



The  
Institute  
of  
Cultural  
Affairs  
1981  
Annual  
Report

## TABLE OF CONTENTS

**1 1981: Identifying Arenas  
Of Service For The '80s**

**2 ICA Locations 1981**

**4 People Making  
A Difference**  
*Europe*



**6 Consult Kindles  
Four-Sector  
Coalition**  
*Latin America*



**8 Releasing The  
Human Potential**  
*North America*



**10 Water Systems  
Bring Hope**  
*North Africa/Middle East*



**11 Family Investments  
Undergird Development**  
*Southeast Asia*



**12 A Whirlwind Of  
Leadership Training**  
*Africa*



**14 Teamwork Accelerates  
Development**  
*India*



**16 World Wide Support**



## 1981: Identifying Arenas Of Service For The '80s

This 1981 programme report is presented by the Board of Directors, staff and associates of The Institute of Cultural Affairs. For 27 years the ICA has been concerned with the human factor in world development, focusing its activities through unique approaches to research, training and demonstration. The ICA works directly with communities, companies and agencies that require new methods for engaging creatively in the economic, political and cultural structures of their society. The ICA staff is convinced that people throughout the world can effectively participate in shaping the future of their families, their workplaces and their communities. Throughout its history the ICA has focused on responding to the depth human issues of our times and demonstrating structures of comprehensive care for all peoples of the world.

The advent of the '80s found the Institute's multi-national staff immersed in working with structures of human care in urban centres and rural villages around the world. A groundswell of local concern over pressing issues was evident. Clearly, a new moment had arrived, and a new response was required.

During 1980, six pilot Regional Consults initiated a major research effort to determine the ICA's arenas of service in the '80s. These consultations have been the major research tool employed by the ICA to enable local people to articulate and respond to the pressing social concerns of our times. Subsequent to the six pilot Regional Consults a further 62 were held throughout the world during 1981. A number of common themes emerged from the Regional Consults. Among the most significant ones were the collaborative efforts of the private, public, voluntary and local sectors (the four-sector coalition); the acceleration of multiple village development; action focused toward the Regional Consult mandates; and programmes for business, government agencies and local organizations.

Groups of men and women from the four sectors who took part in the Regional Consults are committed to responding to the mandates produced in these consultations. Their participation in new arenas of service has demonstrated their belief in a vital human future.



## ICA LOCATIONS 1981

### Arab Republic of Egypt

Bayad  
Cairo

### Australia

Adelaide  
Brisbane  
Melbourne  
Murrin Bridge  
Perth  
Sydney

### Austria

Vienna

### Belgium

Brussels

### Brazil

Rio de Janeiro

### Canada

Edmonton

Lorne de l'Acadie  
Montreal  
Ottawa  
Toronto  
Vancouver  
Winnipeg

### Chile

Santiago

### China, Republic of

Hai Ou

Taipei

### Denmark

Copenhagen

### France

Paris

### Germany, Federal Republic of

Berlin

Frankfurt

### Guatemala

Conacaste

### Hong Kong

Hong Kong  
Nam Wai

### India

Budhoda

Bombay

Calcutta

Chikhale

Dabhad

Delhi

Jawale

Maale

Maliwada

Hyderabad

Sevagram

Temburwahi

Vaviharsh

### Indonesia

Bontoa

Bubun

Jakarta

### Italy

Rome

### Ivory Coast, Republic of

Abidjan

### Jamaica

Woburn Lawn

### Japan

Fukuoka

Osaka

Sapporo

Tokyo

### Kenya

Choroget

Eldume

Gatuto

Kalwani-Shamalogo

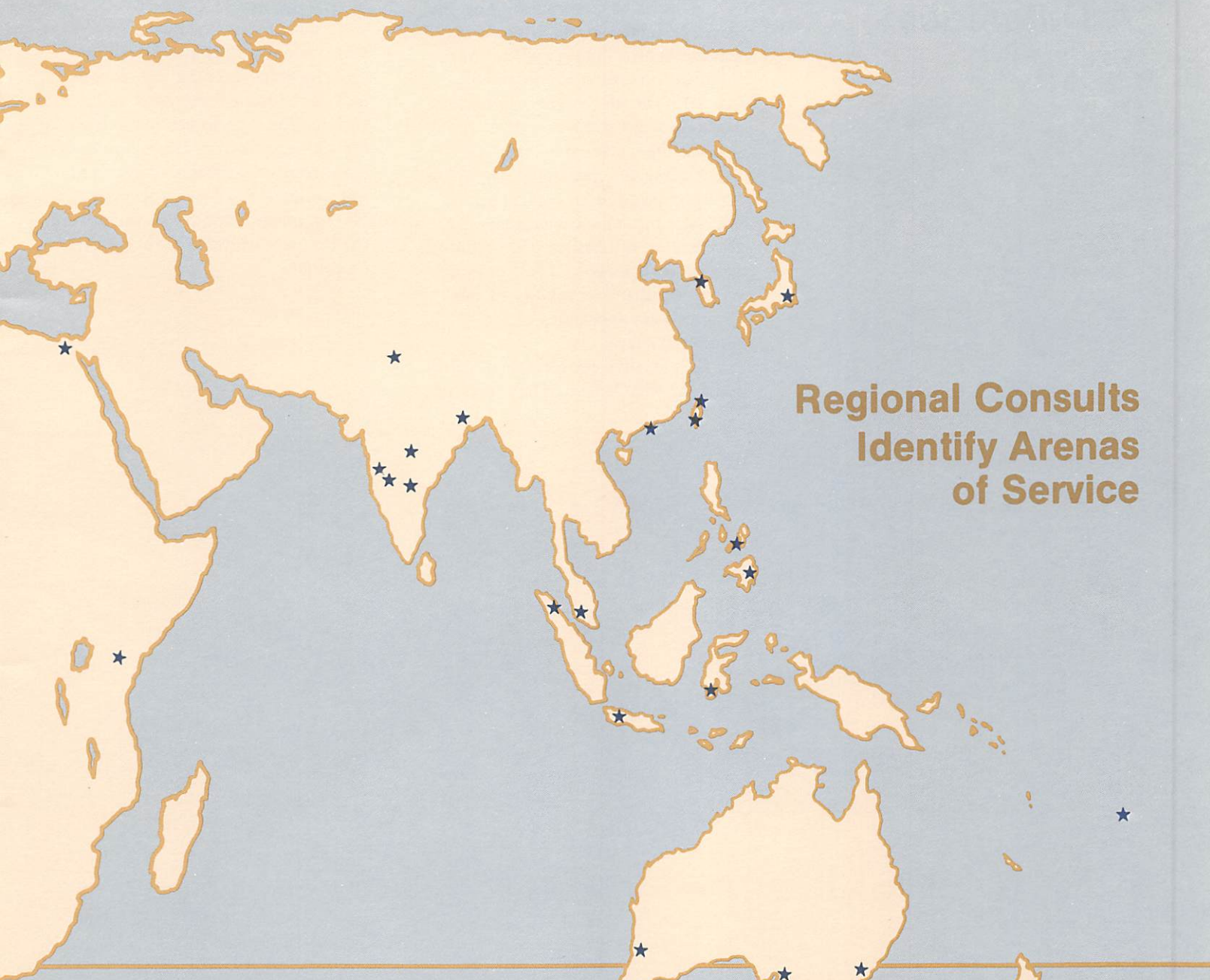
Kamweleni

Kaongo

Kawangware-Kabiro

Kilisa-Kyamue





## Regional Consults Identify Arenas of Service

Kitandi  
Kituni  
Kipsianan-Koisamo  
Kusa  
Kyuluni-Kivalusa  
Maikuu-Muthungue  
Matindiri  
Mugumoini  
Muuni-Mwanyani  
Nairobi  
Nguluku  
Nyakoora  
Samutet  
Ulutya  
Vwevvesi  
**Korea, Republic of**  
Cheong Won  
Seoul  
**Malaysia**  
Kuala Lumpur  
**Marshall Islands**  
Majuro

**Mexico**  
Mexico City  
**Netherlands**  
Amsterdam  
**Nigeria**  
Lagos  
**Peru**  
Azpitia  
**Philippines,**  
Langub  
Manila  
Sudtonggan  
**Spain**  
Madrid  
**United Kingdom**  
Bristol  
Glasgow  
London  
Manchester  
**United States of America**  
Anchorage

Atlanta  
Boston  
Cannon Ball  
Chicago  
Cleveland  
Dallas  
Denver  
Detroit  
Houston  
Indianapolis  
Kansas City  
Lorimor  
Los Angeles  
Memphis  
Minneapolis  
New Orleans  
New York City  
Orlando  
Philadelphia  
Phoenix  
Pisinemo  
Pittsburgh

Rochester  
San Francisco  
Seattle  
Starks  
St. Louis  
Washington D.C.  
**Venezuela**  
Caño Negro  
**Western Samoa**  
Salani  
**Zambia**  
Kapini

★ *Regional Consults*



# People Making A Difference

## Madrid Regional Consult Initiates Development

A series of Community Forums were conducted by the Madrid regional team in central Spain and northern Portugal preceding the Regional Consult. The 48 Symposium participants drew up seven mandates required to meet the challenge of the '80s.

During the Practicum, six teams travelled throughout central Spain, interviewing 151 local businessmen, government officials, social volunteers and village residents. Their objective was to confirm the validity of the Symposium conclusions at the community level.

Twenty-five people assembled to conclude the Consult. They received

reports from field research, reflected on the implications and formulated a plan of strategic action.

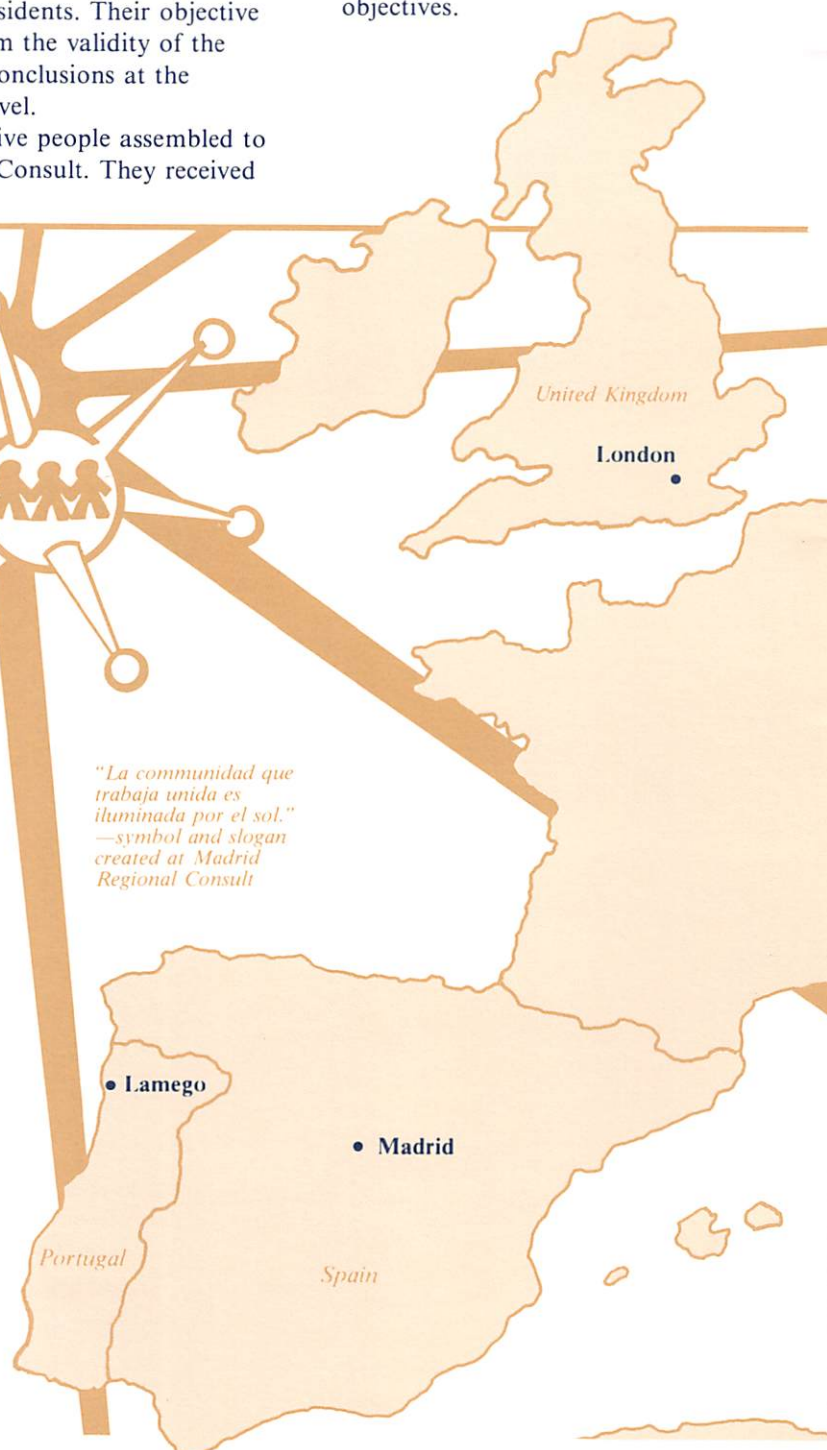
In northern Portugal Community Forum participants recommended training residents in local development methods and formulating a socio-economic plan for the Lamego district. Gathering baseline data from six Lamego villages and scheduling a three-week Human Development Training Institute were the first steps toward realizing these objectives.

THE REGIONAL CONSULT <i>A Four-Sector Dialogue On Concerns Of The '80s</i>		
SYMPOSIUM	PRACTICUM	ASSEMBLY
<i>Social Analysis</i>	<i>Regional Research</i>	<i>Strategic Planning</i>
<i>3 days</i>	<i>4 days</i>	<i>3 days</i>



*The Regional Team sings a community song written at a Forum in northern Portugal.*

*"La comunidad que trabaja unida es iluminada por el sol."  
—symbol and slogan created at Madrid Regional Consult*



## Formation Fortnight Trains European Volunteers

The focus of the 1981 Formation Fortnight in Brussels was "*Primal Community: The Urban Challenge*". Beginning with a three-day Research Colloquy, participants explored the urban situation. This was followed by a seven-day Training Practicum. Three courses — The Twentieth Century Cultural Revolution, Local Action Workshop and Depth Leadership Lab — provided a broad context and skills training. A three-day Symposium completed the urban research.

One of the concrete results of the

Formation Fortnight was a team of volunteers prepared to be assigned to programme events in Europe and elsewhere in the world.

The European Formation Fortnight hosted participants from sixteen nations around the world:

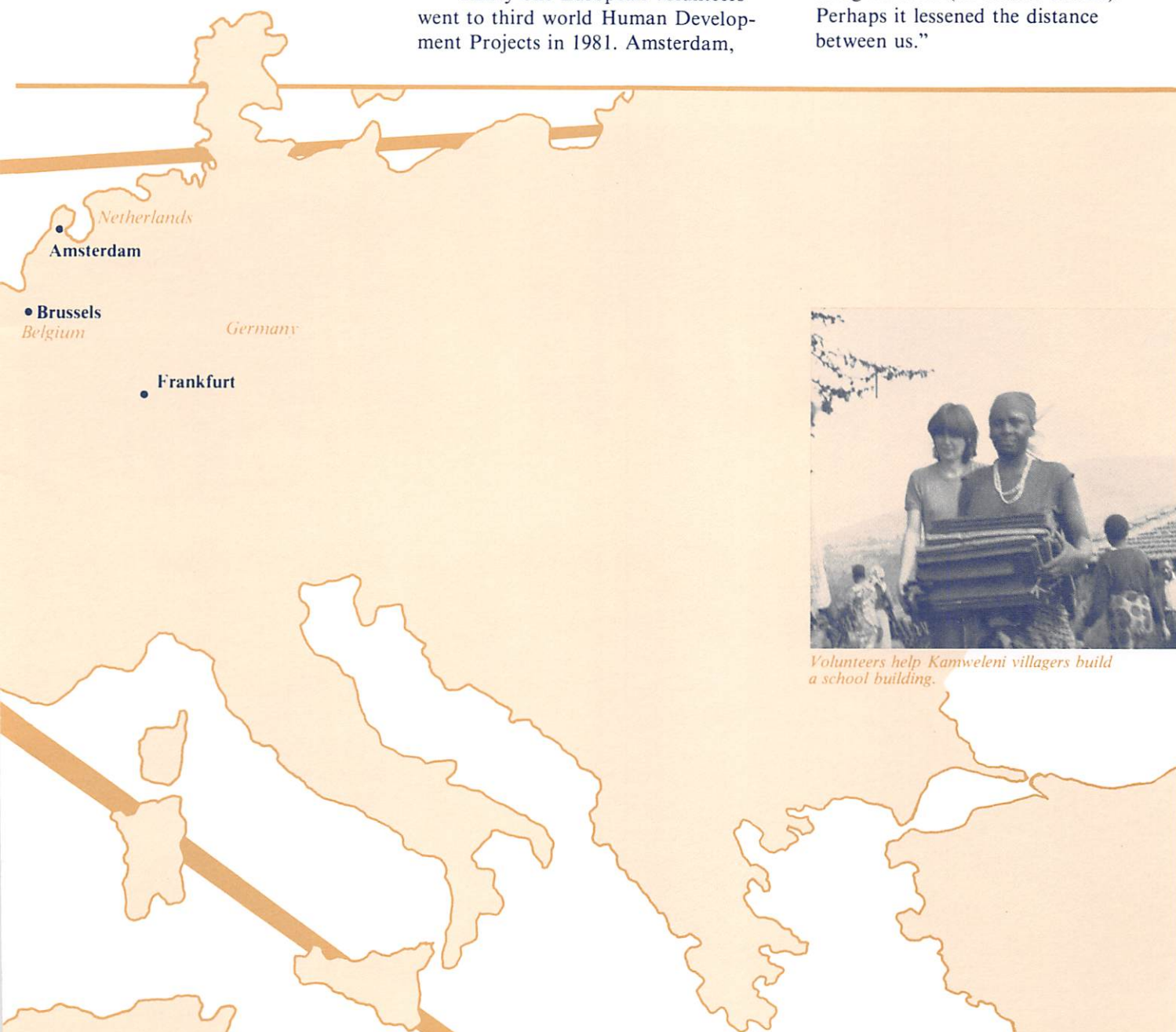
Australia	Indonesia
Austria	Netherlands
Belgium	Nigeria
Canada	Peru
Egypt	Philippines
France	United Kingdom
Germany	United States
India	Upper Volta

## Service Beyond Europe

Thirty-one European volunteers went to third world Human Development Projects in 1981. Amsterdam,

London and Frankfurt expanded their volunteer programmes to answer a call for increased awareness of global interdependence. After training in ICA's European centres, volunteers travelled at their own expense to live and work with the villagers for three to six months.

One 19-year-old went to Chikhale, India and, upon returning to Europe, related her experience in one Indian village: "I went and sat outside one of the houses. Immediately six women came up and fired questions at me. I felt very nervous, but everyone seemed pleased when I answered one question using Marathi (an Indian dialect). Perhaps it lessened the distance between us."



Volunteers help Kamweleni villagers build a school building.



## Consult Kindles Four-Sector Coalition

Significant progress in the Woburn Lawn Human Development Project and its extension project in the village of Claverty Cottage attracted national and international attention. The Blue Mountains Cluster, an extension of the original project encompassing 14 villages in the Blue Mountains around Woburn Lawn, was conceived during *THE JAMAICAN POTENTIAL: A Consultation On Human Development In The '80s*. This Regional Consult was co-sponsored by the Ministry of Youth and Community Development, the Council of Voluntary Social Services, The University of the West Indies, the Private Sector Organization of Jamaica, the Woburn Lawn Economic Development Cooperative Society and The Institute of Cultural Affairs.

Forty-six public, private, and voluntary agencies, as well as residents of 16 local communities, were involved in the Consult. One hundred and six people participated in the Symposium, Practicum or Assembly. Their findings, and the insights of 1300 people taking part in forums or interviews, were formulated into statements of 1) the underlying issues facing the nation, 2) the future directions required, and 3) a four-year plan for strategic action in Jamaica. After the Consult 31 representatives of all four sectors coordinated implementation of the strategic components, one of which was the Demonstration Projects Expansion Programme.

In a joint effort, UNICEF and the Government of Jamaica designated



Sixteen villages, including Woburn Lawn, scattered across the slopes and valleys of the Blue Mountains have banded together in a Human Development Cluster.



part of St. Thomas Parish, where Woburn Lawn and the Blue Mountains Cluster are located, as one of two demonstration areas for the "Basic Services for Children" programme. In September thirty participants representing UNICEF, six Jamaican government ministries and representatives from six villages attended a LENS (Leadership Effectiveness and New Strategies) workshop facilitated by the ICA. This gave further impetus to both the Cluster and the Basic Services demonstration.

Six Community Forums and two more LENS were held during September. Thirty-three participants attended the National Commercial Bank LENS and 90 attended the LENS held for the Diocese of Jamaica of the

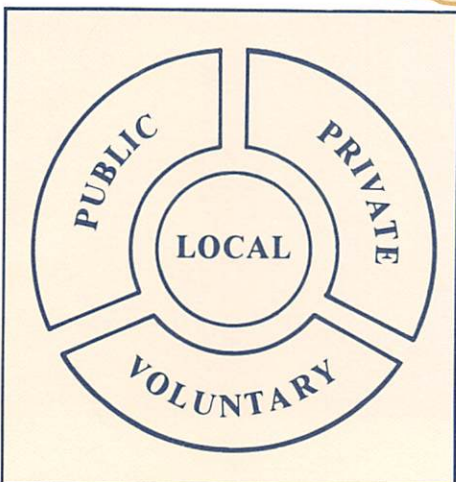
Anglican Church. Strategic action plans in response to a focus question were designed by the participants for their respective organizations or communities.

Village leaders' meetings and mini-consults were held in the Blue Mountains villages in October. In each location villagers articulated their vision of the future and identified its challenges. Led by Woburn Lawn residents, local coordinators carried out baseline data surveys and met in five sub-cluster groups for reports, training and planning.

Representatives from the villages, the Basic Services Programme, UNICEF, Canadian International Development Agency, the Jamaica Agricultural Society and the ICA met

regularly to plan the Cluster Consultation scheduled for February, 1982. Representatives from a number of organizations joined 300 village residents to open the Blue Mountains Cluster Consultation. After returning to the villages to create proposals, tactics and action steps, the participants met again in Woburn Lawn to create the cluster implementation calendar, celebrate their hard work and be commissioned to launch action in the Cluster.

From *THE JAMAICAN POTENTIAL* to the last village workshop, active engagement of the four sectors resulted in cooperation and the development of new networks, creating momentum which has sustained progress.



Local leaders guide Consult workshops.



New Woburn Lawn Pre-School gives head start to village children.



## Releasing The Human Potential In . . . .

### . . . Native American Communities

The Papago Reservation, location of the Pisinemo Human Development Project, has a per capita income of \$983 and an unemployment rate of 68%. The project villages — Pisinemo, Santa Cruz and San Simon — have reduced unemployment to 46%. The Pisinemo Development Authority oversees three new businesses which have generated capital of \$250,000 in 15 months. The Papago Tribe looks to Pisinemo as a prototype for effective use of human, technological and natural resources.

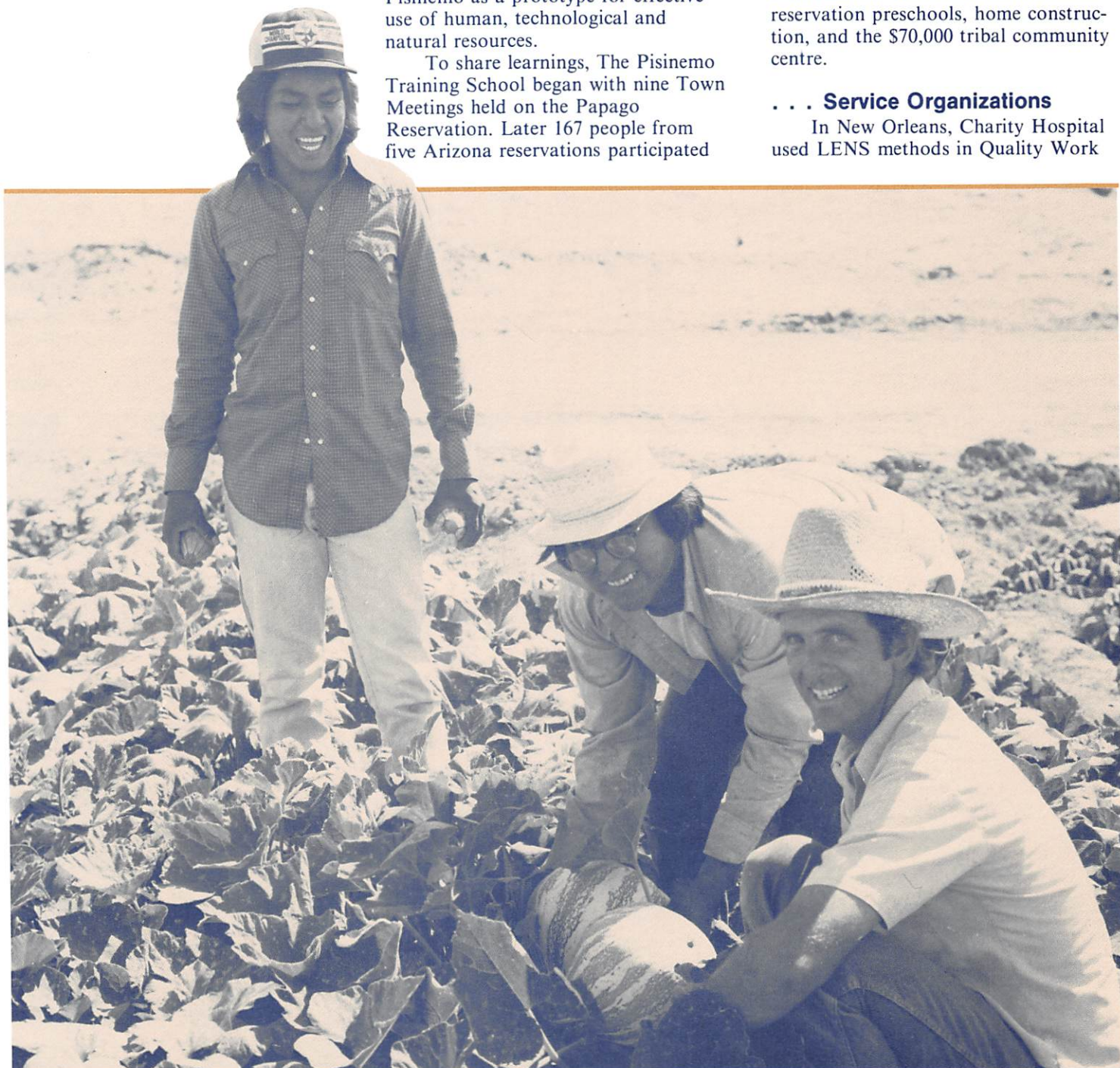
To share learnings, The Pisinemo Training School began with nine Town Meetings held on the Papago Reservation. Later 167 people from five Arizona reservations participated

in Adult Education, Small Business, Housing and Local Industry, Indian Agriculture, and Community Life training modules. Finally, a strategy conference, attended by 55 Papago district leaders, drew up action plans. Altogether, more than 500 individuals, predominantly Papago, participated in some part of the School.

After discovering an extensive local building market, the Pisinemo Adobe company expanded from fired adobe brick manufacturing to adobe construction. This led to contracts for reservation preschools, home construction, and the \$70,000 tribal community centre.

### . . . Service Organizations

In New Orleans, Charity Hospital used LENS methods in Quality Work



*Papago Indians proudly displaying Papago Squash from the community's demonstration farm.*



Life workshop sessions within various departments of the hospital including housekeeping, food services, patient servicing and staff development. Interviews after the Quality Work Life workshops revealed immediate changes such as the following:

- 1) more information on patients being admitted or discharged with no increase in time allotted per patient interview,
- 2) installation of a new management and quality control system and
- 3) a "Clean Hospital Campaign" launched for employees, patients and visitors.

### ... Urban Housing Projects

Lakeview Condominium in Mississauga, Canada, held a second Community Forum this year. Noting

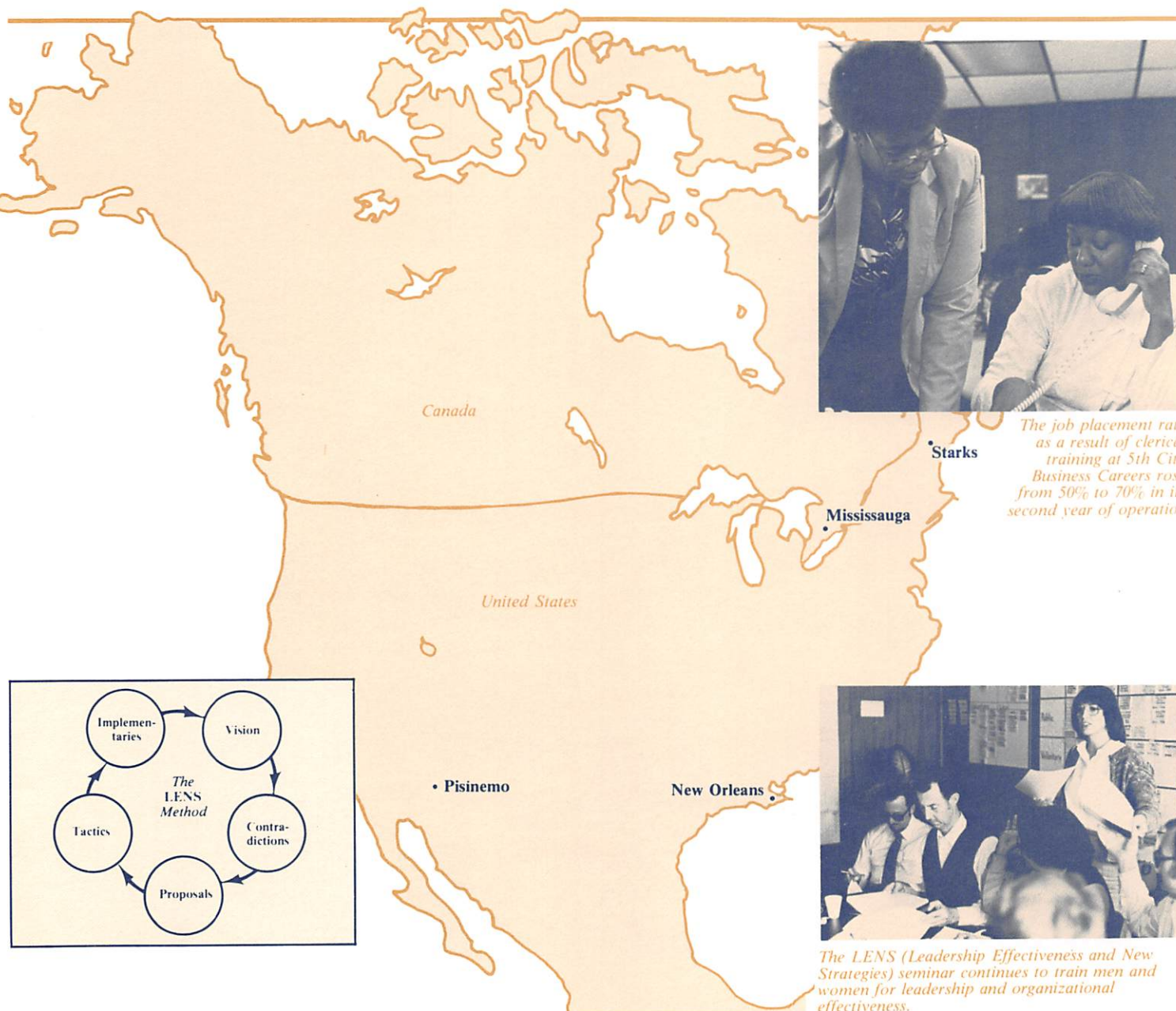
increased unity and practical action since the first forum, the Mayor said, "You've established something second to none. I'd like to see it spread. In fact, what you've started could revolutionize living in Mississauga's 16,000 condominium units."

*Habitations Jeanne Mance*, a public housing project in Montreal, held a series of nine Community Forums for their multi-national residents. Workbooks were published in English, French, Spanish and Chinese so that all residents could participate. A total of 215 attended, including residents and administrators. The workshop represented the first occasion for residents and administrators to discuss issues, yielding a new working relationship within the complex. As a result, they built a common set of priorities for a six-

month period.

### ... Local Communities In Maine

The potential of small towns has been demonstrated in Maine. As a result of the Human Development Project in Starks, Maine, other towns and organizations have requested similar assistance. ICA staff facilitated town meetings or planning consultations with the Maliseet Tribe, the MicMac Tribe, the Association of Aroostook Indians, the Department of Rehabilitation coordinators, the Department of Rehabilitation Task Force for the Deaf, the Pesticide Control Board, St. George's Parish Outreach Workers, and the Governor's Housing Committee.





## Water Systems Bring Hope

Fresh water — the key to village health — gushed from the new well, and the residents of El Alelma rejoiced. Later when a crisis arose over lack of funds to purchase a pump, the women who had met together in a Women's Forum agreed that "each family can give two pounds from its pocket." The community collected \$700 and donated 5,000 hours of labour. This decision launched a year of accomplishments in the six villages of Bayad Cluster. . . .

- Clean water systems in El Alelma, Sheik Ali and New Sanur.

- Women's community meetings in four villages.

- 13-week health curriculum in two villages.

- Expansion of Bayad Community Centre used by the preschool, community kitchen, dental clinic, women's sewing classes, family planning conference and Bayad Community Development Association.

- Water phasing plan developed by council and village leadership.

Making potable water available to villagers has served to catalyse comprehensive development across the Cluster. The private sector provided hardware for the system, and the villages provided labour and managers. Building clean water systems became the symbol of new hope.

Bayad •  
Cluster

Egypt



*Water is piped to stations located throughout the village of Bayad.*



*This desert reclamation, using trickle irrigation, demonstrates water conserving agricultural methods.*



# Family Investments Undergird Development

Four villages banded together to launch the Cheong Won Cluster, one of two experiments begun in 1981. The common village treasury was a focal point in the successful management of the three major cluster programme arenas. Family investments in the treasury are made on a one or two year basis, and private sector funds donated for the village are channeled through the treasury.

**Economic self-sufficiency.** All four villages opened or expanded general stores, increasing their stock beyond snack items and showing a profit of 10-14% by the end of the year.

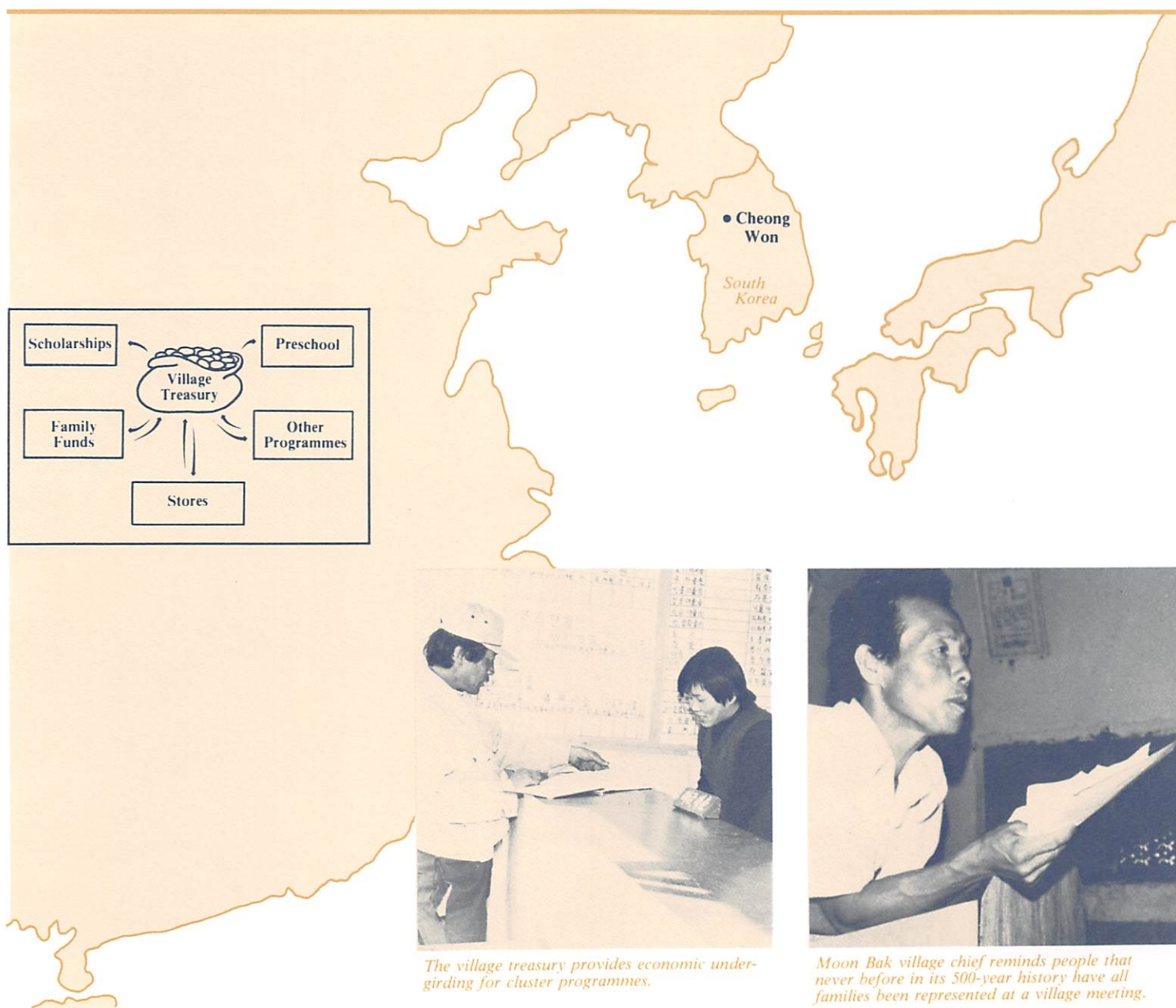
One village used existing moneys to purchase five head of cattle immediately, rather than wait for total funding.

**Social self-reliance.** At the Health Day held in all four villages, 16 volunteers examined 764 people. Highlights of the day included nutrition lectures, TB x-rays, and eye, dental and medical examinations.

Preschool teachers from the cluster villages participated in a week-long Imaginal Education course.

**Human self-confidence.** Residents published a newspaper reporting news of cluster activities.

Ninety-four women, representing half the families of the four villages, participated in Global Women's Forums. One woman said, "We've never thought about our part in the future. We're still sleepy, but we're waking up."



*The village treasury provides economic undergirding for cluster programmes.*

*Moon Bak village chief reminds people that never before in its 500-year history have all families been represented at a village meeting.*



## A Whirlwind Of Leadership Training

Clusters have been key to rapid expansion of village Human Development Projects in Kenya. The Nairobi Regional Consult reiterated the need for a model of development for the whole nation. The cluster was selected as a strategy to build momentum and engage trained leadership in a demonstration of multiple village development.

By the end of 1980, Kamweleni Human Development Project had initiated a pilot cluster with five adjoining villages in its sublocation (smallest government administrative unit). Early in 1981, five more sub-location clusters held Village Meetings and Cluster Consults. Government ministries responded favourably to

requests from the guilds created to set in motion the local action plans.

One sublocation consult after another built development momentum throughout Muputi Location. The 34 villages, with a total population of 25,000, were eager to participate in this New Village Movement. Their enthusiasm led to the Muputi Location Cluster Consult, the first of its kind.

In the midst of this whirlwind of activity, a solid base of trained local leadership was created. Systematic scheduling of a variety of training events ensured wide participation of men, women and youth at all levels, from the villages to government agencies:

- Health Caretaker Modules



*Water catchment basin completes village industry shed.*



combined five days of primary care skills training with seven weeks of supervised field work in the villages.

● Village Leadership Institutes, six-day events, taught methods of planning, implementation and motivation.

● Muputi Location government officers attended a LENS facilitated by the ICA. While many of them had participated in Village

Meetings and Cluster Consults, the LENS allowed them to create their own strategy for responding to the new vitality exhibited in the villages under their jurisdiction.

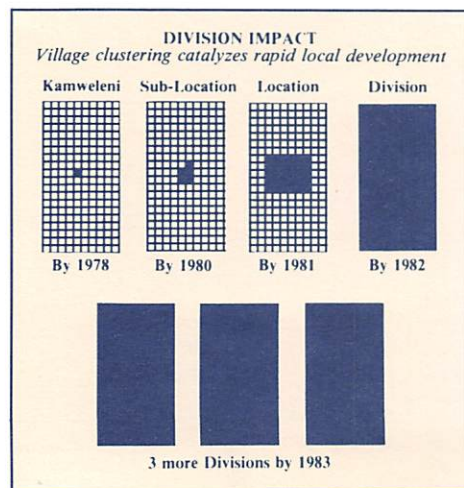
● In December, 200 men and women graduated from the Human Development Training Institute, two Village Leadership Institutes, and the Health Care-takers Training Programme.

### Training Events Participation

Event	Participants
2 Human Development Training Institutes	85
3 Advanced Training Schools	140
6 Agricultural Training Meetings	620
15 Village Leaders Institutes	790
26 Program Implementation Modules	1,030
31 Health Caretakers Training Modules	1,000

### Consults, Village Meetings, Women's Advancement Modules Participation

Event	Participants
19 Cluster Consults	1,990
25 Women's Advancement Modules	2,640
10 Impact Consults	5,070
149 Village Meetings	9,200



*This wagon, purchased for one cluster's industries, has become a symbol of practical cooperation.*



*Weaving industry flourishes in cluster village.*



## Teamwork Accelerates Development

### Chikhale Cluster Initiated

The countryside of Maharashtra State, India is dotted with villages which have joined forces in *Nava Gram Prayas* (New Village Movement). In 1981, the Bombay Regional Consult became a vehicle to launch clusters around the villages of Jawale, Sevagram and Chikhale.

Located near Bombay, Chikhale began as a single village project in 1977. Its significant development led the villages of Ajivali, Borla, Pali, Sangda, Lonivilli, Wardoli, Beloli, Wangni and Moho to ally themselves with Chikhale. During the Cluster Consult in March, more than one-third of the 9,000 residents of the Cluster and 100 outside consultants met to

assist all ten villages to build a unified plan of accelerated project expansion.

Three important factors in multiple village development were identified. First, women's participation was emphasized. Preschools, teacher training, and a spinning industry encouraged direct participation in the village's economic life. Three new bore wells in Chikhale, a symbol of the plan for potable water throughout the Cluster, released women's energy for activities other than hauling drinking water. A women's association provided a forum where women could express their views, and women began to participate in public meetings, traditionally the role of men.

Second, a village economic plan



*Ambar Charkhas, polyester spinning machines, provide employment for village women.*



was established. Canara Bank advanced \$160,000 in small agricultural loans in 1981. The bank also decided to open a branch near Chikhale to service the Cluster. The Agricultural Guild expanded marketing and cash returns by taking produce directly to the Bombay markets, thus bypassing the middlemen. Ground was broken for a market services complex which will allow further expansion.

Third, a coalition of the public, private, and voluntary sectors allied itself with the local village in a comprehensive approach to development. Shortly after the Cluster Consult, an already active coalition formed the Chikhale Human Development Association. The CHDA is a new social

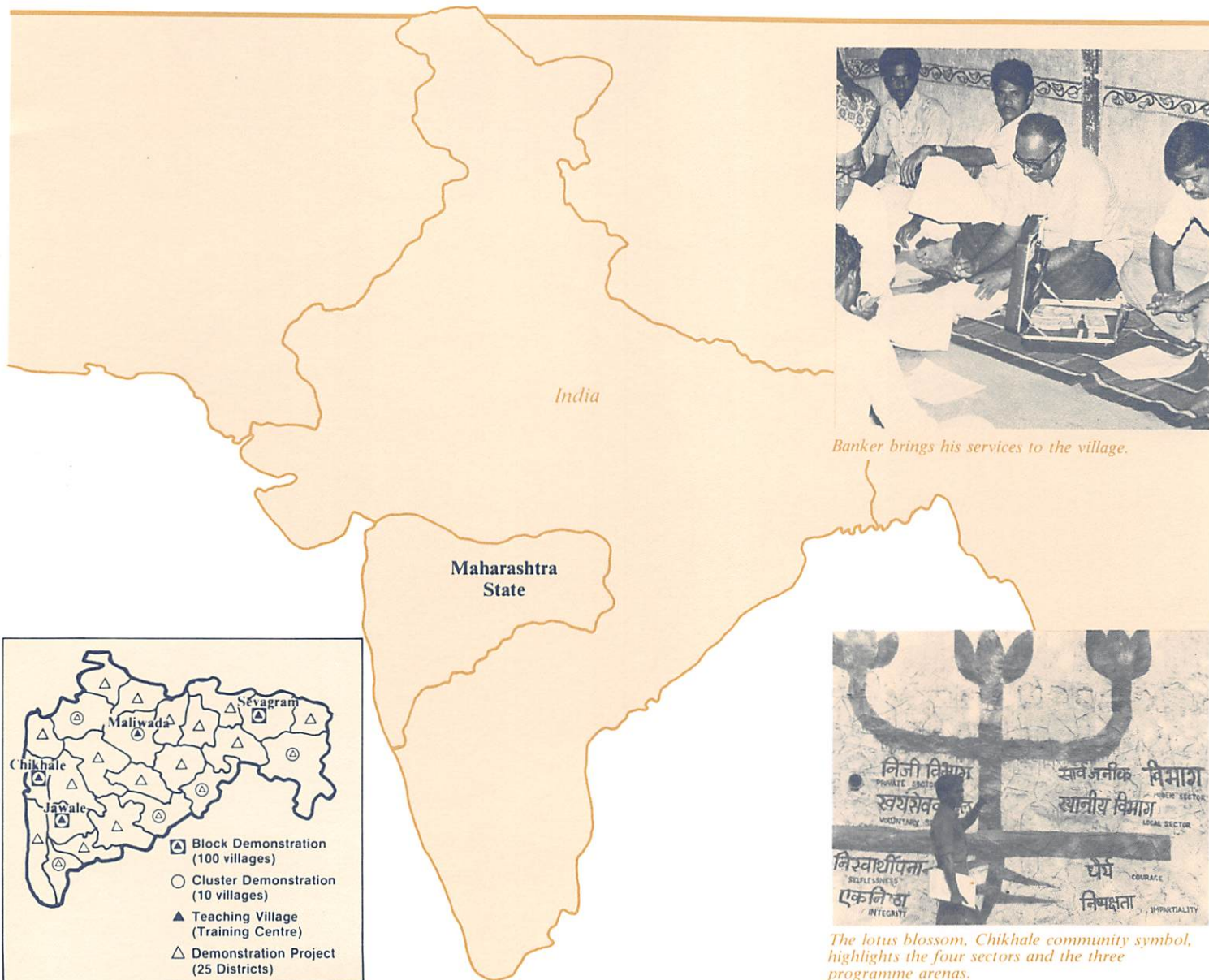
structure catalysed by the Human Development Projects.

### Meeting Of Chikhale Human Development Association

Thirty-five people are gathered in the board room of the Chembur branch of Canara Bank. Each of the ten villages in the Chikhale Cluster is represented by at least one village leader. The older men are clad in white *dhotis*, and the younger in sports shirts and casual trousers. Across from them are representatives of a public and private bank, three different industries, two service clubs, the government development officers and several funding agencies. This is the regular monthly meeting of the Chikhale

Human Development Association.

As host, the bank manager opens the meeting, asking the elder from Chikhale, also at the head of the table, to say a word. The main business then begins. The Association programme arenas are written on the chalkboard. Each village reports its progress, and a lively discussion about the blocks to further achievement follows. Next steps are decided, and everyone in the room receives assignments. The bank chairman emphasizes the importance of each village standing on its own; the village leader adjourns the meeting with a reminder that the task is to get the plans into the villages. People continue informal conversation until the impatient custodian turns out the lights.



Banker brings his services to the village.

The lotus blossom, Chikhale community symbol, highlights the four sectors and the three programme arenas.



# COMMITMENT TO HUMAN DEVELOPMENT

## GLOBAL FUNDING:

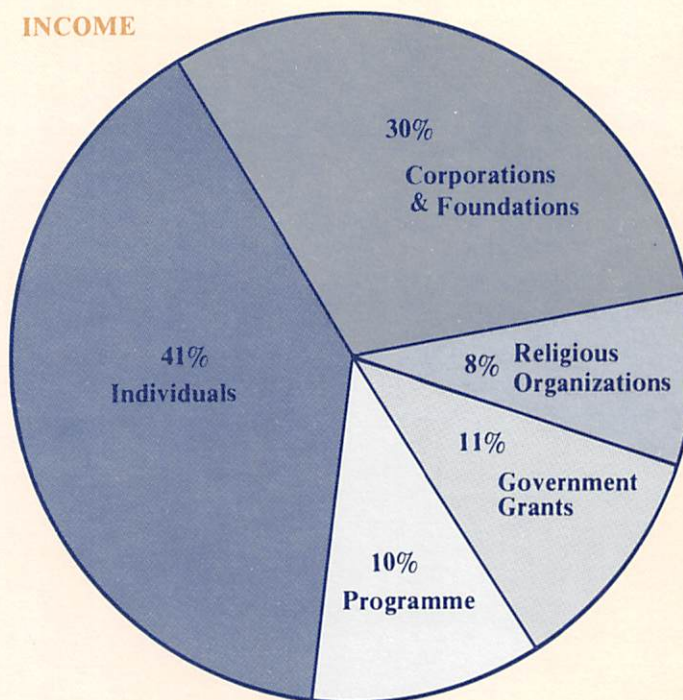
The Institute of Cultural Affairs conforms to the legal requirements for private and voluntary organizations in the nations where it operates. Its Boards of Directors, advisors and consultants give their time and expertise to ensure appropriate programme direction within their nations.

Funds raised world-wide in 1981 totalled \$4,636,000. Financial statements are prepared according to national policies and procedures and are available locally upon request.

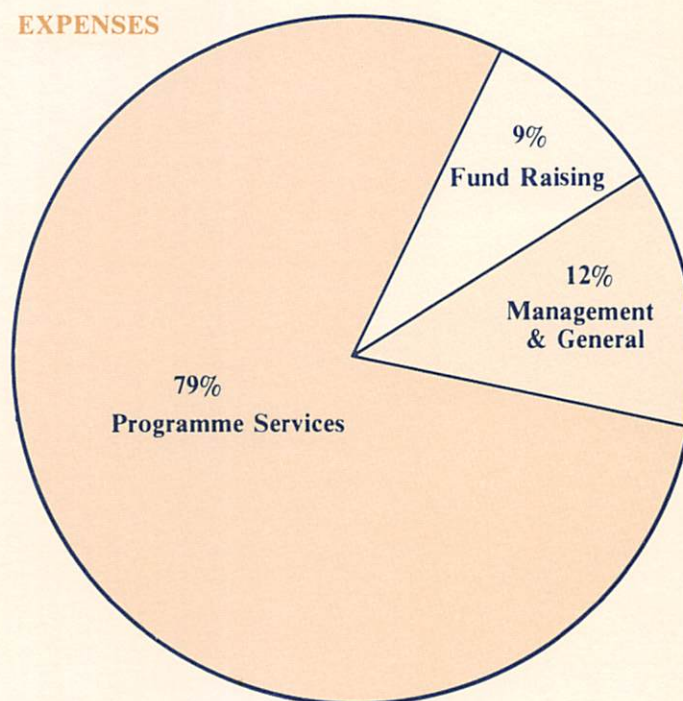
Programmes and fund raising are co-ordinated through the five international centres. Around the world, individuals continue to be the main source of financial support. Other contributors include corporations and foundations, religious groups and governmental agencies. Programme fees provide an increasing proportion of total income. Pictured here is a composite of world-wide percentages of income and expenses in 1981.

*\*All financial figures in this report are expressed in U.S. Dollars unless otherwise indicated.*

## INCOME



## EXPENSES





### The ICA's Mission:

The Institute of Cultural Affairs is a private voluntary organization offering services through research, training and demonstration methods. Its programmes are designed to catalyse grassroots participation in improving the quality of life by serving the world-wide need for self-development in local communities and organizations.

Local groups are co-operating to achieve significant social and economic changes. They are revitalizing their urban neighbourhoods and small towns, modernizing their villages, improving the working environment in their corporations and other organizations.

The ICA programmes encourage community commitment to the common good. People learn practical, problem-solving methods which help make their communities self-sufficient,

self-reliant and self-confident.

The ICA approach does not impose cultural, religious or economic standards on a group. Instead, the people themselves determine their own directions, drawing up and implementing the plans through their own efforts.

The ICA focus is on helping people help themselves — getting them involved in shaping their own futures — and thereby helping to build tomorrow today.

### The Background Of The Institute Of Cultural Affairs

The Institute of Cultural Affairs originally operated as a programme division of The Ecumenical Institute, Chicago. Urban research started in a west-side neighbourhood in Chicago in the mid-sixties, and subsequently became the pilot programme for socio-economic development.

As the demand for community development programmes increased, the ICA was set up as a separate entity in 1973 to work directly with local community groups, corporations and government agencies. Its programmes in more than 40 nations are carried out by local volunteers and full-time staff members of The Order: Ecumenical.

The Ecumenical Institute offers seminars in imaginal education and religious studies, a three-week International Training Institute for clergy and lay people, and an eight-week Global Academy.

The Order: Ecumenical provides the full-time, self-supporting staff for the activities of The Institute of Cultural Affairs and The Ecumenical Institute. The members are from many different national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.



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concerned  
with the  
human factor

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