agency leaders have been offered in 23 nations this year.

GLOBAL WOMEN'S FORUM

Global Women's Forum (GWF) is a one-day workshop for women. It is a practical response to contemporary events which have marked the emergence of a new era for women's creative participation. In both developed and developing nations, it allows women of varied backgrounds to discern together the major social issues of the day and focus personal priorities for responding to these challenges in their own communities.

During 1978 the number of forums doubled. The program was held in 165 cities and villages on seven continents. The international faculty, which now numbers 125, trained local women to lead forums in their own nations.

GWF has been conducted throughout the United States. A forum held at the Junior League headquarters in Denver involved representatives of the American Association of University Women, the League of Women Voters and the Women's Political Caucus. GWF was offered to Native Americans in North Dakota, Cleveland inner-city residents, rural women in Iowa, and Mexican-Americans in Texas.

The program occurred in locations as different as an Egyptian village and Kobe, Japan. The Philippines YWCA used GWF to open its National Conference. During a forum in Kamweleni, Kenya, village women decided to implement a local transportation plan and establish a handicrafts industry.

Global Women's Forum is a reflective bridge between past images of womanhood and the newly defined role of the woman of the future. "I'm surprised at the ground we covered. I have a brand new way of looking at my involvement."

Youth discover their own hopes and dreams are tied to involvement in solving community problems.

COMMUNITY YOUTH FORUM

Youth everywhere represent a crucial human resource. The Community Youth Forum Program (CYF) invites young people to rethink their present and future in a fresh way. It looks directly at the question of responsible participation in society. By articulating their own dreams for the future and then building a plan for responding to their community's needs, youth begin to pick up the challenges facing their generation.

Community Youth Forum was offered internationally for the first time in 1978. One hundred forums were conducted in 15 nations. Six thousand youth participated. The international CYF staff, young people between the ages of 18 and 24, grew to 20 members. In addition, 160 youth volunteers were trained to assist in forum leadership in their own nations.

The 800 students of Messmer High School in Milwaukee, along with student councils and high schools across the nation, sponsored the program locally. Groups as different as Canadian Inuvik youth, San Bernardino street gangs and the Atlanta Metropolitan Boys' Club participated in CYF. The program was offered throughout Europe and across the developing world in both urban and rural settings.

As a result of Community
Youth Forum, practical community projects were started. In
Houston, participants from the
Contemporary Learning Center
High School carried out a
neighborhood clean-up
campaign and organized an
ongoing student community
volunteer program. "This meeting not only showed us that we
have something to say but that
there's something we can do
right here where we live."

LENS

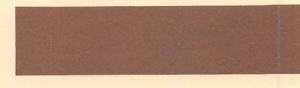
Organizations increasingly require methods for expedient problem-solving and targeting strategic actions, for participatory decision-making and releasing human resources. Leadership Effectiveness and New Strategies is a workshop seminar for corporation, agency and organization personnel. Its five sessions move through an incisive analysis of the present situation to a systematic and tactical plan of action. Its breakthrough occurs as logical thinking is meshed with intuitive methods. LENS is effective when focusing on particular issues within a department or when designating broad strategic objectives for an entire organization.

In 1978 Hughes Tool Company of Houston used LENS for participatory planning within one department. Sears, Roebuck & Co. and McDonald's Corp. used LENS for market battleplanning. Seminars were held with the Houston Chapter of the North American Society of Corporate Planners, HEW (Region 7) and Planned Parenthood International. The Minnesota Department of Natural Resources employed LENS to develop programs for grassroots participation in resource management. In Zambia, the program was used by Shell-BP and the National Agricultural Marketing Board.

Organizations scheduling LENS for 1979 include the General Systems Division of IBM, Bell Telephone Laboratories, Proctor & Gamble Co. and the Indonesian Department of Economics.

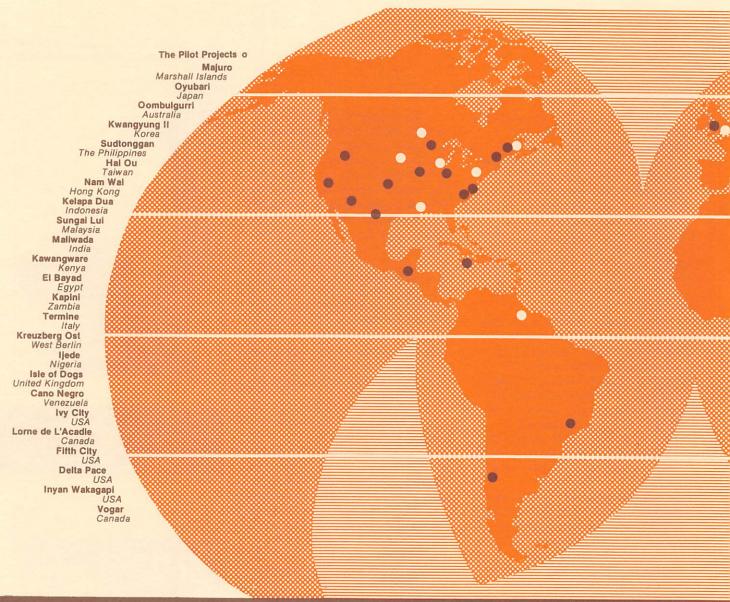
LENS offers the difference between consultant-created recommendations and internally generated actions. "LENS is helping us organize a team system throughout the ranks, and is facilitating participatory management."







LENS shows how unrelated problems often share root causes and how focused actions can resolve them.



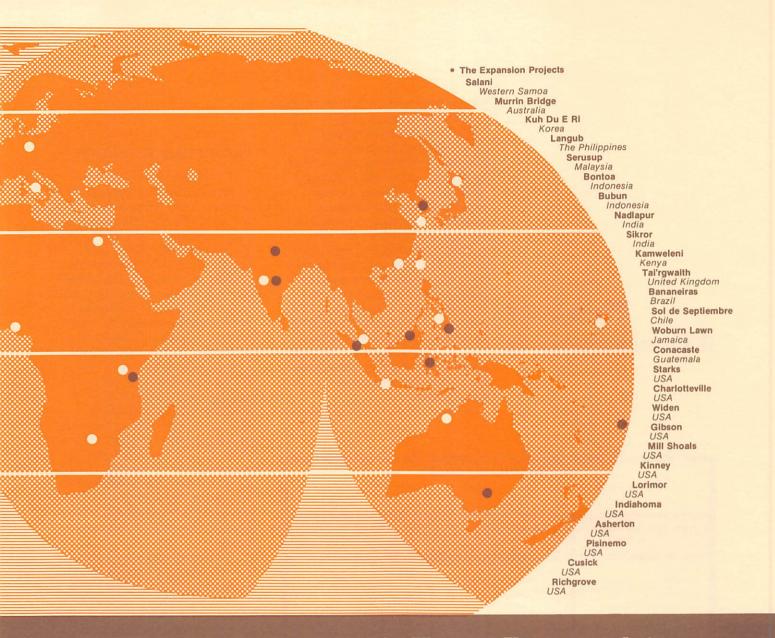
UMAN DEVELOPMENT

fter 12 years of experimentation in a Chicago innercity community, The Institute of Cultural Affairs began a phased program for sharing methods of comprehensive local development with particular villages, towns and urban neighborhoods around the world. Since 1975 pilot Human Development Projects have been launched in 149 communities and 25 nations. Each project is intended as a demonstration of

rapid socio-economic development for its region and nation.

Four areas of accomplishment, discussed in the following pages, have marked the progress of the Human Development Program. The first, Project Initiation, details a community planning method which has enabled local people to initiate the renewal of their communities. The second, Project Acceleration, presents highlights of the progress communities have made toward sub-

stantial social and economic program implementation. Project Expansion, the third aspect, describes the effect pilot projects have had in generating similar projects in other communities of their nation or continent. The section entitled Project Replication describes the progress of a systematic experiment to catalyze additional village projects throughout the entire state of Maharashtra, India.



Investing in Human Resourcefulness

PROJECT INITIATION

Between 1975 and 1977 an initial network of 24 Human

Development Projects was established across seven continents. The project communities quickly recognized a tie joining them together as a common program in local community development. Each program began with a week's planning meeting or consult involving a cross section of local residents, ICA staff and volunteer consultants.

Interaction between the out-

side perspective of the guest consultants and the hopes and dreams of the residents for their community's future is a basic ingredient of the consultation method. First, the community's operating vision for all aspects of its life is articulated. Next, the underlying contradictions, or blocks to realizing the vision, are identified. Then practical proposals are determined for dealing with the contradictions and a system of tactics devised for effective implementation. Finally, the tactics are arranged in a grid

of actuating programs which provides focus and structure for community participation. The consultation produces an integrated four-year plan for socioeconomic development.

Immediately following the consultation a series of tactics are quickly accomplished to launch the programs and sustain momentum sparked by the consult. Resident ICA field staff remain for at least two years to assist in training and program implementation.

Project Acceleration

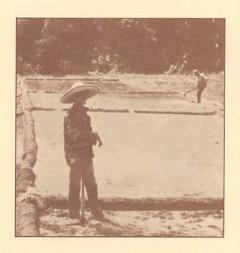
n 1978 the 24 pilot projects entered an acceleration phase to intensify leadership development and undergird social and economic programs. Residents formed program-related task forces. Teams of volunteer consultants worked with the task forces to facilitate training and implementation. The following highlights from nine projects are presented through the categories of the Programmatic Chart below. This chart is a summary picture of all 24 projects' programs. Rather than a prescription for any single community, it is a general guide for comprehensive local development.

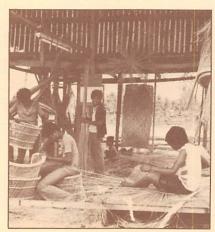
PROGRAMMATIC CHART Toward the Actuation of Comprehensive Human Development Projects on the Local Level thirty six programs - nine structures - three dynamics - one project ECONOMIC DEVELOPMENT HUMAN DEVELOPMENT SOCIAL DEVELOPMENT Reconstructing local Creating local-COOPERATIVE AGRICULTURE LIVING ENVIRONMENT PREVENTIVE CARE expanded cultivation domestic housing intermediate sanitation public facilities intensified production total nutrition water delivery 15 village design 27 systematic immunization equipment poo 16 essential services 28 primary treatment Developing local-Establishing local-APPROPRIATE INDUSTRY CORPORATE PATTERNS **FUNCTIONAL EDUCATION** total engagement early learning agro-business community commons formal schooling processing plants 19 consensus assemblies 31 youth training ancillary industry 20 corporate workdays 32 adult education Initiating local-Recovering local-Instituting local-COMMERCIAL SERVICES **IDENTITY SYSTEMS** COMMUNITY WELFARE 9 common marketing community self-story 21 33 family development local merchandising 22 symbol systems 34 women's advancement savings & loans 23 corporate rituals youth task-force basic transport 24 village celebrations elderly engagement

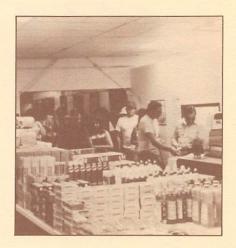
PROJECT ACCELERATION

During the past year, residents of project communities worked in two types of task forces to accelerate development progress. Each community was divided geographically into stakes or neighborhoods. The leaders of each stake met weekly to plan program implementation in their residential section and ensure adequate care for every person. Residents also formed program task forces or guilds. Community guilds were established in agriculture, industry, commerce, health, education and community well-being. Guilds worked daily to intensify implementation in each program area. The community's energy was regularly focused in workdays to finish needed tasks in a short time. Residents also devised special campaigns and events to complete particular tasks.

Teams of volunteer consultants traveled to each project to work with the local guilds on a short-term basis. Business people provided technical assistance in market feasibility research, product design, management systems, bookkeeping and capitalization. Medical professionals organized health fairs, held innoculation campaigns, established local health or dental centers, offered training in nutrition and preventive care and assisted residents in establishing continuing relations with existing health services in the area. Further support was provided through publication of various social and economic program handbooks. These manuals were developed from field experience for adaptation and use by local residents. The highlights which follow typify progress in all the Human Development Projects.







■ toward economic self-sufficiency

Cooperative Agriculture

Before its consultation, Sungal Lul, 21 miles from Kuala Lumpur, Malaysia, existed on a subsistence agricultural economy. Rice and rubber plots averaged only four acres. Farming was done by hand. Land remained uncultivated because youth and adults found more profitable work in the city.

In 1978 a group of farmers reclaimed 105 acres of padi land. They worked in teams using mechanized equipment and herbicides to clear jungle growth. Their experiment with cash crops produced a good maize vield and new fruit orchards. Villagers planted 100 family gardens. Two commercial fish ponds and a modern chicken farm were established. An agricultural complex was built providing repair services, farm supplies and storage space for the new community-owned tractor and power tillers. A cooperative market was also established.

This year the gross village income grew 27%. Increased growth is expected in 1979 as residents expand rice and fruit production, introduce insecticides and develop animal husbandry. Residents of Sungai Lui are working hard to regain village self-sufficiency.

Appropriate Industry

Sudtonggan is an isolated village in a field of limestone boulders on Mactan Island in the central Philippines. Its residents, craftsmen and fishermen for generations, have worked together since 1976 to develop appropriate light industry.

Sudtonggan has established four industries by combining the skills of its people with its natural resources. Rope manufacturing, traditionally done by individual family units. became a productive communitybased industry. It expanded this year into an abaca craft industry with an export outlet. Rock cutters organized a cooperative quarry venture. adopted improved cutting tools and doubled production. Two new buri furniture factories employ 40 youth. On-the-job managerial training equipped local entrepreneurs to meet delivery deadlines, maintain quality control and keep financial records. Employees regularly contribute to a community industrial development fund.

Village income doubled in less than three years. Jobs for 120 people were created and 110 residents are engaged in cottage industry training. In 1978, village income grew by an additional US\$50,000 through its new industries.

Commercial Services

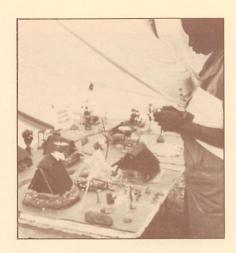
The people of Inyan Wakagapl, on the Standing Rock Sioux Indian Reservation in North Dakota, realized that income quickly drained from the community due to a lack of commercial services. A gas station and a small confectionery were the only business enterprises. Residents traveled over 20 miles to shop.

In the project's first year, residents established an economic development corporation with a 15-member board elected by the community. They opened a commercial center with a grocery store, a laundromat and cafe. Ten residents were trained in retail management. The store introduced a check cashing facility and a service whereby local savings were collected and deposited in the nearest bank 50 miles away.

In 1978 the community store was enlarged to 2,000 square feet. Super Valu, a regional buying affiliate, serviced the store and provided needed professional guidance. Sales increased 50%. Now the store also markets produce from the 12-acre community truck farm. Through these measures income now turns over within the community providing new jobs and services for its residents.







■ toward human self-confidence

Living Environment

In the spring of 1978 **Gibson**,
North Carolina was a community
with many unoccupied buildings,
unsightly vacant lots and mounds of
dirt and litter. In a community
workday at the end of their consultation, residents transformed three
downtown lots into beautiful streetside gardens. Their determination
prompted three residents to donate
land for the New Horizons Park, now
a playground and picnic area. Over
3,000 hours of labor were donated to
this effort.

While dismantling a dilapidated building and clearing a cluttered lot facing the old town depot, Gibson citizens decided to reclaim the depot itself. They scraped, repainted and decorated, turning the building into a fine community center. The grand opening of the Gibson Station Community Center in December confirmed the town's new image as "Crossroads of the Carolinas."

The Town Council designated April, 1979, as Beautification Month. Extensive landscaping, an entrance sign displaying the community symbol and slogan and a new restaurant will intensify the rehabilitation effort. Gibson is presenting a brand new face—marked by renewed pride on the part of its citizens.

Corporate Patterns

Nam Wal, in the New Territories of Hong Kong, faced the challenge of shifting from a rural to an urban economy without losing its Hakka tradition as a community. Historic cohesiveness rooted in agriculture had been lost. High land values encouraged sales to speculators and further fragmented the village. Local leaders recognized that a cooperative approach to land development was needed.

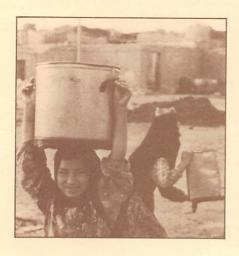
In 1978 the Nam Wai Foundation, Ltd. was incorporated. Nine directors were elected from every neighborhood and are accountable to the quarterly Village Assembly. Every resident over 21 is eligible for membership. Profits are used for programs beneficial to the whole village.

Volunteer consultants in law, architecture, engineering and investment worked continuously with the Foundation to plan, capitalize and implement a scheme of land development. The effort involves land in the village and 16 acres leading to the coast. Development for tourism, agriculture, industry and housing is now in process. Forty percent profits are projected. Nam Wai decided to deal with its future through a corporate structure. Now the whole village will benefit.

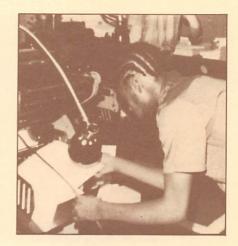
Identity Systems

For decades the residents of the three Zambian villages now comprising the Kapini Human Development Project experienced fragmentation of family, religious and tribal life. In outlying farmlands flooding forced members to relocate in neighboring villages. Today the population represents many tribes and religions. Residents decided to turn this diversity into a unity. First, they integrated the community by constructing a bridge to provide all three villages with access to the main road. The tribal headmen named the entire area Kapini, after the central village.

Residents built a plaza and wrote an area history. They constructed an 18-room training center, a preschool and community kitchen. They started a demonstration farm, an irrigation system and a brick factory. Each facility was marked with the Kapini insignia symbolizing a new resolve to work together. Villagers publish a weekly newsletter, The Call of Kapini, which further shapes the community's common identity. During a recent quarterly Community Assembly, residents feasted, sang Kapini songs and joined in traditional dances to celebrate their lives as one people with one future.







■ toward social self-reliance

Preventive Care

Eighty percent of the villagers of Bayad, Egypt, were disabled by bilharzia, a disease contracted from parasites living in the Nile River, the village's only source of water. Bilharzia enters the body through skin contact, saps vitality and shortens the life span of its host.

El Bayad residents decided to tackle the problem. During community workdays, they drilled two fresh water wells and laid pipe to a central distribution point. With fresh water available, regular immunization campaigns largely eradicated bilharzia infection. The villagers then built a 90-foot water tank and designed a plan for further water distribution points. They built the town's first laundry, showers and toilets. Now sanitation facilities are being constructed in each neighborhood. Health caretakers were trained to lead education campaigns in health and nutrition. Each day the new community kitchen serves 150 nutritious meals to children, pregnant women and elders.

The people of El Bayad are caring for a precious commodity—their own health. The water tank bears the sign, "Water is the sign of life in the desert. Water is the hope of Bayad."

Functional Education

In the Brazilian village of Bananelras, limited formal education opportunities perpetuated illiteracy and a general lack of twentieth century skills. Just after the project began, 60% of the young children were enrolled in the new Early Learning Center. Village women were trained as curriculum designers and teachers. One family donated the school facility and students' parents made uniforms. The first graduation in December was a proud moment for Bananeiras.

Local artists and sportsmen established a cultural and athletic program to supplement the elementary school's academic curriculum. At the same time residents implemented plans to extend the elementary school beyond grade five. An adult literacy class meets four times a week. Training in leadership methods continues weekly.

Education in nutrition became a part of the home gardens program and training in agricultural techniques began on the demonstration farm plots. Women were trained in skills to launch a sewing industry and commercial bakery. The phrase "fresh baked bread by Christmas" captured the village's intention of gaining self-reliance through functional education.

Community Welfare

Ivy City in Washington, D. C., was abandoned by industry and marked by deteriorating buildings. Transiency and youth delinquency weakened traditional neighborhood ties. During the project's first year, residents formed six citizens' groups to implement programs ranging from industrial development to recreational activities.

The Neighborhood Youth Corps provided most of the labor for turning a dilapidated school into a community center, now operated entirely by Ivy City citizens. It sponsored 50 young men and women in the Mayor's Summer Work Program and obtained a grounds cleaning contract for winter jobs. Participating youth contributed part of their salaries to finance community projects.

The Women's Guild sponsored summer fairs and barbeque dinners to raise funds for local cultural events. A Young Women's Club was formed which participates in community workdays and provides leadership for children's programs.

During the winter the elders enjoyed a 'hot meals' program and a shoppers' transportation service. Ivy City citizens are enthusiastically rebuilding structures which care for the well-being of all ages.

Located within driving distance of major population centers, the sixteen U. S. projects demonstrate that local socio-economic development is possible.



Project Expansion

he success of the first 24 demonstration communities encouraged the initiation of 26 new projects during 1978. Interest in the pilot project of Caño Negro, Venezuela led to new projects in four other Latin American nations. Twelve new projects were established in the United States. Other pilot projects generated additional community development efforts on national and state levels in nine other countries. The Human Development Training School was key to this expansion effort, particularly in the developing world.

THE HUMAN DEVELOPMENT TRAINING SCHOOL

The Human Development
Training School (HDTS) was first
established in India in 1976.
Since then it has been offered
quarterly to train Indian volunteers for two years of service in
village development projects.
The School is designed to give
local people methods and practical skills for effective leadership
in their own communities. This
year the School was taught for
the first time in Australia, Korea,
the Philippines and Venezuela.

The HDTS is located in project communities presently carrying out four-year development plans. This setting provides participants with a 'living laboratory' for learning and working with development methods as they are actually applied in a community situation. The HDTS is comprised of nine social and economic modules which com-

bine basic theory with practical field experience. The faculty is drawn from national and international ICA staff and project leadership. Residents of the host community perform an informal teaching function as they work with School participants in the field and share their experience of project implementation.

Students come to the School from both urban and rural backgrounds. Few have received formal education; many can neither read nor write. The majority represent local communities which intend to become Human Development Projects. Attendance at the HDTS indicates a participant's decision to give a significant period of time—six months to two years-working with village development. The four Schools held outside India this year prepared 160 volunteers to begin service as project staff in 10 nations.

EXPANSION BY CONTINENT

In 1978 four projects were initiated simultaneously in Latin America. In May and June, ten people from each participating nation and twenty North American volunteers attended the Human Development Training School hosted by Latin America's pilot project, Caño Negro, Venezuela. The Venezuelan HDTS was partially funded by the Inter-American Development Bank. At the School's conclusion, graduates accepted assignments as staff for the expansion communities.

The projects' sites are rural agricultural villages: Sol de Septiembre in the Andean foothills near Santiago, Chile; Bananeiras, a community of banana growers two hours north of Rio de Janeiro, Brazil; Woburn Lawn in the mountainous coffee plantations northeast of Kingston, Jamaica; and Conacaste, a dusty farming village an hour outside Guatemala City, Guatemala.

Expansion was a continental effort by Spanish, Portuguese and English speaking people whose common vision of local renewal cut across wide diversity in language, culture and politics. In 1979 a project will begin in San Vincente de Aspitia, a village southeast of Lima, Peru.

EXPANSION BY NATION

Pilot villages triggered new projects in Australia, India, Indonesia, Kenya, Korea, Malaysia, the Philippines, Western Samoa and the United States. The HDTS was offered in three of these nations.

Expansion projects demonstrated that the time required for development progress can be greatly reduced. The Bubun Project has become a demonstration community for the North Sumatra Coastal Villages Development Scheme and the Indonesian Ministry of Home Affairs.

Residents established 13 cooperatives ranging from a credit union to bulk rice purchasing. The shell-fishing cooperative tripled production by equipping 26 boats with motors and improved nets. Its loans were retired in half the scheduled time. The government assigned a doctor for three years. Seventeen village health caretakers were trained and a clinic boat built to facilitate medical care in Bubun and neighboring coastal villages.

Five other projects have been independently chosen in their nations or regions as demonstration models: Bontoa in Indonesia, Kuh Du E Ri in Korea, Langub in the Philippines, Serusup in Malaysia and Kamweleni in Kenya.

AND IN THE UNITED STATES

By early 1978, the four U. S. Human Development communities had caught the attention of many Americans. Interest in their progress led 12 towns, reflecting a wide spectrum of rural life, to begin projects. They include farming, mining and mill towns with Appalachian, white, black, Mexican and Native American populations. Consultations were held in May and June.

Residents from the first four projects have often served as consultants to the new project communities, offering practical development know-how and assuring new project residents "it can be done." These communities have demonstrated solid development progress. According to a long-time resident of Lorimor, Iowa, "This is the first time in years I haven't been able to park on Main Street. Forty years ago our town was always like this. It's great to see Lorimor buzzing again."

Early in 1979 the Human Development Training School will be offered in the United States. Another project will be initiated in the Athabaskan village, Minto, Alaska. After the Human Development Training School in Venezuela, four projects were initiated across Latin America.





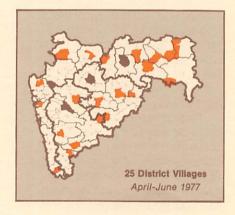
Four expansion projects in Southeast Asia were independently selected as national or regional demonstration models in Indonesia, the Philippines and Malaysia.

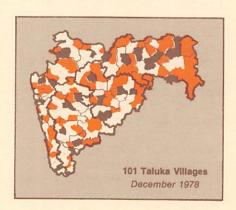
When you are a young man with a nation to build, it's easy to get up in the morning.





ne renewed village in India is but a curiosity." This comment by an Indian public official led the Institute, in collaboration with the Maharashtra State Government, to devise a plan for state-wide replication of the pilot project, Maliwada. In two years Maliwada tripled its income. decreased malnutrition from 50% to .5% and enrolled all of its school-age children in educational programs. A model was built to train Maharashtra volunteers and initiate new projects according to a geographically phased design. The replication effort began with one project per division, expanded to one per district and is now initiating projects on the county level for a total of 232 by July, 1979. By December. 1978, 101 villages had held consults and were implementing social and economic programs.





STATE-WIDE REPLICATION

India, the nation which classically symbolizes the challenges facing the developing world, is an appropriate setting for such an experiment in human development replication. Approximately four-fifths of Maharashtra's 50 million inhabitants live in 35,000 rural villages. Socio-economic renewal of village life is seen as essential to easing the heavy migration which presently overtaxes the metropolitan centers. Both the public and private sectors solidly support integrated rural development as necessary to national well-being. Government departments, agencies, banks, industrial houses and universities join in supporting the requirements of a developing rural base. Moreover, village residents themselves are ready to invest, to borrow and repay, to organize and rebuild in the interest of a new future for their communities.

This year 800 volunteers from cities and villages across Maharashtra State completed the twomonth Human Development Training School (HDTS) in village development methods. This program, offered in Maliwada village on a quarterly basis and partially funded by UNICEF, prepares graduates to take up a two-year assignment to the Maharashtra Village Replication Project. Graduates serve as project staff, providing training in methods for the village leaders. They also staff district support teams on specific acceleration assignments involving research. capital development and program implementation.

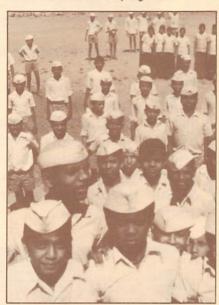
Appropriate modern technology increases the productivity of a traditional spinning industry.



Village resident proudly displays environmental improvements to international guests.



Project villages are meeting the challenge of illiteracy by enrolling all school-age children in educational programs.



NAVA GRAM PRAYAS

"When you're a young man with a nation to build, it's easy to get up in the morning."

The speaker, H. S. Gavai, is 22 years old. Born in a dusty village in rural Maharashtra, his life might well have been defined by illiteracy, subsistence and hopelessness. Like many his age, he could have fled to the city to seek success. Or he could have settled into the grinding traditional pattern of village life. But Gavai chose another course-one characterized by hope for a new India. Today he stands with hundreds of Indian men and women who serve as full-time volunteer staff in Nava Gram

Prayas or 'New Village Effort'.

Gavai was a member of the first graduating class of the HDTS in 1976. He was sent to the School by his own village. Since then he has served as a member of the resident auxiliary staff in Kolambi village, and later as project director. Currently he is leader of a five-member district support team which assists seven Human Development Projects in Nagpur and Bhandara Districts. He receives a stipend of 50 rupees a month (US\$6). Lodging is provided by the villages he serves. The team travels by train, bus, truck or bullock cart from village to village. Their task is to spend three days in each village on their circuit evaluating progress, providing practical training and assisting in the implementation of specific programs. Their work with the villagers and resident staff encompasses a wide variety of tasks ranging from digging irrigation ditches and sowing hybrid seed, to training preschool teachers and negotiating small industry loans.

The establishment of 12 support teams this year has strengthened the projects' capacity to maintain momentum as the number of villages participating in replication dramatically increases. Nava Gram Prayas promises a new future for rural India. Across Maharashtra, young people like H. S. Gavai are forging that future.



SALUTE

uring 1978 the ICA's program more than doubled, while the operating budget increased by only 3%. The Institute salutes the hundreds of volunteers whose investment of time, talents and resources made this possible.

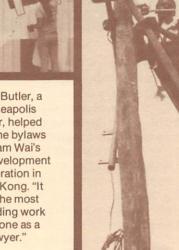


Robert Towers, Chief of Police. Pace, Mississippi: "Just saying 'I care' is not enough. You have to get up and do something about it. We're the ones who know we care."









Pendleton, Oregon surgeon, Rich Wampler, worked with other medical professionals to train health caretakers in Maharashtra, India. "I'm tremendously satisfied with the work-largely because I see myself making a difference."

Workdays involve village volunteers in major community projects including clean-ups, beautification campaigns and public facilities construction.



David Butler, a Minneapolis lawyer, helped write the bylaws for Nam Wai's land development corporation in Hong Kong. "It was the most rewarding work I've done as a lawyer."



Local effort and initiative and regional public resources combined to install street lights in ljede, Nigeria.









Investing in Human Dignity



While in Latin America, J.S. Dethe, retired architect from India, drew designs for a community center in Bananeiras, Brazil, and the village entrance and plaza in Sol de Septiembre, Chile.



William Glover serves as a member of the Board of Directors of the Fifth City Citizens Redevelopment Corporation, responsible for 150 rehabilitated housing units on Chicago's westside.



Judy Lindblad, Schenectady mother of three, contacts companies for donations of goods and services to lower the cost of Town Meetings across New York State.

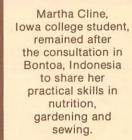




William Huston and a team from Missouri took the design for a three-wheel rural transport vehicle to India to investigate the feasibility of low-cost production in Maharashtra State.



Ruth Wilson,
Director of the
Mississippi
Governor's Office
of Volunteer Services
set up a program for
200 Town Meetings
across the state.
"It's been an
exciting experience.
It has provided
hope for the hopeless."









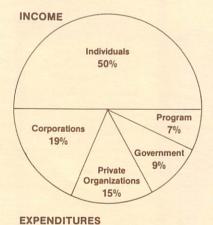
Financial Support

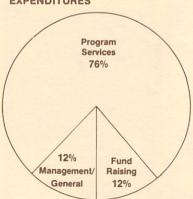
he Institute of Cultural Affairs is incorporated in Illinois as a private, not-for-profit corporation. It is a charitable organization eligible for deductible contributions under section 501(c)(3) of the Internal Revenue Code, and not a private foundation under section 509(a)(2). Annually the financial statements and accounting procedures are audited by Arthur Andersen & Co.

In 1978 the total revenue increased 15% over 1977, while total expenses increased only 3%. This has been the result of a determined effort at reducing costs in the midst of expanding programs.

In 1973, the Institute's staff was incorporated as a self-supporting service organization called The Order: Ecumenical. During 1978, 36 members of this organization were salaried by the Institute. In the United States 430 additional members donated time without income, estimated at 860,000 hours.

The Institute acknowledges companies and organizations which have established sponsorship relations with particular project communities. In the United States, International Telephone and Telegraph Corporation has entered such partnership with the communities of Ijede, Nigeria and Kuh Du E Ri, Korea. The Z. Smith Reynolds Foundation has established a similar relationship with the people of Gibson, North Carolina. Many companies in India provide comparable support to project villages in Maharashtra State.





INCOME AND EXPENDITURES STATEMENT

(For the year ending December 31, 1978)

PUBLIC SUPPORT AND REVENUE

Public Support
Contributions\$2,038,721
Grants 216,790

Revenue

 Training Programs
135,680

 Community Forums
38,479

 Other
1,978

Total Support & Revenue \$2,431,648

EXPENSES

Program Services
Human Development 945,076
Community Forums 387,426

Total Program Services......\$1,757,428

Support Services
Management and

Total Supporting

Services......\$563,712

Total Expenses \$2,321,140

Excess of Support & Revenue over Expenses\$110,508
(Applied to Negative Fund Balance)

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of companies, foundations, agencies and organizations which have supported ICA programs during 1978.

The institute also acknowledges the support of 2,027 individual and family contributors.

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THE INSTITUTE OF CULTURAL AFFAIRS



rue Berckmans 71 1060 Brussels, Belgium tel. 322/538-5892

P.O. Box 660 Bombay, India 400001 tel. 37-3741 17 Jalan Nuri Singapore, 15, Singapore tel. 40-77-22 16 Kimberley Rd., Block B-4A Kowloon, Hong Kong tel. 3-677-695

4750 N. Sheridan Road Chicago, Illinois 60640 tel. 312/769-6363