

concerned with the human factor

sharing approaches that work

investing in human dignity

engaging human resources

catalyzing local initiative

building the future

sharing human wisdom

**The Institute of Cultural Affairs**

 **1983-1984**



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# A Watershed Year

## LAUNCHING A NEW ERA

The 1983-84 programme year was a watershed year for The Institute of Cultural Affairs. This was largely due to the ICA's role as organizing sponsor of the International Exposition of Rural Development (IERD).

In the midst of the political and economic turmoil the world experienced in 1983-84, the IERD was a demonstration of various nations and cultures coming together to look, not at their differences, but at their common concerns. Rather than dwelling upon problems, they examined "approaches that work." And their conclusions about the future, based on the practical experience of the participants, were not doom-filled warnings, but hope-filled promises — that by working together and sharing practical, proven approaches, the gulf of our differences can be bridged and we can build our future together as one global community.

The Central International Event of the IERD was the culmination of two years of work documenting and linking local development efforts across the globe. It launched the ICA into a new era of **partnership and cooperation** with organizations and agencies in 84 nations. This has resulted in an increase in the number of programmes the ICA has facilitated and in the number of

organizations with which it has undertaken cooperative projects.

Another result of the ICA's work in organizing the IERD is the increase in the number and variety of **training programmes** the ICA has been asked to conduct. In addition to leadership training programmes conducted in communities, an increasing number of organizations and agencies have requested training in methods used by the ICA to plan its development programmes.

In conjunction with the many partnerships formed in organizing the IERD, there was an expansion of the number of **multiple-community demonstration projects**. As well as serving larger numbers of people, these "cluster" demonstrations provide the setting for applying the approaches that work, learned through the various activities of the IERD.

The IERD is by far the largest and most public event ever organized by the ICA. As such, it has moved us into a new era of **public communications**. Four slide presentations were produced during the year as well as a film and a set of eight booklets on the major themes that emerged from the IERD. Newspaper exposure was extensive, with press coverage of national delegations' preparation and participation

from all corners of the world.

Co-sponsoring the IERD launched us into a new era of **fund-raising**. This was apparent in the work with other co-sponsors to fund delegates' participation, particularly from developing nations, and in the emergence of a new network of patrons.

In the midst of increasing variety in our programmes and strategies from region to region, the task of forming the National Steering Committees, organizing the Rural Development Symposium, and documenting the achievements of local projects provided a common focus to the year for each ICA office.

We look forward to a major global council in July-August, 1984, during which most of the ICA's voluntary staff will gather from around the world. They will evaluate the work of the ICA to date, and in reflection upon this watershed year, chart the course for both the long-range future and for the coming year.

—June 1, 1984









## Programmes of the ICA

### A THREE-FOLD APPROACH

The objective of the ICA can be simply stated. The ICA is a catalyst for positive change. For the ICA, the process is the product. It is the process of development: sharing and demonstrating techniques, methods, and programmes that work. Development is a community affair, a partnership between the public, private, voluntary and local sectors that is all-emcompassing and involves every-

one in planning and implementation. The process developed by the ICA during 30 years of practical field experience has been applied worldwide. Through a combination of **research, training and demonstration** programmes the ICA is helping people help themselves, getting them involved in shaping their own future and, thereby, helping to build a better world.



**Research helps create effective methods for planning and self-development.** ICA research focuses on developing and refining methods that people can apply to their own situations. The ICA is discovering, developing and testing innovative ways to make the best use of human potential through planning and practical action.

### LENS FOCUSES HEALTH RESEARCH PROJECT

In Seoul, Korea, the ICA was asked to conduct a LENS seminar for the participants in a rural health research project. The project is a collaborative effort of a well-known private university, the Korean government and the World Health Organization. Through the LENS process, the project staff, country doctors, township chiefs, family planning workers and village health workers were able to reach a consensus about the objectives of the project. They built a two-year plan for its completion and a ninety-day implementation timeline. Perhaps the most important result was the sense of being a team that came through the corporate planning process.

By the end of August, 1983, the plan was well underway with the support of the county chief who ordered the integration of operations of various departments to provide unified supportive action for the project.

### LOISAIDA EMPLOYMENT PROJECT

In September, 1983, the ICA joined 39 other organizations in launching the Loisaída Employment Task Force. Represented on the task force were members of the private sector, government agencies, voluntary organizations and local community residents. The purpose of this task force was to research and develop a plan for revitalizing the economy of Loisaída, a low-income Hispanic neighborhood on the





lower East Side of New York City. The result of nine months of work by the Task Force is the Loisaída Employment Project. The project consists of three programmes:

1. A business and Industrial Development Zone to foster indigenous commercial growth in Loisaída
2. An Employment Resource Network to access employment and support services to Loisaída residents
3. A Saturation Outreach Programme to demonstrate the impact of the total project on a specific segment of the neighborhood.

The project will be guided by the Loisaída Employment Council which will ensure that:

- project action is directed toward developing an employment economy through creative use of local initiatives
- programme activities are focussed on unblocking previously identified obstacles

- the success of each programme is linked to the success of the total unified project
- the work in Loisaída is on behalf of neighbourhoods throughout the globe.

**Training helps people develop practical skills and leadership potential.** Local self-sufficiency requires self-reliance and self-confidence. Through training schools, seminars and workshops the ICA trains people in the skills of motivation and cooperative action.

#### **HUMAN DEVELOPMENT TRAINING SCHOOL**

The Human Development Training School trains villagers, volunteers and government programme officers in the ICA's comprehensive approach to community development. In addition to learning basic principles and skills of local development, such as agricultural techniques, small business development, literacy training and preventive health care, participants are trained in methods of corporate planning and ac-

tion at the community level. Graduates of the Human Development Training Schools form the base of leadership for replication of Human Development projects. During the 1983-84 programme year, Human Development Training Schools were held in Egypt, Kenya, Tonga, Guatemala, Venezuela, Peru, Jamaica, Chile and Portugal.

#### **EUROPEAN VOLUNTEER ORIENTATION PROGRAMME**

Forty-seven volunteers have been placed in projects in 15 developing nations through the European Volunteer Placement programme in London. Through this programme, the volunteers are oriented to life in a third-world village and to the operating mode of the ICA. They are trained in the methods of human development used by the ICA. Finally, they are placed in projects according to their interests and skills. This programme benefits the ICA by providing short-term volunteers to projects that need extra help or people with particular skills. It benefits the volunteers by providing them with a first-hand experience of human development, as well as skills in leadership and corporate planning that will last a lifetime. Similar programmes are offered by the ICA in Frankfurt and Amsterdam.





**Demonstration helps people see what can be accomplished.** ICA demonstration programmes spread awareness of the results of self-development projects, spotlight effective engagement of human potential and encourage other communities and organizations toward similar achievements.

### **ROTARY INTERNATIONAL PARTNERSHIP**

Rotary International and the ICA are partners in rural development in Jamaica. A Rotary International grant has funded four Human Development Training Institutes from February, 1983 to January of 1985. Each training institute is followed by "Rotary Treks," in which visiting Rotarians work with ICA staff, village leaders and government field officers to implement programmes in the villages according to the Rotarians' expertise. In April, 1984, an Australian accountant set up and trained villagers to run the accounting system for a bakery. Another Rotarian, an educator from India, helped develop a curriculum to train village health caretakers. Since the beginning of the grant period, over 180 villagers have been trained, 26 additional villages have

begun active development and 17 Rotarians from five different nations have participated in the treks. The Kingston Rotary Club has been greatly involved, especially with the pilot demonstration village of Woburn Lawn. The club recently donated a Jamaican flag and a flagpole to the village. Rotarians joined the village in a celebration of its first flag raising ceremony in dedication to human development throughout Jamaica.

### **JOBS CREATED IN CALCUTTA BUSTEES**

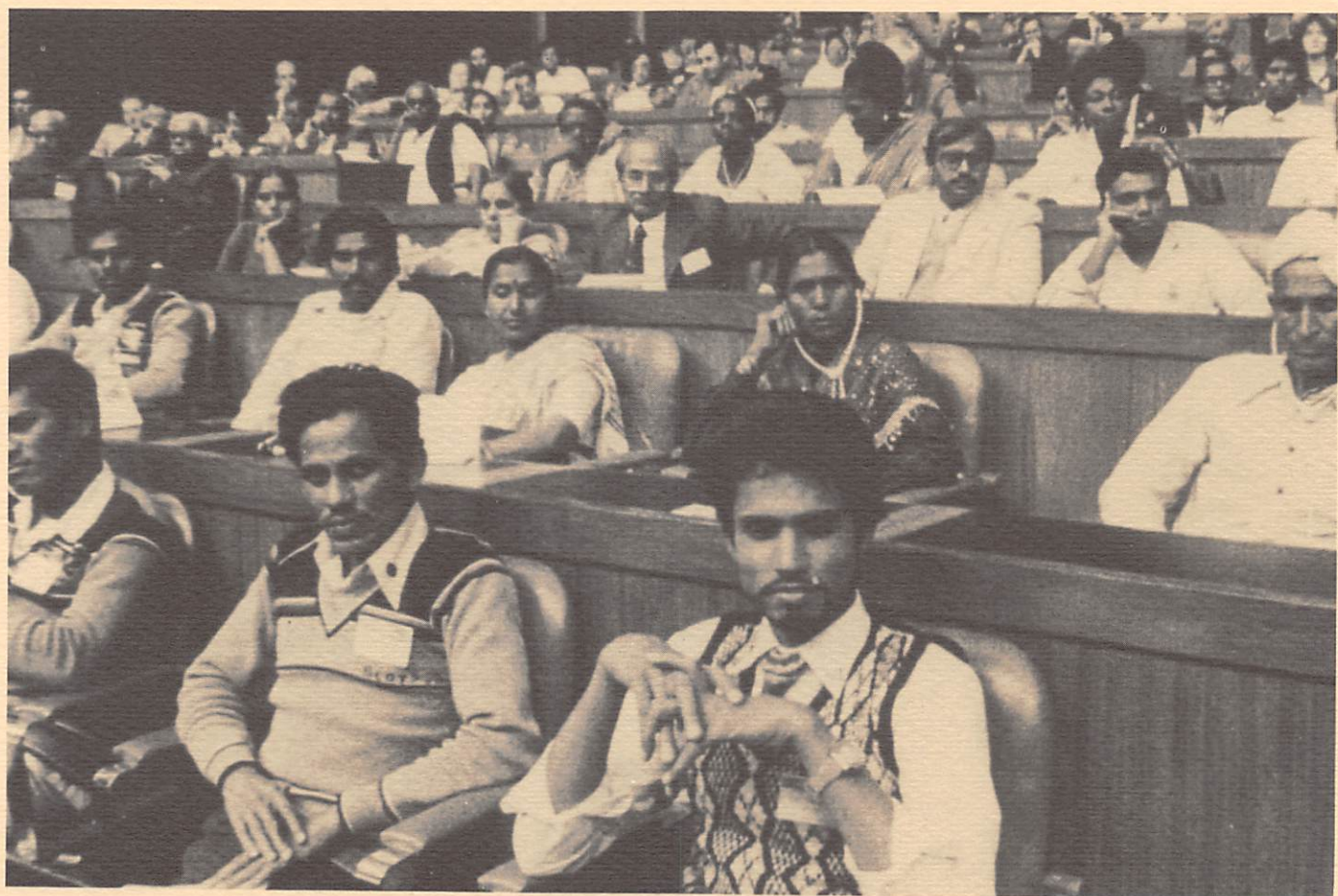
The ICA is demonstrating new hope for the revitalization of urban communities in three Calcutta bustees (ghettos). It has worked with several local groups to set up small-scale industries by pro-

viding them with links to the private sector. In Chatterjeehat, the Howrah Women's Association has obtained sizable orders for a sewing industry run by local women. In Kidderpore, yet another group has obtained repeat orders to make dusters and uniforms for a Calcutta-based factory. In community schools, local teachers have been trained in "life-related" education methods and concepts. Their schools serve as examples of an alternative approach to education in the bustee.

In addition to its work in the bustees, the ICA has conducted several Imaginal Education seminars for teachers in many different schools in the Calcutta area. It has also conducted the LENS seminar for public and private corporations in and around Calcutta.











## International Exposition of Rural Development

### SHARING APPROACHES THAT WORK

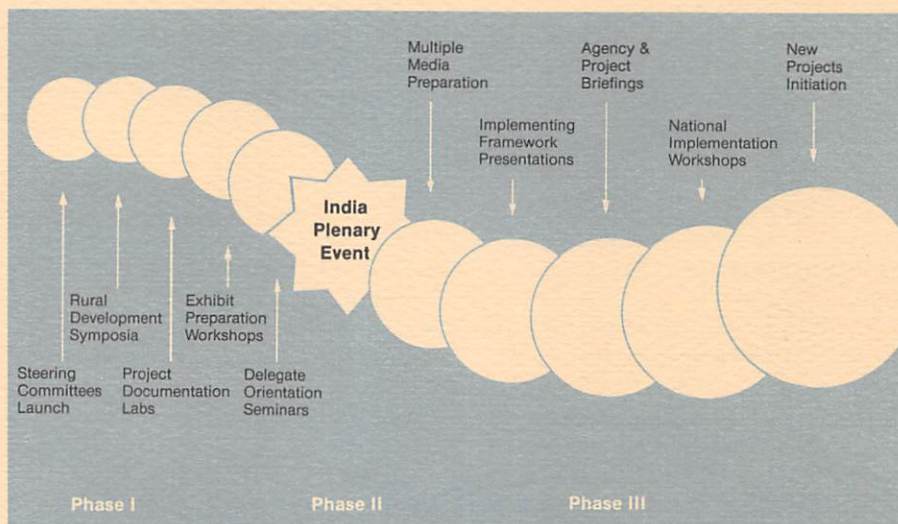
The International Exposition of Rural Development is a three-phase programme for sharing approaches that work in rural development. In **Phase I**, local community leaders in over seventy nations documented how they have improved the quality of day-to-day living in their communities. People from local communities in many nations met regionally in Rural Development Symposia events. In these symposia the most innovative approaches were selected for further documentation and possible selection by National Steering Committees to participate in Phase II.

**Phase II** was a ten-day exchange conference and workshop series held in New Delhi, India February 5-15, 1984. The 650 delegates to the "Central International Event" represented 200 successful rural development projects from 55 nations. Of the delegates, 75% were local practitioners of rural development, while 25% were from organizations and agencies concerned about rural development. Following the opening ceremonies, 190 exhibits were displayed, describing the delegates' projects and what made them successful. During the first three days, workshops were held to determine the major trends and the key elements of sustainable development. Next, field visits to thirty rural development projects across ten states of India provided an opportunity for local sharing of common concerns and insights. Upon their return, twelve groups were formed to discuss implications of their work for specific fields of rural development. Finally, the delegates met in national or regional groups to work out plans for sharing their learnings upon their return home.

**Phase III** is the acceleration of local development within the 84 nations that were contacted in Phase I and have

expressed an interest in sharing approaches that work. Delegates have returned to their home countries with a plan for accelerating development in their own nations. Exhibits, seminars and workshops and speaking engagements are being held, sharing the learnings of the Central International Event in New Delhi and shaping the

Mr. Mundia called for a national effort to attack the problems retarding rural development such as inadequate financing and shortages of manpower and technology. He pointed out that rural development involves not only agricultural development but also improving such infrastructure as roads, schools, hospitals and rural health



future of rural development across the globe.

As organizing sponsor of the IERD, the ICA identified some 2000 local projects in 73 countries, orchestrated regional research and documentation events with the practitioners, formed a Global Advisory Board and National Steering Committees responsible for funding, publicity and project selection, trained facilitators and provided logistical support for the Central International Event. The ICA is now playing a facilitating role in many of the Phase III events.

### PHASE I RURAL DEVELOPMENT SYMPOSIUM

The Prime Minister of Zambia, Mr. Nalumino Mundia, opened the Rural Development Symposium held at the Kapini Training Centre in June, 1983.

centres.

A working paper produced at the Symposium recommended the use of inexpensive local materials in development schemes, the participation of villagers in planning development efforts, regular support of extension workers, good producer prices, economical and appropriate technology, cooperative efforts in marketing produce and securing credit for farm input and full cooperation between public, private and voluntary workers. The Symposium was sponsored by the ICA, the United Nations Development Programme and other local sponsors.



### PHASE III SHOWCASE FORUM

Participants at the Tulare and King Counties (California) Rural Development Showcase Forum on March 31, 1984, heard Bob Marshall of Self-Help Enterprises in Visalia, Cal., report on his experience at the New Delhi Central International Event. While showing his slides, Mr. Marshall commented, "My view is only a piece of what was there."

Marshall was especially addressed by the women in India. He observed the women doing much of the heavy labour, lifting and carrying bricks or rocks to men who put them in place in construction projects. Marshall reported having seen one woman carry a rock weighing about 100 pounds on top of her head.

The 40 participants in the one-day Showcase Forum spent the greater part of the morning discussing the positive differences occasioned by community and organization programmes. In the afternoon they listened to a plan to create a "district" that would install an infrastructure of lighting, water and sewerage for the presently unincorporated areas as well as a plan to increase the number of jobs in the counties.

"Rural areas don't want to become small cities," said one participant, "but they do want to improve the quality of life."

### INSTITUTIONAL CONTRIBUTORS TOWARD THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

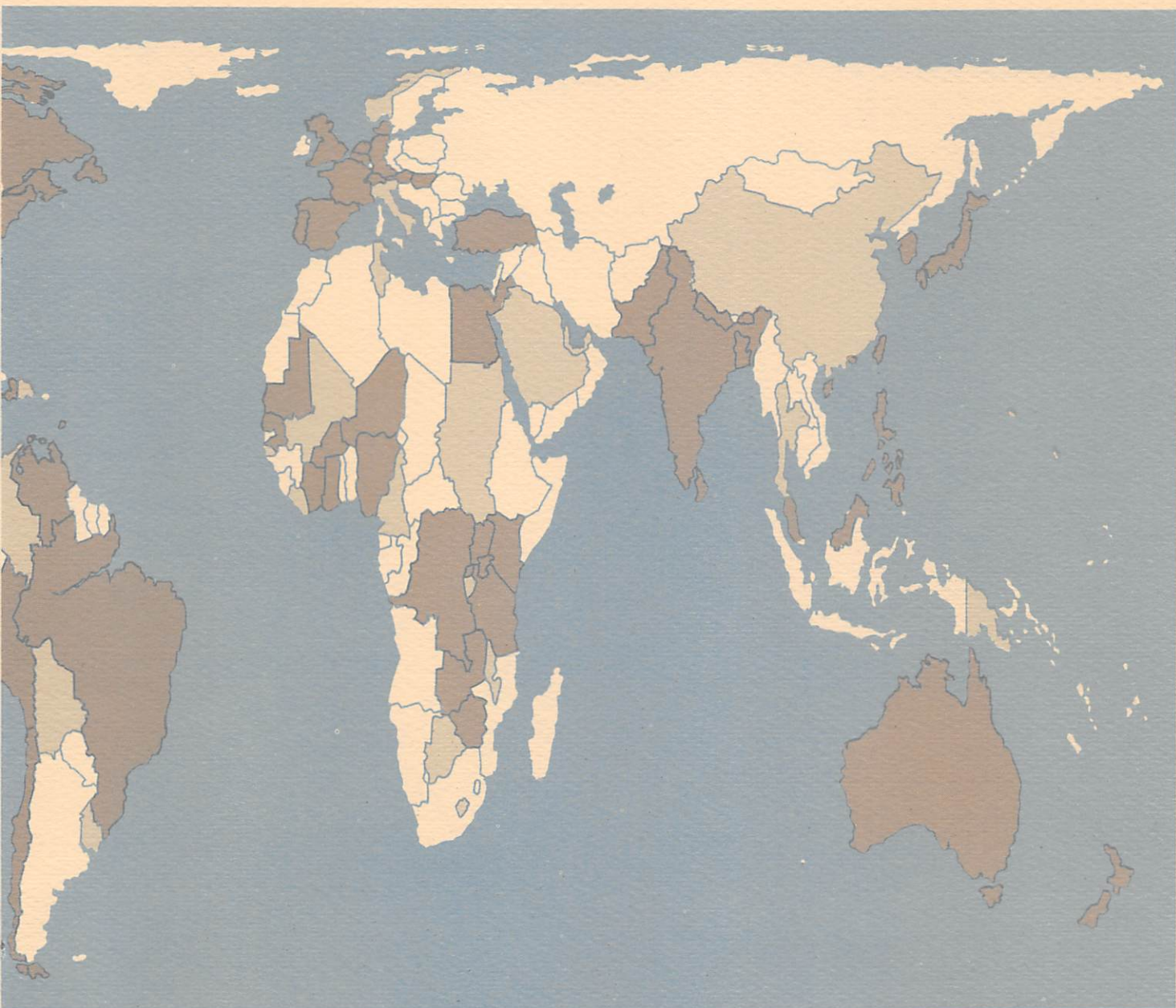
American University (Egypt)  
Association for the Production of International Cooperation (Japan)  
Australian Development Assistance Bureau

Belgian Government  
Canadian International Development Agency  
Centre Mondial Informatique (France)  
Citibank, N.A. (Korea, Philippines)  
The Commonwealth Foundation (U.K.)  
Control Data Corporation (China: Taipei, Japan, U.S.A.)  
Council for Agricultural Planning and Development (China: Taipei)  
Danish International Development Agency (Bangladesh & Denmark)  
Ford Foundation (East Africa, Egypt, Mexico, U.S.A.)  
German Foundation for International Development  
Happening (Sri Lanka, Malaysia)  
Industrial Credit and Investment Corporation of India  
Industrial Development Bank of India  
Industrial Finance Corporation of India  
The Institute of Cultural Affairs  
International Labour Organization (India)  
Kirloskar Cummins Ltd. (India)  
Mafatlal Group of Industries (India)  
Meals for Millions Freedom From Hunger (Zambia)  
Metal Box (Nigeria)  
Ministry of Agriculture (France)  
Ministry of Cooperation (France)  
Ministry of Health (Federal Republic of Germany)  
Ministry of Housing and Rehabilitation (The Netherlands)  
Ministry of Social Affairs (The Netherlands)  
Ministry of Social Welfare, Recreation and Public Health (The Netherlands)  
Modi Enterprises (India)  
The Netherlands Embassy (Bangladesh)  
Norwegian Aid to Development  
Province of Alberta (Canada)  
Province of Manitoba (Canada)  
Province of Nova Scotia (Canada)  
R.J. Reynolds Tobacco International, Inc.  
Sterling Asia (Philippines)



Swedish International Development Agency  
Swiss Agency for International Development  
Tata Industries Ltd. (India)  
Tate & Lyle (U.K.)






Trull Foundation (U.S.A.)  
 United Nations Children's Fund  
 (UNICEF)  
 United Nations Development Pro-  
 gramme (UNDP) (Bangladesh,  
 Kenya, USA)

United Nations Economic & Scientific  
 Cooperation Organization (UNESCO)  
 (Mexico)  
 United Nations Fund for Population  
 Activities (UNFPA) (Brazil, Ghana,  
 Korea, Nepal)

United States Agency for International  
 Development (Jamaica)  
 World Health Organization (Kenya,  
 Nepal)





"The hall has a vibration now of international understanding. There is a spirit of international cooperation. This vibration...has now gone down to the grassroots level..."

*Sri Vasant Sathe, Union Minister of Chemicals and Fertilizers, Government of India*

"The IERD is an experience where you don't feel alone. This kind of work is a reputable kind of work. Service to the poor is a vocation by itself"

*Rafael Espiritu, The Philippines*

"[It would be] absolutely impossible for this conference not to succeed in its purpose...There is so much knowledge gathered under one roof for the same purpose."

*Alex Sharta, Nigeria*

"I think the IERD is intended to catalyze the rural development movement worldwide...And it will happen if we take back our learnings and our connections and our zest and share them with our own community."

*Eleanor Lovitt, Auroville, India*

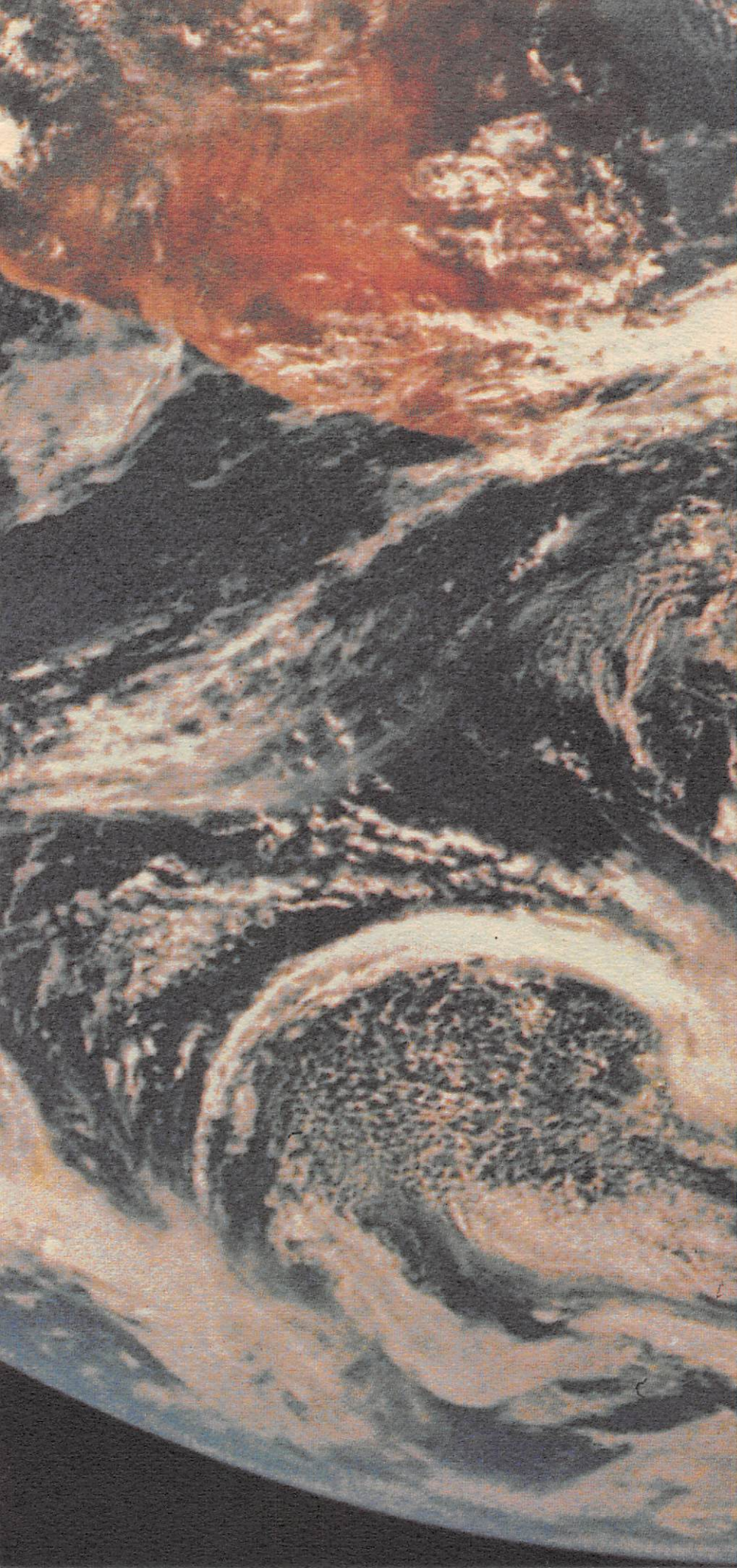
"It isn't really the money that is helping the people...it is not really what politician is helping the people...but the cooperation."

*Alex Riggs, Navajo Nation, Arizona, U.S.A.*

"The investment should be in the human being...because he is the one who is going to generate his own development."

*Raymond Etienne, Haiti*





## INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



### KEYSTONES OF EFFECTIVE RURAL DEVELOPMENT

...compiled from the work of extensive interchange events across the world during the two years preceding the Central International Event.

1. Total community participation
2. Comprehensive pilot demonstration
3. Committed grassroots planning
4. Cohesive community identity
5. Project leadership cores
6. Motivational implementing mode
7. Inclusive resource management
8. Viable local economics
9. Community structural approach
10. Education and skill training
11. Supportive multi-sector coalitions
12. Improved interchange networks

### PRIORITIES FOR RURAL DEVELOPMENT

...a composite list, determined by the 30 teams in New Delhi, based on the initial sharing process of interviews, exhibits and teamwork.

1. Local control with committed leadership
2. Developing appropriate education
3. Functional education and skills training
4. Participative and balanced planning
5. Involvement of women in the process
6. Management and implementation skill
7. Appropriate financial mechanisms
8. Maximizing resources and productivity
9. Community motivation and participation
10. Effective communication and interchange
11. Holistic or integrated approach
12. Sustainable agricultural advances
13. Partnerships with external agencies
14. Community self-help and reliance
15. Upgrading community health





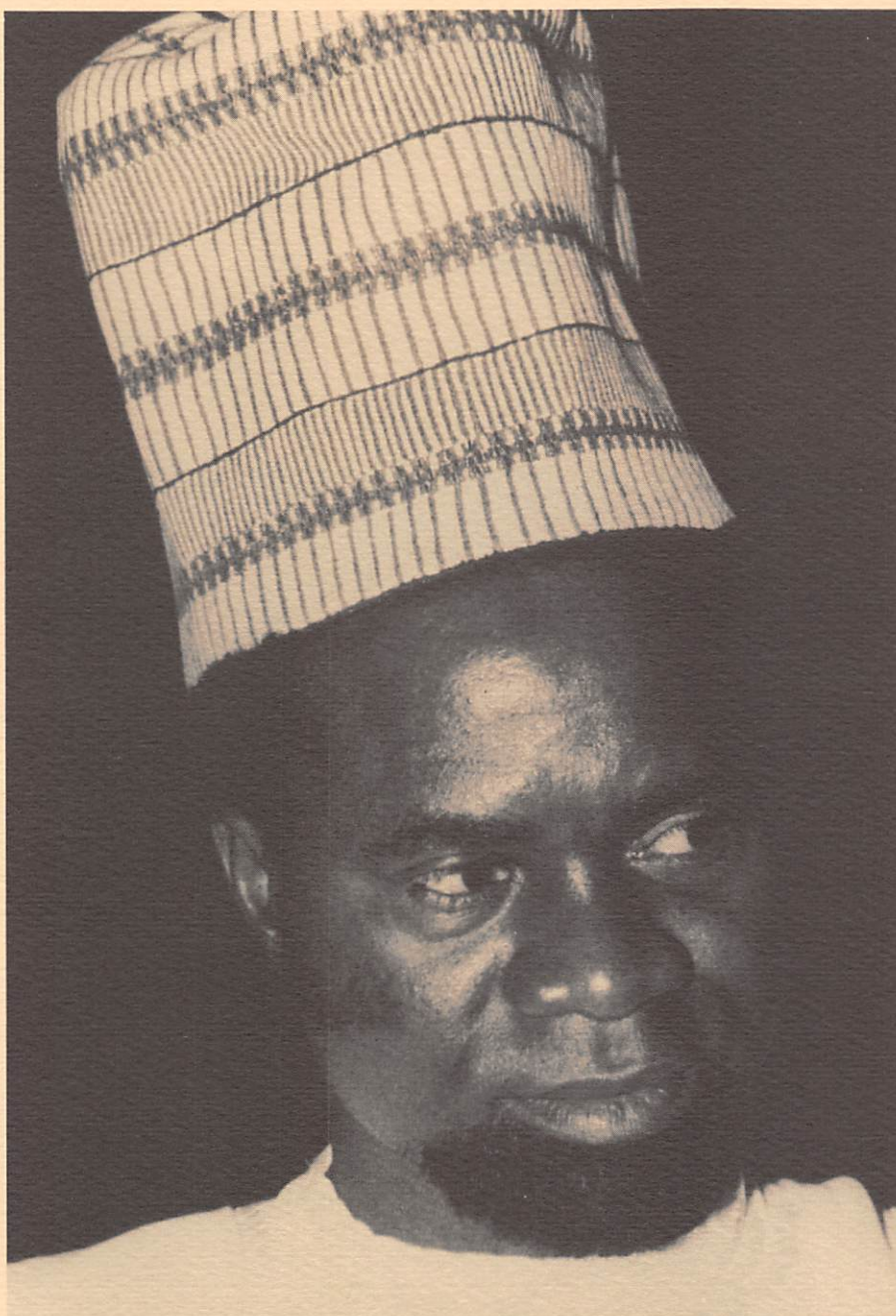


## A Global Network of Local Action

### BLACK AFRICA

At the beginning of the 1983-84 programme year over 700 villages were participating in the replication process

in Kenya. The following statistics describe the organizational activities which resulted in the training of over 7,000 village leaders in various aspects of



rural development.

VILLAGE ACTUATION	NUMBER	PARTICIPANTS
Stake Meetings	3,705	33,415
Community Assemblies	1,873	39,335
Guild Meetings	2,909	30,881
Workdays	43,682	446,392
Leaders Meetings	6,018	26,631
Total	58,187	576,654

Over 1000 villages are now participating in the nation-wide replication process in Kenya. The heart of this effort is the "DOOP Model" (Do Our Own Project), which enables the villagers to use their own resources and leadership even though money and outside staff may not be readily available. Each village is divided into five geographical units called "stakes" where the basic planning process takes place. A consensus is reached in the village assembly and action groups, called "guilds," then implement the development plans. Village leaders are trained to guide this process through its weekly and monthly schedules. The villages are circuited twice a quarter by village leaders and/or ICA staff in order to enable the functioning of the process.



## EUROPE

Twelve villages in Northern Portugal, known as the Montemuro Project, are working with the Ministry of Agriculture and the ICA to improve local agriculture and provide basic skills training for the youth in order to generate local employment. Excursions of local farmers to various agricultural demonstrations have resulted in 12 new cash strawberry crops, 3 new greenhouses producing vegetables to upgrade the low-nutrition diet and 2 experimental fields of tritical, a hybrid grain, and the planting of 2500 pine and chestnut trees donated by the Forestry Service.

Government Extension workers conduct regular training sessions in the villages on basic agricultural techniques. Two hundred fifty people have

participated in courses on methods of organization, planning and group motivation. Fifteen volunteers hold regular meetings in other villages to help them realize their plans.

Women of the Montemuro Project have actively participated in the project by organizing courses in sewing, cooking and nutrition. Several young women have returned to complete their high school education and a literacy class is offered for the elders. Summer programmes involving 800 children are run by local youth under a government youth training scheme.







### **LATIN AMERICA AND THE CARIBBEAN**

On Saturday, August 6, 1983, the residents of Bracana, a poor, isolated rural

community 80 kilometers from downtown Rio de Janeiro, inaugurated a new community centre. It was the first community centre in the municipality of Rio Bonito, and was built largely with donated materials and community labour. The centre contains a meeting room, medical clinic room, toilet and a banana warehouse. In its first eight months, the centre has been used for weekly medical clinics, regular community meetings, organizational and training meetings for a banana farmers

association, organizational meetings for a preschool, a women's forum, and an annual community planning series. Bracana is one of eight similar communities in the municipality of Rio Bonito which are being systematically given the chance for self-development through the Rio Bonito Human Development Programme, the ICA's pilot multi-community development project in Brazil.

### **NORTH AMERICA**

In 1983 the Institute was invited to work in Rama, a native American community (pop. 350) in Central Ontario in Canada. The project was conceived in three phases and funded by the government. A working committee from the community, project staff and ICA staff work together on a weekly basis to design and carry out each phase. The main activity of Phase I was "kitchen dialogues," an informal survey of community needs involving 90 of the 120 households. Phase II, a community meeting, used these data as a jumping-off point. The meeting was conducted using the LENS process developed by the ICA. Fifty percent of the adult population attended and created a community plan. One of the LENS facilitators was from the Pima tribe in Arizona, and linkages were established between the two communities. Task forces in Phase III have accomplished



the initiation of a community newsletter, greater participation in the church, a youth karate club, the organization of adult education courses and a day-long community festival in a newly reclaimed park. Task forces are beginning to work on long-term projects.

Traditionally, the Chippewas of Rama are known as "The Deer Clan." Their confidence in the future is shown by the symbol they created for the community meeting: a deer leaping through a blazing sun painted on deer skin.





## **NORTH AFRICA AND THE MIDDLE EAST**

The Bayad Human Development Project expanded this year from the six villages of the Bayad local unit to include all 30 villages in the Beni Suef Markaz. Village Meetings have introduced new images of local participatory planning and prioritized local unit consult scheduling. After a local government LENS, Tismet village had its planning consultation and is in the process of "doing its own project."

Key to this expansion was the nine-week human development training school, held in the Fall of 1983. Thirty-six participants, including local council employees from the Markaz, National Service members, and other volunteers attended. Thirteen participants con-

tinue to work with the ICA as one-year trainees and are leading expansion and women's advancement teams.

The Women's Advancement Programme is a key sign of the role of women in development. The twenty health caretakers who staff this programme designed new patterns of health education meetings, care-finding and referral, community projects and workdays, innovative record-keeping for the illiterate, and advanced training programmes throughout the year.



## EAST ASIA AND PACIFICA

Two years after the initiation of the Putsan Human Development Project in the Philippines, Putsan won a contest as the most improved, beautiful village in the Albay province.

Accomplishments since the project began include both economic and social improvements. Some highlights are:

### ECONOMIC IMPROVEMENTS

- New drainage and road system servicing entire village
- 300% more land under cultivation for cash crops
- New village poultry industry
- New clay processing machinery
- Upgraded ceramics cottage industry
- 20% increase in average family income
- New cooperative village general store

### SOCIAL IMPROVEMENTS

- New health clinic



- New community centre
- Village medicinal garden
- 100% increase in children going on to secondary school from village
- 5 street lights installed
- Additional water outlets installed
- 5 villagers trained and paid to fill locally created jobs.
- Back yard gardens for every

household

- Early Learning-Nutrition Centre with 25 pre-school students

The Union Oil Foundation of California has been a major sponsor of the Putsan Human Development Project. In coordination with the municipality of Tiwi, local business leaders and federal government representatives, the ICA has decided to expand the Putsan project to all 24 villages of the municipality (pop. 30,000). Philippine Geothermal Inc., a subsidiary of Union Oil, has recently agreed to fund, through their operations budget, the extension of the development process demonstrated in Putsan to four of the 24 other villages in the Municipality of Tiwi over the next 2 years.

## THE INDIAN SUBCONTINENT

Maharashtra, India is the site of the ICA's first demonstration of massive replication of human development at the local level. Over 6,000 people have been trained in Human Development Training Schools in the methods of human development. One hundred fifty of these graduates are now full-time staff of the ICA. While these villagers are skilled leaders in human development projects, their effectiveness is limited by the fact that many of them have had little or no formal education. The

New Skills Training programme was designed to equip these staff persons with basic skills in language, literacy, typing, correspondence, accounting, computer use, graphics and office administration. Three New Skills Training programmes have been held to date in Maharashtra. Over eighty graduates have been given new responsibilities in many fields. Due to the success of this programme, it is being studied for extended use in other countries and with students other than ICA staff.





# Our Greatest Asset

## A VOLUNTEER NETWORK

ICA staff come from a wide variety of backgrounds, cultures and walks of life. In addition to the 1000 full-time staff, thousands of volunteers serve for a few hours a day or a few months each year. Just as the "product" of the ICA's work is realized human potential, its greatest asset is its human resources.

**Vinasithamby Dharmalingham** has been with the staff of the ICA since 1969. A journalist from Malaysia, he first encountered the ICA when he attended the first International Training Institute in Singapore in 1968. Since then, Dharmalingham has worked in the United States, India and Malaysia in roles varying from programme research to village leadership development. Dharmalingham is currently the director of the ICA's work in Malaysia.



**Sir James and Lady (Peggy) Lindsay**, of the United Kingdom, first encountered the ICA through a LENS seminar while staff members at a management education institution at Henley-on-Thames. Sir James served as director of the college's international programme and later became chairman of Henley Training Ltd., an international consulting company. Peggy Lindsay continues as an international management development consultant. Since 1982, both Lindsays have travelled to over 30 countries, helping to organize the Global Advisory Board and the National Steering Committees for the IERD, of which Sir James is the convenor. He is also the president of the board of directors of The Institute of Cultural Affairs: International.

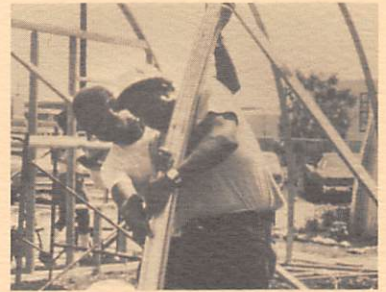


**Amina Mwamose** worked with the Village Cooperative Society in Nguluku, a village in the Muslim-populated coastal region of Kenya. She attended the Human Development Training Institute when Nguluku became one of the early villages to participate in the national replication scheme in Kenya. In 1980, Amina joined the staff of the ICA. She has served 304 villages in the Machakos district, teaching in the Human Development Training Institutes, training Health Caretakers, facilitating LENS seminars for village cooperative societies, leading village meetings and performing management functions at the Nairobi office. Since 1982, Amina and her husband, Abdallah, have been responsible for the ICA's programmes in the 203 villages of the Mombassa region.





# Financial Highlights



## A GLOBAL PICTURE

Funds raised world-wide in 1983 totalled 3.8 million U.S. dollars. The diagrams below illustrate the diverse sources of income. Individual contributors continue to be the major source of financial support. Income from other sources has been maintained at approximately the same levels as in 1982.

Significant expense reductions were achieved in 1983. This reflects a continuing effort in cost effectiveness

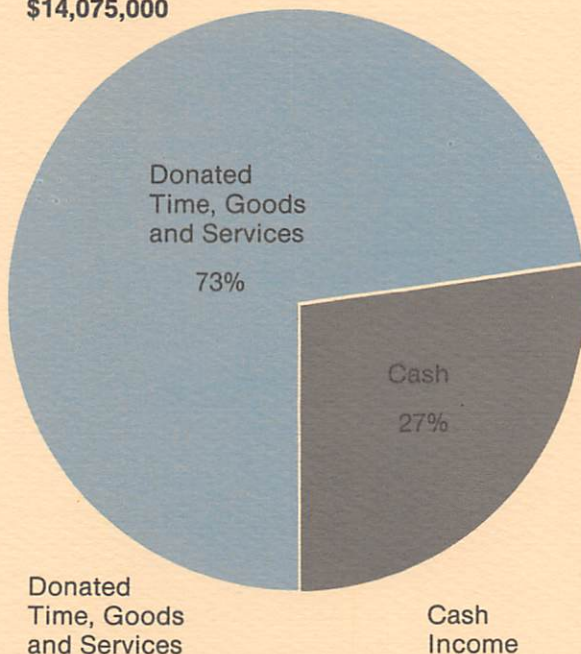
without curtailing programme activity. This effort was greatly enhanced by contributions in-kind of goods and services valued at \$275,000.

A unique feature of the ICA is the self-supporting nature of the staff. General contributions go directly to programme activities, not to staff salaries. The 1,000 full-time staff donated five million hours of direct service with no charge to the ICA. The value of this contribution was matched by the time

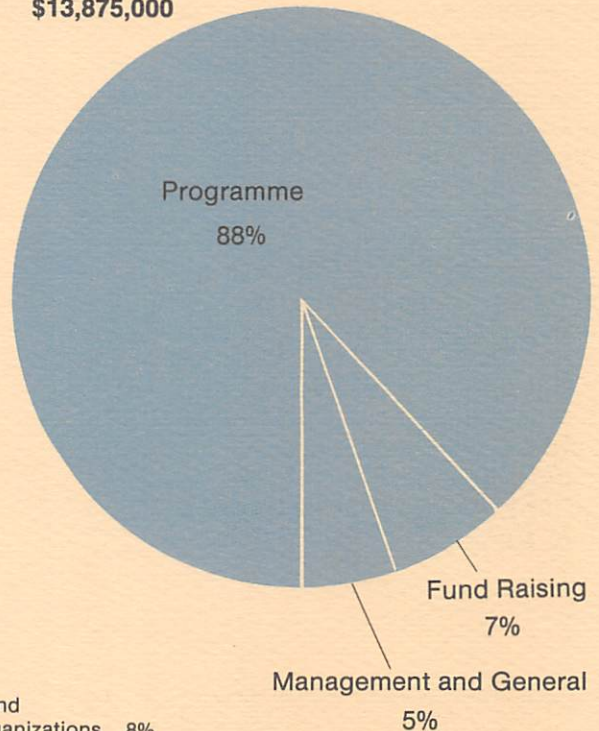
and skills donated by other volunteer associates. This has enabled the ICA to maintain a relatively low cash budget in light of the scope of its programme activity world-wide.

Fund raising and income-generating programmes for the ICA are coordinated through four international coordinating centres. Audits are prepared in each nation according to national policies and procedures and are available upon request.

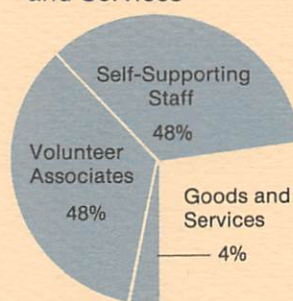
**Total Income**  
**\$14,075,000**



**Expenses**  
**\$13,875,000**

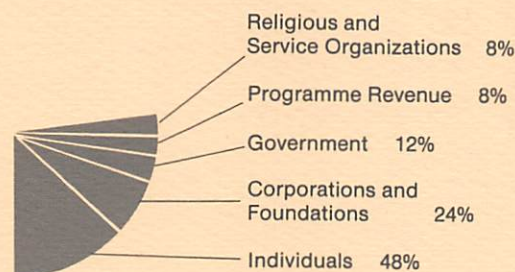


**Donated Time, Goods and Services**



**\$10,275,000**

**Cash Income**



**\$3,800,000**



# About the ICA

## THIRTY YEARS OF PIONEERING

For almost thirty years the Institute of Cultural Affairs has been pioneering in educational methods, curriculum design and participatory problem-solving techniques. The ICA is a private, non-profit, voluntary organization deeply committed to improving the quality of human life. It acts as a catalyst to community participation in self-help projects. Through a combination of research, training and demonstration programmes the ICA is helping people help themselves, getting them involved in shaping their own future and, thereby, helping build a better world.

The ICA operates in 110 locations in 34 countries. It fulfills the legal requirements for private and voluntary organizations in each nation where it is registered. Its national boards of directors, advisors and consultants give their time and expertise to ensure appropriate programme direction within their nations. Its programmes are conducted in the humblest of villages, crowded urban slums and in all types of cultural settings. Like the people and villages it serves, the Institute strives for self-sufficiency. Most of the 1,000 full-time staff members work without salary and all the part-time volunteers cover their own expenses.

## GLOBAL COORDINATION CENTRES

### Bombay

13 Sankli Street  
Byculla, Bombay, India 400-008  
373741

### Brussels

rue Berckmans Straat 71  
1060 Brussels, Belgium  
(322) 538-5892

### Chicago

4750 N. Sheridan Road  
Chicago, Illinois 60640, USA  
(312) 769-5635

### Hong Kong

31 Whitfield Rd, 1/F. No. 1  
Causeway Bay, Hong Kong  
(5) 786566

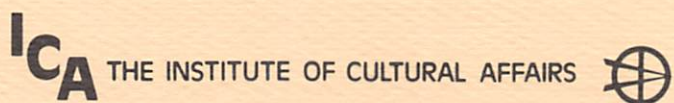
## NATIONS WITH ICA OFFICES

Australia  
Austria  
Belgium  
Brazil  
Canada  
Chile  
China: Taipei  
Denmark  
Egypt  
France  
Germany  
Guatemala  
Hong Kong  
India  
Indonesia  
Italy  
Ivory Coast  
Jamaica  
Japan  
Kenya  
Korea, Republic of  
Malaysia  
Mexico  
The Netherlands  
Nigeria  
Peru  
Portugal  
Republic of the Philippines  
Spain  
Tonga  
United Kingdom  
United States of America  
Venezuela  
Zambia









The world's most under-developed resource is human creativity. The purpose of the ICA is to help individuals realize their potential and to help communities and organizations structure themselves to make maximum use of the creativity of their human resources.