

THE

INSTITUTE

OF

CULTURAL

AFFAIRS

AN

ANNUAL

REPORT



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AN INTRODUCTION BY THE PRESIDENT

Through my close involvement with the International Exposition of Rural Development over the past three years, I have had the privilege of talking to people from a large number of countries around the world. There have been a striking number of common themes in what these men and women, some of them eminent thinkers in their own fields, have had to say.

For example, "We all live in an inter-dependent world; but it is one that is at a turning point"; then "There is an emerging ethic that enjoins us all to move more purposefully towards responsible and holistic management of the planet. That means unprecedented cooperation within, and between, all sectors of society at all levels"; and "More than ever before the poor nations of the earth need accelerated development that is sustainable. Processes and principles for achieving this exist, and are applicable worldwide."

Clearly vigorous activity by the Institute of Cultural Affairs International is called for. Its role, as I see it, is to draw on its thirty years of worldwide experience to promote the development of people, as individuals and as members of a community. It should use its well-tried participative methods that are the fruit of action-research and make for effective local planning and motivated implementation.

The Institute has always been a catalyst of change; but increasingly it is collaborating with other groups to share methods and approaches. A sign of this new role of the Institute was the granting to it in May 1985 of Consultative Status (in Category II) with the United Nations Economic and Social Council.

The Annual Report shows how our programme of work is meeting the challenges of our times. It is gratifying to see how widely the ideas and findings of the International Exposition of Rural Development are being spread. Certainly its central international event in India made a global impact: it may have lasting effects on rural development that reach far beyond the boundaries of the 55 countries whose nationals attended it.

As we look forward towards the year 2000, we shall – as this report explains – be paying increasing attention to three themes conceptualised under the headings Healing, Reconciliation and Care-taking. It is through the combined efforts of local people throughout the globe, that our planet will be cared for.

May I thank the many individuals and institutions who support our work; and particularly those who have done so during this past year.



A handwritten signature in dark ink that reads "James Lindsay".

Sir James Lindsay



A TIME OF CRISIS

危機

The Chinese word for "crisis" consists of two ideograms, one denoting "danger" and the other, "opportunity." A crisis indicates that an opportunity exists to correct an urgent imbalance. How well that symbol captures the mood of our time.

OUR PLANET IN NEED OF HEALING

We are constantly confronted by numbing statistics which document the suffering on our planet. Nearly a billion people live in absolute poverty. Three-quarters of the world's housing is substandard. One-third of the world's workforce is either unemployed or underemployed. Sales of military arms and illegal sales of hard drugs show the world's fastest commercial growth. At the same time, we are aware of the ecological impact of human activity. Forests and soil are disappearing, energy resources becoming scarcer, rivers and oceans polluted. Perhaps what is most distressing is that local people feel powerless to change their situation. They don't see how they can make a difference in this world in crisis.

Yet there are moves to heal the wounds of the earth. There is an increasing awareness of our common responsibility for the future. There is a spreading recognition of the importance of human development in the process of change. Whether facing hunger, poverty and disease in developing countries, unemployment in the industrial countries, or the communication and information revolution across the world, the key is the participation of the people affected in creating solutions.

The Institute of Cultural Affairs has developed methods to release local initiative during thirty years of work with villages, urban neighbourhoods and organisations world-wide. We have two approaches to the critical task of human development:

- working with communities and organisations in a wide range of settings to enable those concerned to plan and carry out viable efforts for their future;
- equipping people with the skills and methods with which to think globally and act locally.

ENCOURAGING LOCAL INITIATIVES

Without the spontaneous engagement of the residents, the best-laid plans of community development experts are worthless. By contrast, active grassroots participation can lead to major results with few resources. This has been the experience of communities with which the Institute has worked, as far apart as urban slums in Calcutta or the neighbourhood of Loisaída in New York City, or villages in Kenya, Tonga and Brazil. The 'top down' and 'trickle down' approaches to development are insufficient.

Local development places the onus of responsibility on the people involved in the situation. It requires that they be the ones to deal with questions about effects on environment or use of resources. Expertise and financial and other resources sometimes need to be sought from outside the community, but the direction must come from within. This is the only way sustained development can occur. Successful approaches and experience gained are then best spread laterally, from village to village, neighbourhood to neighbourhood.

During the last twenty years, the Institute's work in catalysing local development has evolved as follows:

1963-1974: Initial pilot projects for developing methods of approach in Fifth City, a black ghetto in Chicago; Oombulgurri, an aboriginal community in Australia; and the atoll of Majuro in the Marshall Islands.

1975-1976: 24 pilot communities around the world selected to serve as demonstrations of what local people, given development training, can achieve through their own efforts.

1977-1984: Experiments with replication of village development undertaken in India, Kenya, Zambia, Jamaica, the Philippines, Indonesia, Korea, Egypt and Venezuela.

1985 onwards: Emphasis on reaching more communities through training of leadership, and linking communities with other sectors of society and other resource organisations.

New York: The Loisaída Project on New York City's Lower East Side continues its employment project. With the assistance of the Institute, a Loisaída Employment Council now operates as a coalition of 19 private, public and voluntary organisations.

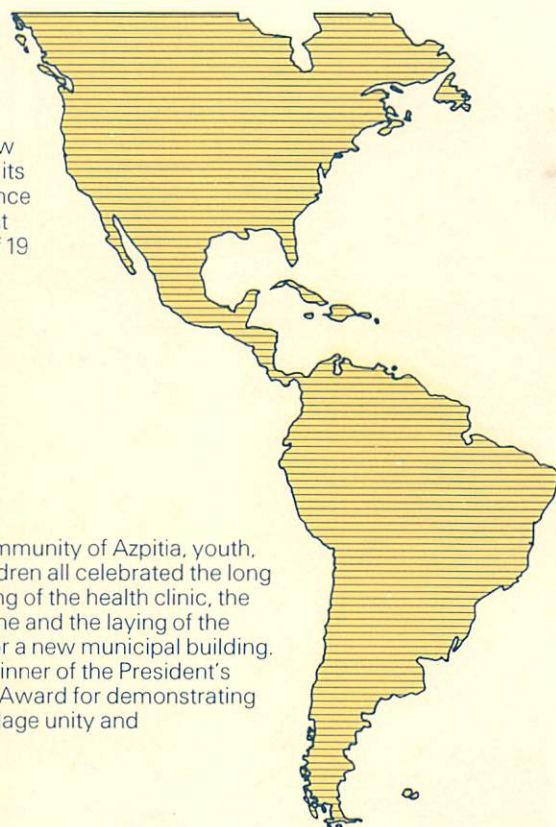
AZPITIA'S DAY OF RECOGNITION

Azpitia is a rural village just off the coast road several hours south of Lima, Peru. It is situated in the Mala River Valley and is a fruit and vegetable growing community. It stands on the edge of the valley between the bare rocky hills of the coastal desert and the lush green of the irrigated river valley.

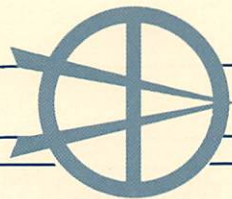
On December 1, 1984, the village hosted over 200 people who came to celebrate with the Azpitia people the accomplishments of their human development project. Earlier in the year Azpitia won the Bronze Shovel in a national programme of the President of Peru to recognize and encourage local development efforts.

The day included a celebration of the newly installed potable water system, dedication of the health centre, installation of the first telephone and laying the cornerstone of the municipal building. The visitors, coming from neighbouring villages and from Lima were also able to see the newly improved access road with its landscaped

Toronto: Native Canadians from across the country worked with ICA Canada to improve their communities and organisations. The Rama Reserve in Ontario, following consultation and training by ICA staff, surveyed community needs, organised a large planning meeting and formed task forces to implement 27 proposals for community development.



Peru: In the community of Azpitia, youth, elders and children all celebrated the long awaited opening of the health clinic, the village telephone and the laying of the corner stone for a new municipal building. Azpitia is the winner of the President's Bronze Shovel Award for demonstrating outstanding village unity and co-operation.



RELEASING HUMAN POTENTIAL

borders, the village plaza with its trees and flowers, and the new school and church all built with voluntary labour. In addition the village was involved in the installation of electricity in the last year. Finally, a newly constructed training centre where training programmes for people concerned about local development, both from the surrounding region and from across the nation can come for various programmes, was on display.

The Azpitia success story is one of collaboration between private organisations concerned for development, many government departments and the local people. However, the key has been and remains the initiative, unity and cooperative spirit of the residents of Azpitia. It has been their tremendous efforts involving physical labour, planning and attending meetings with government officials and others that has finally made the difference. Their determination has carried them through many delays, disappointments and frustrations to great achievements. The Bronze Shovel award was a recognition of this and a sign that Azpitia is a symbol to all Peruvian communities of possibility for future self-help development.

People are precious. In a world in need of care and protection, the full potential of every individual is needed. When two people work together in cooperation, their result is more than doubled. Every group of people represents a possibility for greater awareness, creativity and significant work. Yet in the isolation of small towns or the complexity of big cities in industrial countries where the worker is a faceless statistic or in developing countries where the labourer is sometimes no more than a beast of burden, there is an urgency to re-discover this understanding.

The Institute promotes human development. The spirit of participation, co-operation and responsibility is a clue to its occurrence. We work with villages, small towns and urban neighbourhoods to foster local initiative. We enable local community groups, companies, academic institutions and professional organisations to make theirs a common enterprise for the people who work in them and one that responds to the needs of those they serve. We work together with other organisations to achieve common objectives.

The human development approach presumes that the people involved are the origin of plans and change, rather than the target. The Institute promotes participation in the development of communities and organisations by providing:

- methods of community-wide planning, decision making and project management
- approaches to motivation which encourage people to handle their own problems
- training programmes to develop leadership skills
- systems for exchange of resources, expertise and other forms of co-operation.

Zambia: Village development has expanded to encompass 100 villages in the Kabwe Rural District. Villages have built plans for their own development programmes. A major emphasis of the work is in developing preventative health and agricultural programmes.

well-baby clinic is held every week in the village of Sanour. The newly furnished clinic is being used for baby-weighing, food demonstrations, and health education for mothers. Literacy classes are also set-up for the women of Sanour.

have been major emphases. Health centres were set up and many people were treated for cataracts in eye camps. Soak pits have helped to drain waste water and smokeless and fuel-saving stoves have been successfully introduced.

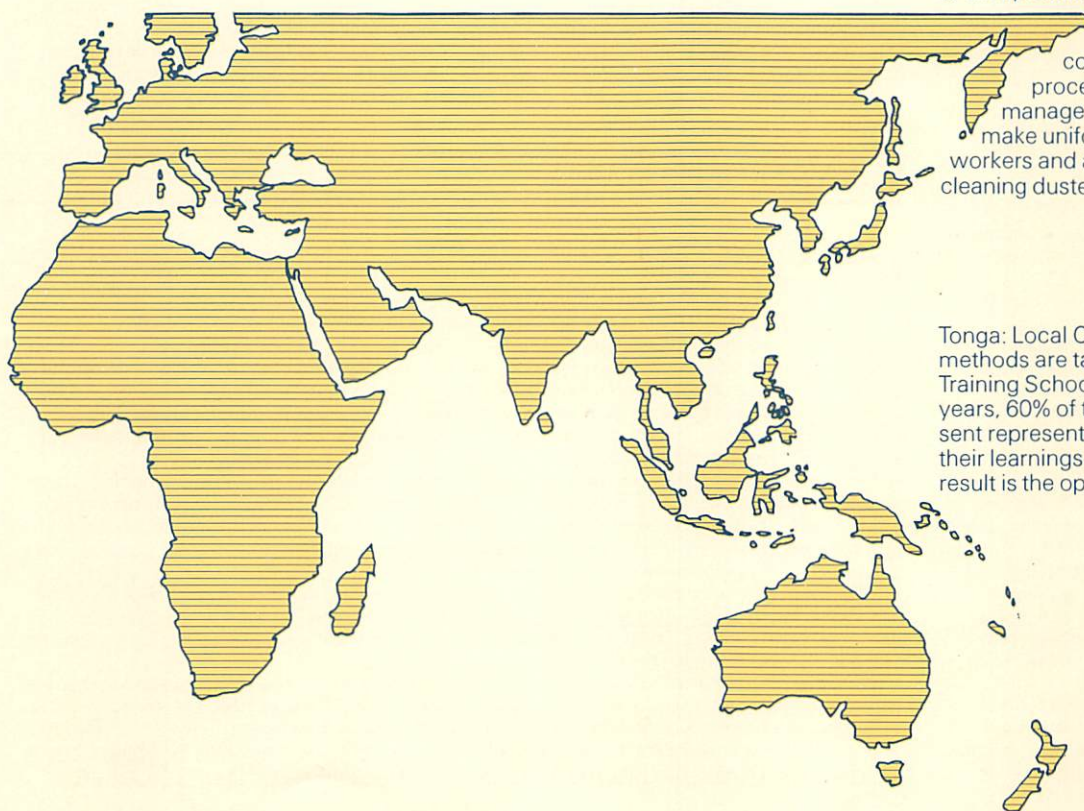
Egypt: In the Beni Suef Markez (county) a

New Delhi: In the Chaurassi Project, health programmes and women's advancement

Calcutta: In the urban slums of Calcutta, the Institute is working with several groups to set up small scale industries. Women

have been trained in tailoring, how to secure contracts and bookkeeping procedures. They now own and manage their own business and make uniforms for office and factory workers and another group has orders for cleaning dusters.

Tonga: Local Community development methods are taught through the Pacific Training Schools. During the past three years, 60% of the villages in Tonga have sent representatives who have applied their learnings in village development. One result is the opening of 23 preschools.



"WHAT WE HAVE LEARNED WE SHALL NOT FORGET"

Jawale is the site of a project of the Institute of Cultural Affairs in Maharashtra, India. From a report written by ten Jawale villagers.

"Our village was like so many other poor villages. Sanitation was bad, our roads and public spaces were in a poor state.

"We didn't notice how our conditions were deteriorating as we had no picture of the future. We had laboured under these conditions for generations.

ICA India came to our village in 1978. We first thought that ICA India was only interested in working with the poorer people which made our village very hesitant as we knew this would only split our village and do more harm than good.

ICA India showed us that this was not true; they showed us how we could improve our situation. We did corporate work days. You can now see our clean roads and drains. We built this Shivaji Park in one night, with us all working all night. We have renovated our temples. We have been able to do so much because we worked together. We have learned how to improve our situation, how to improve our economic and social conditions. What we have learned we shall not forget, nobody can take that away from us. The future is on our shoulders.

From the President, Satara Zilla Parishad (District Council):

"To whom it may concern:

In Satara District, the Institute of Cultural Affairs has of late been based in Jawale Village. They have catalysed a remarkable demonstration of village responsibility and development programmes in Jawale, which is directly awakening and developing a cluster of ten surrounding villages. I had an occasion to visit the village and was simply astounded by the progress of the human development of this village. It did not surprise me that Jawale village won an award of Rs 1000 from this Zilla Parishad (District Council) for removal of untouchability. Jawale has planned a village development training centre. Jawale will be able to serve the needs of an entire block in the future years.

I wish all the best for the project in the future years."

THE MONTEMURO PROJECT

"Since the revolution of 1975 I have not seen so many local people gathered. When the ICA first came to Portugal, I had my doubts but after seeing this massive mobilisation of local people, all my doubts have been dispelled."

So said Arthur Cruz of the Institute of Employment in Lamego, at the recent Montemuro Cluster Consult in Portugal in March 1985. This two-week event launched the expansion of the project to take in many more villages.

The first week of the consult began with village meetings, house-to-house visits and surveys. At the first 13-village gathering, discussion centered around how to move beyond subsistence agriculture. Cattle upgrading, tree planting, water improvement and mechanisation were concerns that drew an enthusiastic response from those present.

Two 'specialist days' were held with experts from government departments and outside agencies who gave their advice on the feasibility of a number of programmes suggested by the villagers. In the evenings an average of 150 villagers came to the reporting sessions. These meetings resulted in very constructive debates on such topics as health services, school construction and new roads.

The Consult closed with speeches, singing and dancing and the presentation of documents summarising the work of the two weeks. Following the consult, people turned out in large numbers to begin implementing a number of programmes discussed in the meetings. These included planting hazelnut trees, collecting soil samples and choosing representatives for a bee-hive project.

One of the key factors responsible for the success of the Consult was the formation and training of a team of volunteer workers from the villages themselves. They included shepherds, farmers, teachers, construction workers and soldiers. Their ability to lead meetings, conduct

surveys and motivate other villagers to participate was a highlight of the whole planning process. One of the national staff, Helena Santo, was interviewed on radio in Portugal and a leading newspaper printed a feature article on the programme.

One government worker commented after the Consult: "I thought what was stopping the villagers was the lack of interest. Now I know the situation is not this. This gives me more heart to continue my work."

VOICES FROM JAMAICA

The Blue Mountain Cluster is a multi-community development scheme of the Institute of Cultural Affairs in Jamaica.

From Lorenzo Cousins, Director, Blue Mountain Coffee Cooperative.

"The Blue Mountain area in particular needs a catalyst, it needs just what the ICA is doing - motivating people to help themselves. Like most dormant factors, you never really are sure what you have got and what you can do unless you get something that awakens you. I think that is the sort of role ICA has played. What has been done here is that people now get more organised in doing things communally. One example that did prove quite successful was the beautification of space. We had all this space for years, but nobody was going out by the roadside to plant flowers. Now it is quite something to pass through the villages and look at the flowers by the wayside.

"The other thing was the Tool Pools. The tools are kept by someone in the village who rents them out. Most of them have money in the bank for replacing and repairing their tools. In my own village we have built a building to keep the tools. I think it's important in villages like these that people who are looked upon as senior citizens get involved. That way people get more confident."

From Alice Wright, Headmistress of Woburn Lawn School.

"The Human Development Training School has been important in developing the Blue Mountain area. People have picked up leadership skills, like leading forums, leading community meetings, giving talks, and teaching. The ICA is not only for the people who are educated. They try to motivate even the illiterate. And even the illiterate can lead a meeting.

When the project started in Woburn Lawn, we had the same problem with factions and then in less than six months we were working together. The key was building the preschool. We started working on the preschool and only a small group of people started. Then others began to say, this is going to serve my child, not only the child of Annabelle, but the children of the community. Now every person in Woburn Lawn is proud of that building and they'll point out and say I did this or I did that in the preschool.

IN THE PHILIPPINES, A NETWORK OF LOCAL ACTION

The Multiple Community Demonstration in Mahayag Municipality was launched in March 1983. At their first anniversary in March 1984, over 1700 people from the three villages in the project celebrated a year of major accomplishments.

In economic development, the San Vicente Farmers Association had worked with the Philippine Coconut Authority in a new inter-cropping programme. Livestock projects and training in animal husbandry had been developed with the assistance of the Ministry of Agriculture. 53 people graduated from a training programme in food processing, and a small factory is now in operation. A local sewing industry was launched; SANDELCOM, with women from all three villages trained and employed.

In social development, Early Learning Nutrition Centres were established in the three villages. Local teachers were trained and are in charge of the schools. Regular health clinics, baby weighing and health training programmes have been developed with the assistance of medical practitioners in the area.

Leadership for the project includes twenty local auxiliary staff. They have been trained in Human Development methods and work as volunteers in organising programmes, assisting with community meetings and celebrations and working with the agencies and other organisations involved with the project.

Plans for the coming year are to expand to twenty-one additional villages. This project is being enabled with direct assistance from the Australian Development Assistance Bureau.



RICHGROVE BREAKS GROUND FOR NEW SEWER SYSTEM

"On behalf of the Richgrove Community Service District, I enthusiastically welcome you to this historical event for the community of Richgrove. Today's groundbreaking ceremony marks the beginning of the final phase of this project. We are happy you are celebrating this day with us." Thus, Roy Castillo, President of the Richgrove Community Service District, began the ground breaking programme on February 16, 1985 in Richgrove, California.

Since the Human Development project consult, organised by the Institute in June 1978, Richgrove has dreamed of reversing the trends like deteriorating housing and young people moving away, and being described by the county authorities as a "non-viable community." The Richgrove Community Services District was formed in 1977 to provide water, sewer, waste collection and other public services to the community. Their first victory was the construction of a 1100 foot well and 125 foot water standpipe with a capacity of 295,000

gallons which was dedicated in June 1981. Since then the focus has been on raising funds for the waste water treatment facility and sewer from the Farmers Home Administration (FHA), the Environment Protection Agency and the State of California.

Bob Marshall, Director of Self-Help Housing and delegate to the International Exposition of Rural Development in New Delhi, commented at the groundbreaking that it would now be possible for 45 new homes to be built cooperatively by their owners as the first phase of the Self-Help Housing Programme. Tulare County Supervisor Ben Webb was also on hand and praised the dedication and persistence of the community. Roy Castillo gave credit to the Institute of Cultural Affairs by saying, "We couldn't have done it without you."

PEOPLE PULLING TOGETHER

In 10 years the Institute's work in Kenya has grown from 1 demonstration project to involve 1000 villages. Important and appropriate changes

are happening in a massive way throughout rural Kenya.

Participation of the people is the first priority of the Institute. 1000 villages in 26 districts have held village meetings. 120 Kenyan staff members of the Institute have helped to organise the villagers into task groups that are appropriate to implement their plans. Since 1980, through these programmes, approximately 70,000 people have been directly involved in making decisions about their own community's future.

In order to spread small-scale efforts in a massive way, the Institute has provided intensive training programmes for village leadership. These new leaders hold a key to involving a broad cross-section of their villages. They have learned how to better motivate their fellow villagers in common action.

As a result, 450,000 village residents participated in various voluntary community work projects. The scale of village activity is vitally important for wide-spread development to take root. Where the Institute is serving, village people are discovering they hold the key to achieving self-reliance and sustained economic growth.

In Kenya, over 100 miles of terracing was built by villagers to prevent serious soil erosion.



TRAINING AND LEADERSHIP

In most societies there is a constant cry for appropriate education and training for its people. There is also a demand for leadership, for people able and willing to take responsibility. Whether it is a local village women's cooperative in India, a small businessman's organisation in the United States, government extension workers in Kenya, or local village leaders in Peru, training and leadership are critical to the effectiveness of individuals and groups.

The Institute has designed and tested a wide range of practical training approaches and methods. The key to all of this work has been a concern to instill in participants a sense of self-confidence and self-reliance. People can and must be, enabled to see that the resources and capabilities to deal with their own problems are already at hand.

We have undertaken training as diverse as the Westside Leadership Institutes for community groups in Chicago, the New Skills Training Courses in India with our own national staff, human development training institutes in Zambia and Jamaica with village leaders, and facilitator training in Canada with native groups.

In all the locations where the Institute is working we are now developing centres for training in leadership and human development.

In Kenya, the Village Leaders Institute is an important component to massively release small scale development.



Through the seminar, "Leadership Effectiveness and New Strategies," (LENS), people in business learn methods for increasing participation. (Japan).

TOWARD A NEW VISION OF REALITY

The gravity and global extent of the issues facing the planet require of humanity a new vision of reality. The Institute is developing an international research effort to explore the trends, values, ideas and approaches that will help people face the future.

As part of this research effort two international programmes were held, one in Brussels, July and August 1985, the other in Chicago, July 1985. At these events, people examined the factors that lead to social change and identified social trends that are leading in new and needed directions. Participants delved into understandings of consciousness and spiritual development as practiced in various parts of the world. They also looked at responsible

life styles and systems for contemporary social ethics.

Many of those who participated in these events are leading thinkers and futurists. Speakers included:

Jean Houston, director of the Foundation of Mind Research, New York.

Mark Markley, director of the Futures Research Department, University of Houston.

Barbara Hubbard, catalyst of the Positive Futures Societies.

Willis Herman, author of "An Incomplete Guide to the Future."



The Pacific Training School in Tonga is developing community leadership for the world's most isolated region.

A village meeting in the Ivory Coast is where the people make decisions about their own development.





HUMAN DEVELOPMENT TRAINING

Motivated community leadership is the goal of the Guatemala Human Development Training School.

The New Skills Training Programme gives people necessary skills so they can be better managers of local projects.



MEXICO AND GUATEMALA

Fifty participants and 15 staff have been involved in a Human Development Training School in Sanctorum, Tlaxcala, Mexico, a small town north of Mexico City. The school was conducted entirely in Spanish with leadership including persons from projects in Guatemala and Peru. Thirty-five village leaders and rural development technicians also completed a similar school in Conacoste, Guatemala. The Conacoste Human Development Project has worked with the Institute and is in the process of expanding its impact throughout the nation.

UNITED STATES-STRATEGIC PLANNING AND FACILITATOR TRAINING

In collaboration with the William Rainey Harper College in suburban Chicago, the Institute has developed a programme for strategic planning that allows an organisation to step back from its immediate operations and consider its long term direction. The Institute has facilitated over 120 planning events with more than forty organisations. These events were conducted with municipal governments, private corporations, chambers of commerce, public libraries, school districts, hospitals and social agencies, as well as within Harper College itself. In order to enable organisations to develop their own capacity to facilitate internal planning using methods that maximise participation, the Institute has assisted in developing an Organisation Facilitator Training (OFT) Programme. As Alice Farling, Director of Special Services in the Schaumburg Township Schools and a participant in the OFT programmes commented, "I plan to use the OFT training to facilitate planning in at least two departments within the special services unit...as well as in the implementation of a major summer project..."



Young people in Kenya learn the rudiments of village development and become village "facilitators."

KINGDOM OF TONGA--PACIFIC TRAINING SCHOOL

All 14 villages on the island of 'Eua sent participants to the fourth Pacific Training School (PTS) at Hango Agricultural College in January 1985. The focus of the two weeks was to teach the process of planning and to share community development methods. During the PTS the participants formed a district-wide development committee, and a three month strategic plan was built for each village. At the closing session, Vaimoana Tafea, Town Officer of Petani, said, "Before the PTS people thought development was using money. After the PTS we know it is a group of people working together to make and do a plan."

INDIA - THE NEW SKILLS TRAINING PROGRAMME

The New Skills Training Programme (NST) is a six month intensive curriculum designed to rapidly equip Institute staff from developing countries with the basic skills needed to be effective in their many roles. A successful pilot of NST in India during 1983 resulted in many curriculum improvements which were incor-

porated in the present design. The programme focuses on language and mathematical skills as well as Institute procedures and operating practices. It also includes the development of office style and instills self-study patterns towards meeting the future goals staff members set for their own growth. The programme is planned to continue in India, and will be expanded into Africa during the coming year.

KENYA - COOPERATIVE LEADERSHIP TRAINING

In collaboration with the Swedish Cooperative Centre (SCC), the Institute is providing training for leaders of cooperatives in three districts in Kenya. Using the LENS (Leadership Effectiveness and New Strategies) programme to demonstrate methods for stimulating participation by cooperative membership, the programme has proven to be highly successful. In October 1985 an evaluation will be conducted by SCC to determine the feasibility of extending the programme to cooperatives within the remaining districts of Kenya.

OUR PLANET IN NEED OF RECONCILIATION

We live in an interdependent world. That this is true in the economic context is well-established. We know that the planet's resources are finite and must be managed with care. Yet while we may move towards common objectives, we reject uniformity. We benefit from regular cultural interchange and we value our cultural and regional diversity. Yet this very diversity is often the root of divisions in our world. The media constantly reminds us of the wide economic gap between the rich countries and the poor countries, of the unequal distribution of resources within societies, and of the hostility between people of different races, religions, social groups and ideologies. Such divisions and prejudices are apparent within every local community and organisation.

For four decades all of us have lived with the awful knowledge of the destructive potential of nuclear power. That makes our lives qualitatively different from those of any previous generation. Our very survival depends on the ability of humanity to bring together the alienated groups, to build bridges across the divisions, to share our common humanity. The powerful image of spaceship Earth beckons us to begin reconciliation within our own local communities. People are inventing ways to dialogue and to open channels of understanding. Numerous groups are furthering the desire of a great many people to live in a community characterised by mutual support and self-respect. Organisations which bring a different perspective to common problems can act as a catalytic influence in bringing this about.

It is the experience of the Institute of Cultural Affairs that cultural reconciliation at the local level begins to happen when people work side by side with a shared vision of their future. The Institute has been involved in three major activities enabling reconciliation:

- organising the International Exposition of Rural Development, now in its implementary phase, and continuing to share approaches that work among development practitioners from fifty-three countries;
- promoting women's advancement in society;
- building bridges between separate groups through development education, volunteer programmes and by working with other organisations with similar objectives.

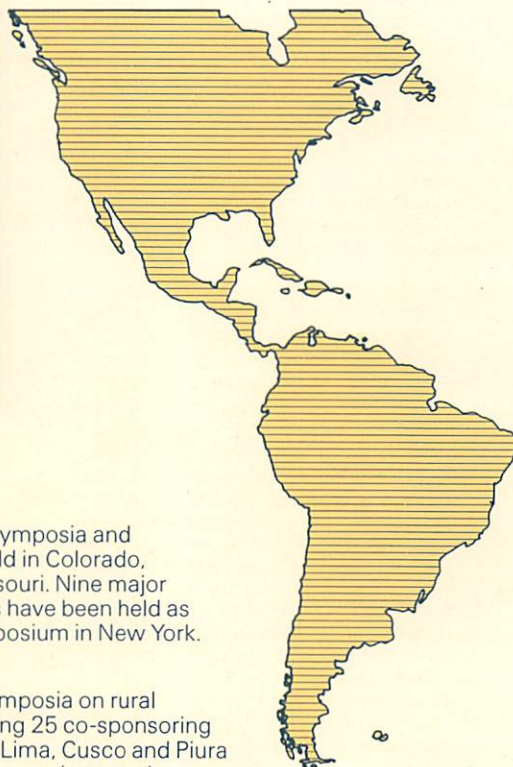


A community agricultural cooperative now can learn from the experience of others.

CANADA

Following their participation in India, delegates from Canada's ten IERD projects met to form a national organisation to promote the continuing sharing of ideas and approaches to local development. This group was named REPLICS, an acronym the delegates coined to represent components of success in their projects (R=resources; E=evaluation; P=planning; L=leadership; I=involvement; C=communication; S=spirit). REPLICS also implies a shortened form for replication, which is a primary emphasis for the Implementary Phase activities in Canada.

Working closely with REPLICS and with local community groups, provincial government departments and native organisations, the Canadian Institute of Cultural Affairs has assisted in organising and facilitating eight regional exchange conferences across Canada. Hundreds of projects have gathered to display their learnings and discuss ideas for the future. The Institute has also conducted seminars using the Voices of Rural Practitioners (VRP) series to share the insights from the India Event. In order to influence public policy regarding the funding of local initiatives, executive briefings with senior government officials using the VRP series are being held. In collaboration with the Four Worlds Development programme, the Institute provided help in documenting the results of "Sharing Innovations That Work", a major gathering of 400 native Canadians. In addition, the Institute is implementing the second contract with the Chipewas of Rama Reserve in Ontario, providing leadership training towards self-efficiency.



USA

Major follow-up symposia and expositions were held in Colorado, Mississippi and Missouri. Nine major women's gatherings have been held as well as a youth symposium in New York.

PERU

Three regional symposia on rural development involving 25 co-sponsoring groups were held in Lima, Cusco and Piura involving 120 Peruvian projects and groups from both government and NGO's, to build plans for cooperation. Three more are planned.



SHARING APPROACHES THAT WORK

The International Exposition of Rural Development is a unique project in concept and implementation. Its importance is underlined by V. Tarzie Vittachi, Deputy Director of UNICEF, one of the IERD's co-sponsors: "Lateral project expansion and the global sharing of approaches that work could be the most ambitious and most important effort of our time."

Since the Central International Event in India in February 1984, the Institute has participated in a tremendous outpouring of activities in the third and most important phase of the IERD process. There have been hundreds of events and programmes worldwide:

- from local exchange conferences to major international gatherings
- from small group studies to meetings of large development agencies
- from local presentations and slide shows by delegates to production of a video film
- from exchanging notes and names to compiling a directory and data-base.

FEDERAL REPUBLIC OF GERMANY

Two seminars were held at universities of Kassel and Giessen to study the VRP series. One involved a group of radio journalists from francophone Africa, the other German students. In addition, the Institute provided a booth and materials for exhibit in the Kirchentag "Market of Possibilities" hall in Dusseldorf.

This panorama of activity is represented by the examples on this page. It is only a beginning in affecting the long-term direction of development, but it is an encouraging and exciting sign.



The enthusiasm and commitment of people involved in these efforts is a result of the momentum generated in the first two phases of the Exposition. Initially, a network of individuals and organisations was formed to support the activities. Symposia and project description events allowed successful approaches to be articulated and representative projects selected. Then in the event in New Delhi, 650 delegates from fifty-five nations shared the learnings from thousands of projects, made field visits to projects in India and identified factors of approaches that work. Government policymaker and humble villager were locked in debate. Planners of development programmes listened to the poor and powerless. Seventy-five per cent of those present were local practitioners, and thirty per cent were women. Now the implementary phase aims to intensify interchange, to share the results from New Delhi, to influence policy to take account of the local approach and to encourage a groundswell of local initiatives.

ZAMBIA

25 people representing 15 ministries and two local NGO's participated in a National Symposium and created a document with vision, contradiction statements and proposals focused on the nation.

SRI LANKA

Cyril Gamage, Secretary of the Ministry of Home Affairs, indicated in a letter that "I have already taken certain initiatives to adapt the IERD methodology with a view to collecting and exhibiting the various activities of NGO's which are successful community-based activities."

HONG KONG

The Institute has facilitated the Primary Health Care Participatory Workshop. The event was co-sponsored with the Kwun Tong Community Health Project and an advisory board of ten representing different health fields and concerns. One hundred people attended the one day event coming from a wide range of backgrounds in the health delivery systems and representing local communities concerned with primary health care.

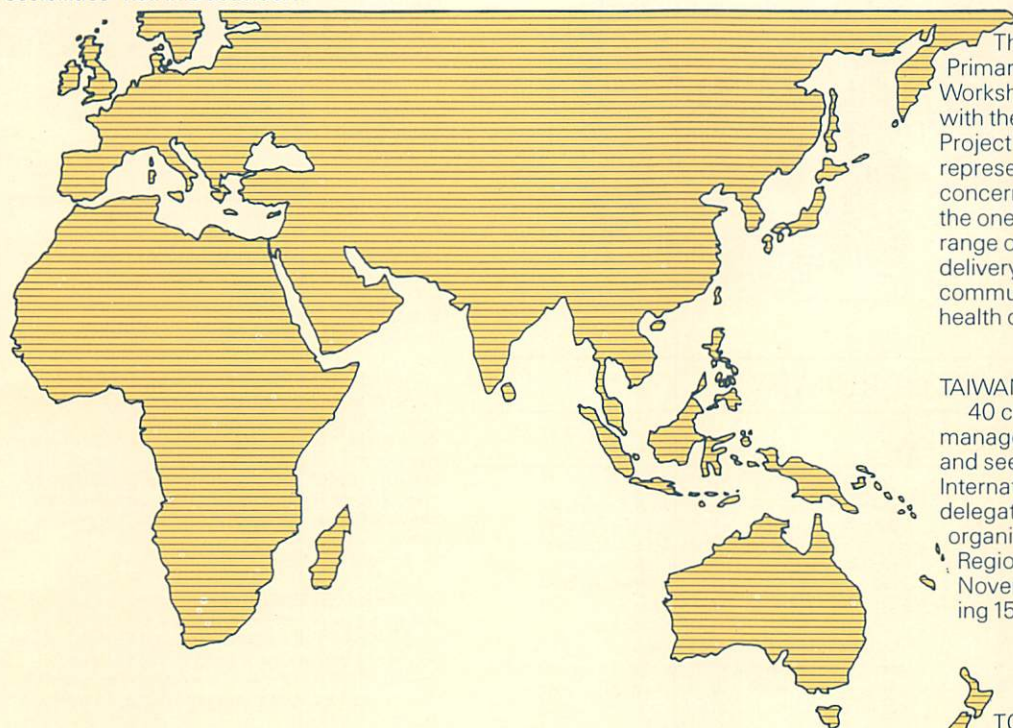
TAIWAN

40 company presidents and general managers met over dinner to hear reports and see a slide show on the Delhi Central International Event presented by a delegate to New Delhi. Planning and organisation is in place for the Asian Regional Assembly, to be held in Taipei in November 1985 with delegates representing 15 Asian nations.



TONGA

Dissemination of IERD results is taking place through radio programmes. Workshops and seminars are being conducted with agencies and groups in Tonga to learn from them and share IERD results.



THE VOICES OF RURAL DEVELOPMENT FIELD WORKERS

One delegate at the IERD central event commented: "Many delegates felt that the most important part of the Exposition was the exchange of ideas with delegates from around the world." A number of products have been put together to continue this kind of interchange:

1. The 'Courage to Care' video narrated by Sir Richard Attenborough is a 16 minute introduction to the IERD concept and the central event in India. Edited by Dick Young.
2. The IERD Slide Show presents the methods and the happenings of the central event in India through a set of 100 slides with descriptive text.
3. The IERD series of publications edited by the Institute of Cultural Affairs International, Brussels, in collaboration with the Union of International Associations and advisory editors.

Volume 1 'The Directory of Rural Development Projects' includes descriptions and contacts for the large variety of projects easily accessed through detailed indexes.

Volume 2 'The Voices of Rural Development Practitioners' is based on written descriptions, pamphlets, delegate interviews and the results of workshops, seminars and field visits during the central event.

The topics covered are:

- Managing Agriculture
- Economic and commercial diversification
- The community-housing, environment technology
- Learning and education processes
- Health care
- Women and Development
- Integrated approaches.

Several examples from these topics are quoted on this page.

Volume 3. 'The Directory of Rural Development Approaches'.

Further details and prices of these products can be obtained from IERD Coordinating Centre: rue Amedee Lynen straat 8, 1030 Brussels, Belgium.



The local people are the real experts when it comes to their development.

The IERD is a forum for development field-workers to share what they know.



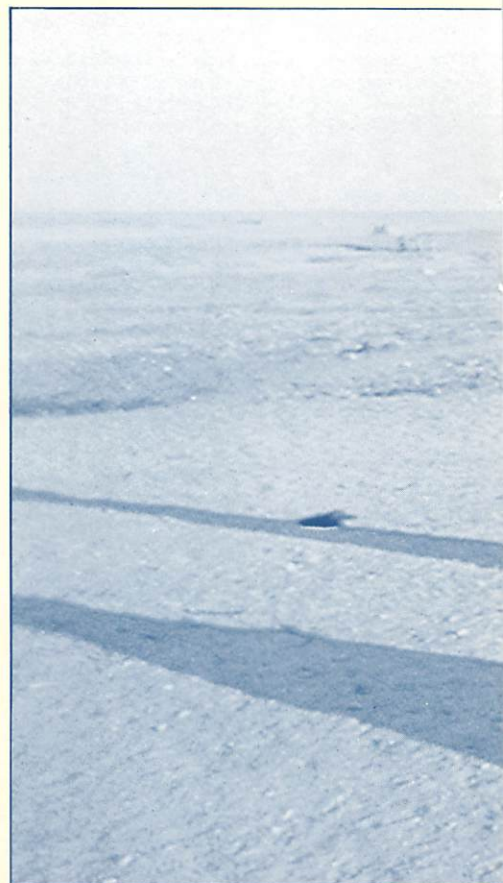
SAMPLES FROM "THE VOICES OF RURAL DEVELOPMENT PRACTITIONERS"

"We see a tremendous need for research and development. Many successful appropriate technologies already exist in one place which could be used in many more places, including the developed West. Some other areas of need cry out for fresh approaches and initiatives. In all cases clear practical documentation is necessary if the working technologies/methods are to be widely shared. We would emphasise this as probably the most important aspect of our work." Rob Hitchings, Creative Hands Workshop United Kingdom.

"...Lastly, the vision and dedication of women are key. They have worked enthusiastically for long hours. They decided they would organise themselves and work together effectively. Meeting participation is high, even though some women must walk five hours to attend. Perhaps most importantly, they have now seen and learned how their own local resources can be

used and multiplied. The women of Kibwezi are discovering that they can create a new future for themselves and their children. They are excited and proud to be a national demonstration of hope for the rural women of Kenya." Kibweze Women's Groups, Kenya.

"An important factor of this serious crisis we are currently facing is that it begins with a systematic pillage of rural areas, whereby rural areas lose the economic surplus of their work which is appropriated by other sectors or classes. This blocks campesinos in building up capital or in gaining adequate resources for an increase in rural productivity and for their survival. The people who caused this crisis are not the campesinos and they are not going to get the campesinos out of it. Rather the campesinos themselves through their organisations will contribute to this nation by finding the resolution to the problems which besiege them." Dr.



Rodrigo Madellin Erdmann, the Committee for the Promotion of Rural Development Research (COPIDER)

"I have been learning from the farmers here. Unless you are in that situation where the farmer is, you forcibly cannot come off with solutions for them because the farmer has unique problems that you may not realise living in the city... We decided that we are going down to the village, live among them, like peasants, and work with them." Gururaj Prasad, AIRD, India.

"I started to go where the squatter people were living. After I talked to the people it was quite obvious that even though they had health problems, they didn't think it important, because they are living in a situation where other things determine what is important. They said they should have jobs and food and education for their children. So the first thing they wanted was a preschool... Soon we were dealing with hygiene and immunisation and malnutrition." Dr. K. Yusuf, Malaysia.

"The land is God's gift not just for the present, but also for future generations. The land is living and provides life for all creatures. If abused that life will soon end. There are many farmers who continually expand all at the expense of our young who would like to get a chance to farm. Somehow this greed will have to stop." Cyril H. Venner, USA.

"We emphasise the internal generation of resources, use of local resources. Of course, at some point, when the local people have acquired a certain maturity they go to borrow from other banks, but even when they have reached this stage we always emphasise the value



of doing this for the sake of strengthening their own resources. So they don't fall into this problem of dependency on outside institutions.
Sarilikas Project, Philippines.

"Our teams go to meet the people in the squatter community and get the people together; the people who are interested in doing something whether in health or other related areas. They may meet once a month or week after week. There is a lot of sharing and interchange. And they are very smart. They design the programme and run it. We may have a health service delivery role, but actually our primary role is development of the people and sharing with them."
Community worker for Kwun Tong
Community Health Project, Hong Kong.

"During the rainy season when the villages are cut off from the hospital centre, the village workers are supported by a 'Canoe Clinic' bringing doctors and para-medics to each location with essential medical kits. This unique system is one of the ways that the project has been able to expand their services without relying on much outside support.
India's New Group for Raichur 5 Integrated Development.

"The bamboo housing project is a well-coordinated completely locally initiated effort to solve a social housing problem and not allow village activities to be ignored. The project relies on local contributions of money and skills, community workdays, and the formation of the entire village into guilds to manage business, agriculture, and other activities...Not only has a sense of accomplishment raised community spirit but benefits have been perceived in several areas, village income has increased, the village's appearance has improved, many people have been trained in job skills

and they have attracted, notice in the region."
Sari Bamboo Housing Project, Indonesia.

"As a direct result of our many workshops, public presentations on solar and community education efforts, our county has been stimulated to utilise solar and wind alternatives. Today we can document that 15% of our county's households are fitted with do-it-yourself solar and wind devices. This has assisted our residents to maintain a level of economic stability in a locale where there is only a 90 day growing season and climate conditions require heating eight months of the year."
Peoples Alternative Energy Association
San Luis Valley, USA.

"We are using dairy as an instrument of social

change. Everybody's milk is to be put into one container, so the casteism is dissolved. People from different castes are standing in the same line, so the caste barriers are being broken. The same milk is sold first in the village if anyone wants to buy."
Anabad Dairy Coop, India.

"People believe that change is not possible, that they will live in misery forever. Communication needs to change this mental picture so that they can begin creating their own destiny out of new images of themselves. We use the village street theatre in the villages. We sing about our progress and a new life. This is the most effective way of informing people about health and agriculture. We call it the people's media."
TS Stephens.

HOW EFFECTIVE DEVELOPMENT TAKES PLACE

At the central international event of the IERD, delegates discerned key aspects of effective rural development.

1. **COMMUNITIES NEED A CATALYST.** Development can be initiated or stimulated by a person or event within a community, or from an outside influence. Often, pilot projects act as a demonstration of new approaches.
2. **COMMUNITIES NEED FULL PARTICIPATION.** Development is a process that must involve the local people from the outset if programmes are to be relevant and acceptable. Full participation is the only way motivation and commitment can be built. Thus it is the key to sustainable development.
3. **COMMUNITIES NEED A FLEXIBLE PLAN.** Development is an evolving process. Guidelines and plans can be built, but there are no set patterns or blueprints. Each community is unique. Development must start from where the people are. It is a process that involves change, not a set of fixed goals.
4. **COMMUNITIES NEED TO DEAL WITH ALL THE ISSUES.** It is impossible to focus on a single issue or a small set of people without having to deal with the whole of a community's life. For example, to deal seriously with health, it soon leads to education, nutrition, agriculture, income and so on.

PROMOTING WOMEN'S ADVANCEMENT AND STATUS

While women make up more than half of the world's population, they work two-thirds of the hours, receive one-tenth of the world's income, and own less than one per cent of the world's property. They have often been forbidden to speak or to participate in the making of decisions which directly affect their well-being and that of their families and communities. Illiteracy and limited educational opportunities in developing countries inhibit women's advancement. In developed countries, although women's voices are increasingly being heard, there is still great under-representation in most areas.

The social and economic factors which have contributed to women's status are complex and do not lend themselves to simple or even common approaches in every situation. The primary achievement of the last decade has been a new consciousness of the issues and challenges involved in women's advancement. The promise of the next decade is that this new awareness will lead to more action to engage the creativity and sensitivity of women in facing the planet's crisis.

The Institute has made a major commitment to women's advancement. Forty-four per cent of the Institute's staff are women who are actively engaged in all aspects of our work and who have assumed an equal leadership position in our organisation. Key to our work is acknowledging women's total capacity as individuals, as a part of families and as workers and participants in their communities' development. We assist women in their self-help efforts and offer training in leadership skills. We also organise events to bring women together from various local, regional and national organisations. These events provide a time to meet others and exchange ideas and to see local activities within the framework of larger plans.

IMPROVING THE STATUS OF WOMEN

In the United States, the Institute has been involved in many public forums and events that highlight the achievements of women. There is a strong sense that attitudes toward the role of women must continue to change. One important approach of developing these new attitudes is through public discussions that share women's experience and success in overcoming discrimination and declaring their vital role in society.

The following are a few examples of the Institute's involvement.

"Celebrating a Decade of Achievement" was the theme of a 'Women in Development' Conference held in Denver, Colorado. 80 women from 30 organisations including the Institute recalled events and achievements of the last decade and cited anticipations for the next decade. The conference included women from Kenya, Tanzania, China, Nepal, Native Americans and others from the United States.

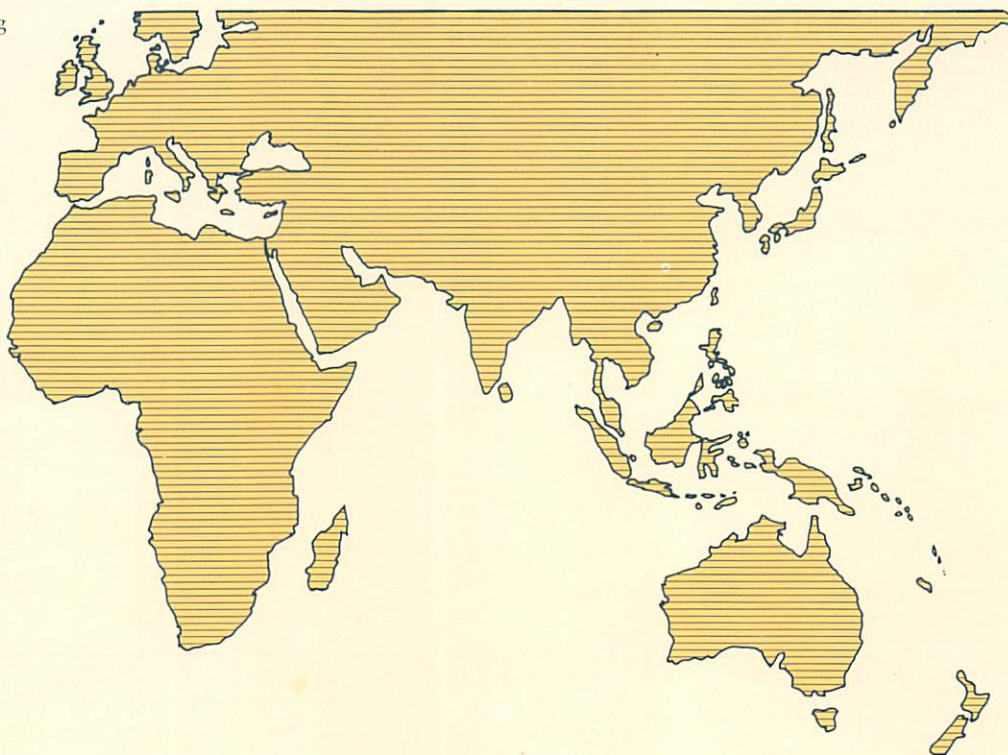
WOMEN'S ADVANCEMENT AND TRAINING

During this past year the Institute has intensified women's advancement and training programmes.



Peru

- Training of women as health caretakers includes a 12 week series followed by 2 weeks of full time experience in a public clinic.
- An advanced health caretakers school involves 60 women who now serve as instructors in their own communities and health schools.
- A Women's Industry Centre facility in Capilla de Asia serves as a training and demonstration centre for the whole area.



Jamaica

- A commercial bakery is run by women.
- A leader of the Women's Movement in Woburn Lawn received recognition as the most involved citizen by a member of Parliament.
- American women volunteers have worked with the Woburn Lawn Women's Movement on activating the Health Outpost through a Rotary Club project.

Philippines

- Women from three village clusters of the Multiple Community Cluster in the Mahayag municipality were trained and employed in a new local sewing industry.
- Regular health clinics, baby weighing and health training programmes have been developed with the assistance of medical practitioners in the area.



The Institute and the Dennison University's Women's Studies Programme co-sponsored a one-day programme "Women and Development: Grassroots to Global" in Cincinnati, Ohio. Fifty people heard a panel presentation and named key approaches in development.

Fifty-four agencies were present at "New York Women and Development: Sharing Approaches That Work" symposium. This was co-sponsored by the National Congress of Neighbourhood Women, UNICEF, World Health Organisation, the U.N. Fund for Population Activities along with the Institute.

A Conference to Explore the Progress of Women, 1975-1985, in Kansas was organised by the Women's Bureau of the US Department of Labor, Kansas City Region and was co-sponsored by the Institute along with other women's organisations.

A montage for women's advancement.



A WOMAN'S PROFILE

The leadership of Maliwada, India, is assisting many neighbouring villages in the development process. One of the leaders is Shantabai Sathe, a woman 45 years of age who lived most of her life in isolation as an untouchable harijan. Now she is one of the most respected leaders of the community and elected as the deputy leader of the village council. Shantabai, like most harijan women, was circumscribed to a life of demanding labour. At the start of the project, the village could not conceive of a harijan woman being a community leader. During the beginning of the Maliwada project when the village was attempting to build its leadership team, Shantabai's name was not even mentioned. But Shantabai had been watching the activities of the project with deep interest and was impacted by the possibility of roles she could play in the community. When the question of "who is going to start and operate the sewing classes for women" was raised, Shantabai came forward to take charge.

Her announcement caused a revolution in the community against such a move. But her determination and the Institute's method of enabling community decision making won the battle. Shantabai became the first woman to be trained in sewing and to teach the upper caste and the harijan women alike. Out of her consistent care, the village now has a women's cooperative which runs several successful businesses and is the key structure for the welfare of the women and children in the community. Shantabai was a woman who remained illiterate for 38 years, but now leads community planning workshops, manages women's cooperative businesses and accepts invitations to speak in rural development seminars and forums on women's advancement.

THE DECADE FOR WOMEN AND BEYOND

Eight thousand women assembled in July 1985 in Kenya's capital, Nairobi for the 1985 United Nations World Conference. The conference concludes a decade of activity. Devoted to three goals—equality, development and peace—the Decade for Women was ambitious and broad in scope.

Many women have felt a need to participate in the culmination of the U.N. Decade for Women. A network of women affiliated with the Institute of Cultural Affairs created an opportunity for women to share in the Nairobi conference without leaving home. They sought to find a way to share experiences of a broad cross-section of women. To do this, they developed the "Survey Project." The surveys asked women to describe their experience of changes in the past decade and their hopes for the future.

The surveys were gathered and sent to an international group of women assembled at the Wingspread Conference Centre in Racine, Wisconsin, U.S.A. The purpose of this group was to discuss the findings and experiences from the survey. A report of the survey's findings was included in a document that was presented to the delegates at the Nairobi conference. The survey report recommended programmes that would enhance women's self-confidence and opportunities for economic independence.



BUILDING BRIDGES IN A DIVIDED WORLD

KENYA – The National Volunteer Service Corps

The National Volunteer Corps in Kenya provides young Kenyan men and women an opportunity to be trained in village development work and then to use this training to assist villages in their development. They have the chance to work with tribal groups other than their own, thus acquiring a new appreciation for the varied cultural traditions of their nation.

INDIA – Human Development Associations

In India, Human Development Associations, organised by the Institute link clusters of villages with concerned people from nearby towns and cities. The villages benefit from the expertise and skills of the urban people. These people are able to make a real contribution to alleviating the poverty and suffering in the villages of their region.

USA – Heart of the matter

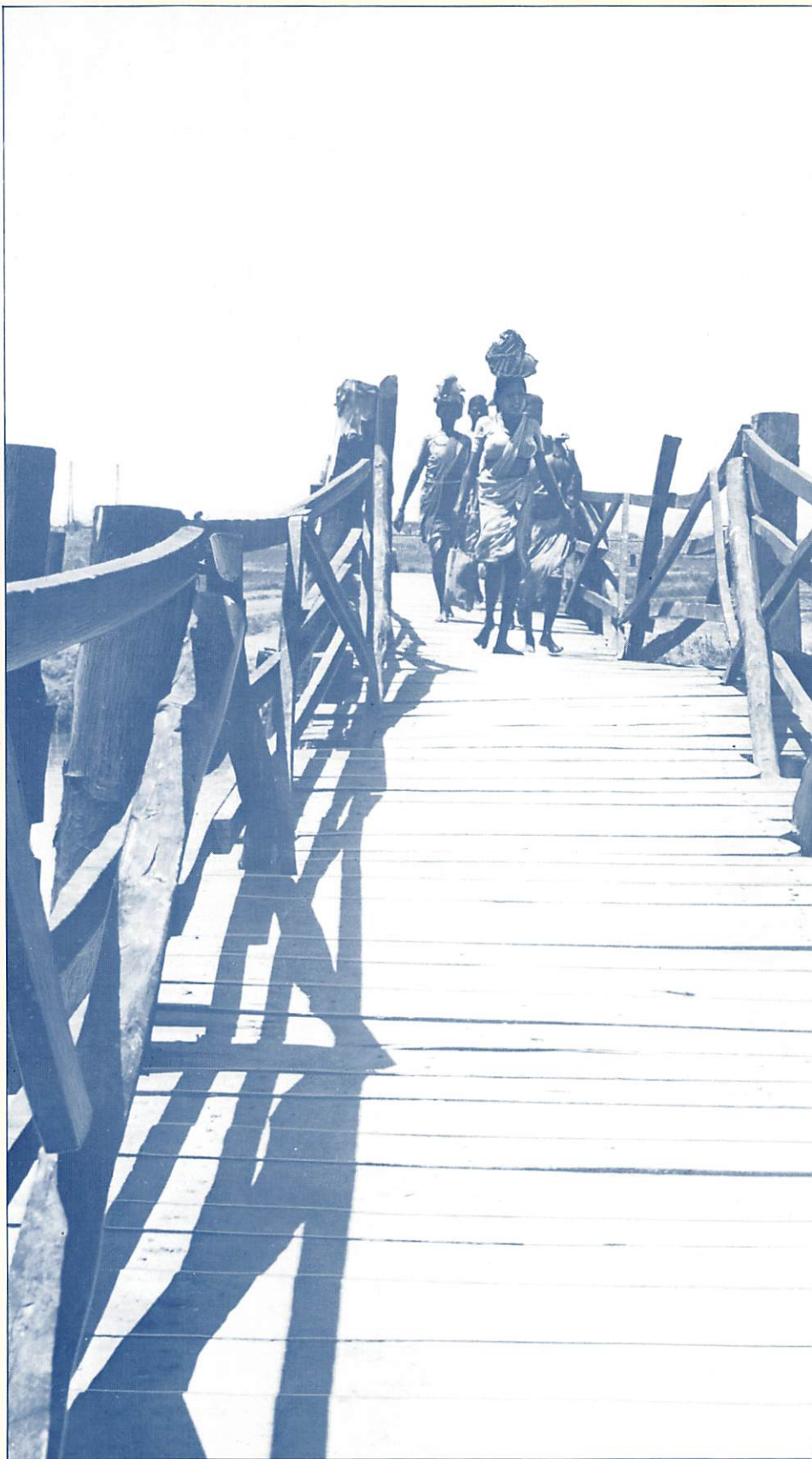
The Heart of the Matter, partially funded by USAID, is an Institute programme designed to promote awareness of global interrelatedness and issues at the heart of development. This programme has been initiated in South Texas, as a pilot training series.

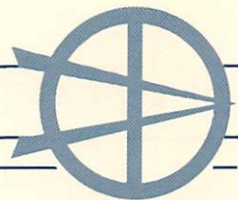
JAPAN – International Youth Year

As part of the Institute's programme in Japan for the "International Youth Year," the Institute is sponsoring a series of international work groups for Japanese youth in the Institute's village development projects in the Philippines, India and Kenya.

KENYA – Work Camps

A group of forty students, doctors and dentists from De Pauw University, Greencastle, Indiana, U.S.A. spent three weeks in the Kilifi District of Kenya. Group leader John Kaemmer said, "Everyone in the group came hoping they could help with health work and the building of a training centre, but we feel we have given so little compared to the amount we have learned."





VOLUNTEER SERVICE PROGRAMME

The Institute's Volunteer Service Programme, (VSP), UK, Germany, Netherlands and US, involves people requesting service opportunities in a wide variety of settings, in rural and urban, developed and developing situations. With 800

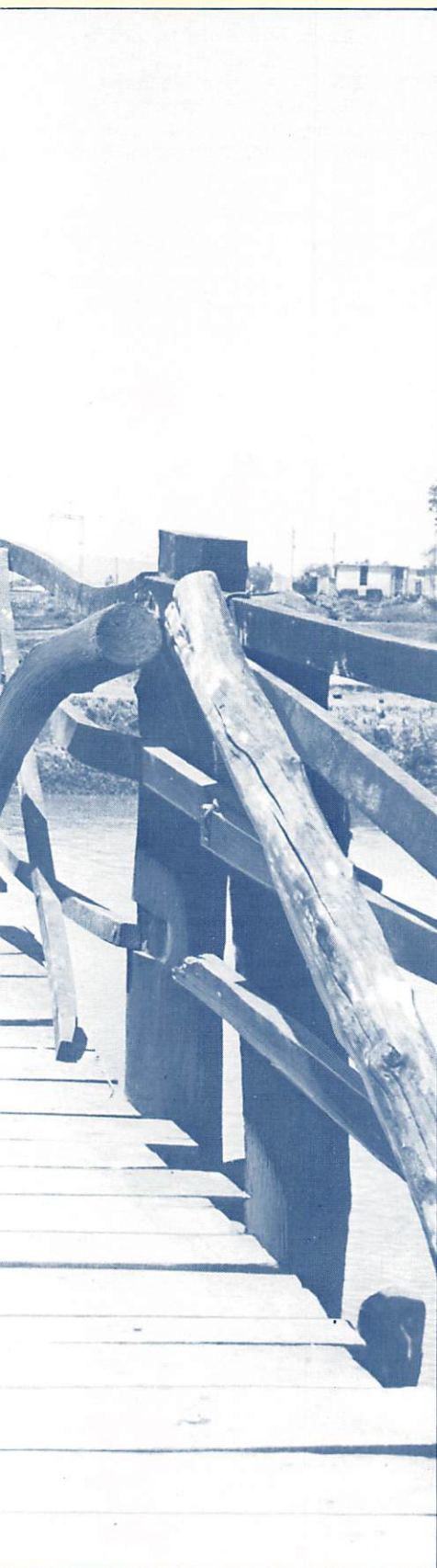


An international volunteer from Britain is one of 150 volunteers placed in Institute projects world-wide.

enquiries this past year, the VSP has grown in both the number of volunteers placed and the countries being served.

Volunteers are placed in programmes and projects of the Institute for a minimum of 9 months. They become members of a team, together with qualified staff from that country. The volunteers live and work in the village setting. They join in efforts with the permanent staff to provide support to villagers as they initiate new schemes such as community industries and farm irrigation, women's health education and pre-school projects. Some of the activities of the volunteers in support of such village efforts include translation, report writing, public relations, fund-raising and financial accounting. From time to time, particular projects require particular skills such as designing development education programmes, teaching basic skills for adults, or updating a world-wide information service on rural development.

The benefits of the Volunteer Service Programme are not only to the locations they serve, but also to the volunteers themselves and to their home country when they return. Volunteers bring freshness and energy to the projects. Direct awareness of the cultural situation of the world's poor gained during their service shape the ways in which volunteers have become active in community volunteer work and development education programmes.

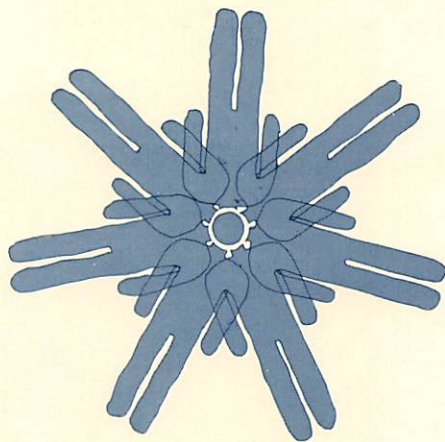


OUR PLANET IN NEED OF CARE-TAKERS

The world is waking up to the crisis of our planet. The spacecraft pictures of a beautiful and fragile globe fill us with awe, but we are only beginning to formulate the real questions that relate to how our earth can sustain all life over the long term. We have obviously acquired great power over our environment, and yet we have seen the danger uncontrolled "progress" poses to our future. In the midst of this period of unprecedented and rapid change, we are beginning to recognise that we all have the responsibility of being care-takers for the earth.

This challenge to become authentic care-takers presents us with one of the great adventures of our time. As we look around our world today, we see that many are living out of a new ethic of planetary responsibility. Many people today share the vision that steps taken to meet needs at the local level can in fact affect global change in a positive manner. For example, over 12,000 international non-governmental organisations and countless local citizen's groups are responding to particular concerns, and represent a network of practical care that presents us with a very hopeful sign.

We, the associates, affiliates and volunteers of the Institute of Cultural Affairs, see ourselves as one of these groups. We share this hope and vision of a planet where we all are partners in care for the future. We seek in our programmes to enable others to recognise and respond to the real opportunity we all have to creatively shape the future. We work to provide people with practical ways to renew their communities and transform their organisations in response to this challenge to be care-takers.



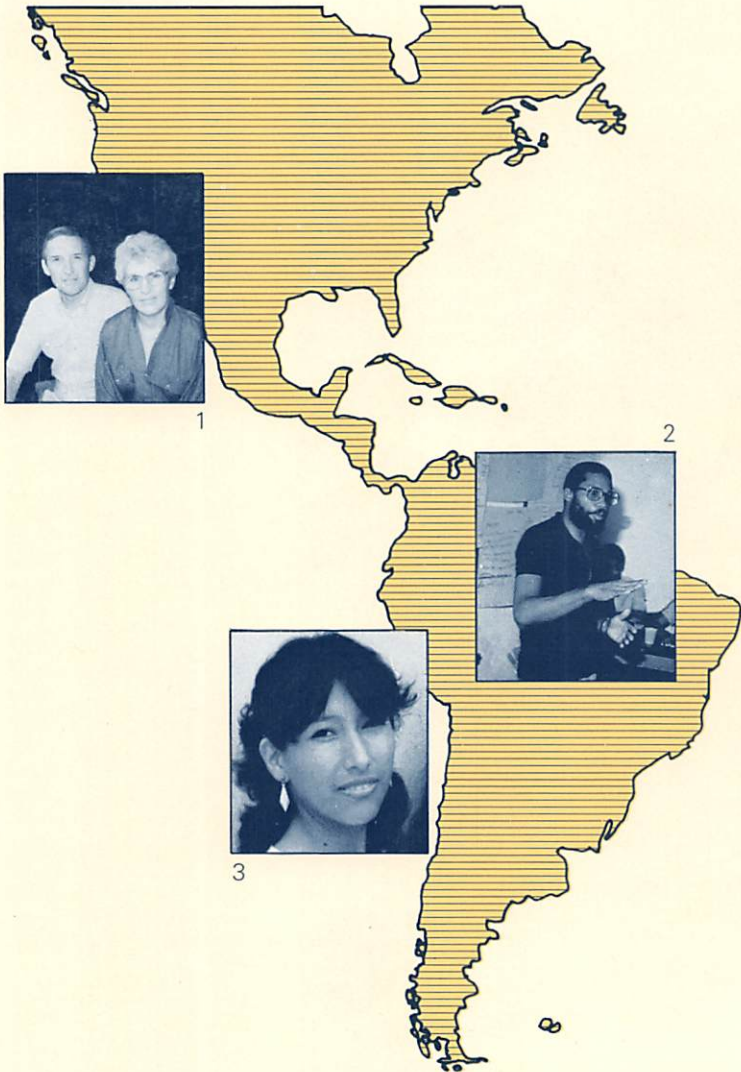
From the video "The Global Brain" by Peter Russell.

UNITED STATES 1

Priscilla and Rod Wilson. As volunteers with the Institute since 1962, Rod serves on the U.S. National Steering Committee of the International Exposition of Rural Development, while Priscilla was active in selection of projects to attend the IERD.

VENEZUELA 2

Jacoba Pacheco. Jacoba grew up in the villages near Cano Negro where the Institute began working in 1976. For several years he has been involved full time with the Institute in training village leaders in approaches to self-help development.





PERU

Gloria Santos. Gloria comes from a small agricultural village North of Azpitia. She has received training in primary health care and now teaches in the Human Development Training School. She also organises regional symposia on rural development across Peru.

UNITED KINGDOM

Lady Peggy Lindsay. Peggy has been associated with the Institute internationally. She is chairman of the U.K. Steering Committee for the IERD and is instrumental in coordinating the Institute's involvement in women's advancement and the U.N. Decade for Women.

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PORTUGAL

Celia Martins. Celia has been with the Institute for a year in Mezio, Portugal. She coordinates and designs curriculum for the 11-village children's programme.

KENYA

Sam Were. Sam has been a leader of the New Village Movement in Kenya for eight years. Currently, he is project administrator of the Kabiro Health Clinic.

INDIA

Laxmi and Manu Battacharya. Manu and Laxmi have served with the Institute in India since 1972. Manu has been the Dean of 14 Human Development Training Schools. Laxmi has organised Women's Advancement Programmes across Maharashtra State.

5

HONG KONG

Terry and Grace Pongasi. For five years Terry and Grace were leaders in the Institute's village development programmes in the Philippines. In 1984, they were relocated to Hong Kong where Grace manages the Institute's Asian accounts and Terry is a researcher in the Institute's Futures Think Tank.

6

TONGA

Fetu'u and Falekakala Tupou. Recently married, Fetu'u and Falekakala have been with the ICA since 1982. Fetu'u is a teacher and is active in the Pacific Training Schools. Falekakala is consulting with the national women's network in Tonga.

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AN EVOLVING STORY

The story of the Institute still waits to be written. Any attempt to spell out its thirty-three year history in such a short space will obviously leave many gaps unfilled. However, the following synopsis of events and activities helps paint a picture of the evolution of the Institute and some of its major turning points.

1952 is the year that marks the Institute's beginning. In that year, the Christian Faith and Life Community was formed in Austin, Texas, USA. This group of faculty and students at the University of Texas decided to experiment with a life-style of research and study, the focus of which was the creation of a curriculum of social and religious studies. These studies were initially designed to awaken the university community, and later the church, to the fundamental issues people faced in their lives. Many of the early Institute staff were deeply affected by the devastating experiences of World War Two and saw themselves as part of the ecumenical movement that was emerging in society around the world.

In 1954, a resolution of the World Council of Churches to begin a lay training centre in North America, similar to experimental communities in Europe, led to the formation of the Institute of Ecumenical Studies, in Evanston, Illinois.

Eight years later, a group of the community in Austin was invited to become the staff of the Evanston Centre, later to be known as the Ecumenical Institute.

The sixties was a time of expansion for the Institute, initially in North America and later around the world. The move to Chicago heralded two significant developments. Living in a black ghetto neighbourhood, the Institute staff began working with local residents in the Fifth City Community Project. After surviving the destruction of the 1968 race riots in Chicago, this project eventually became a prototype for citizen participation in community renewal, not only in the United States but around the world.

At the same time, the experiment in being a corporate, disciplined community continued and led to the understanding that we were an ecumenical, family order. Training programmes in religious and cultural studies proliferated. In 1967, 14,000 people participated in Institute programmes and in 1969 the first International Training Institute was held in Singapore.

As the work of the Ecumenical Institute expanded much beyond the confines of the Church, there was a need to adapt our organisation accordingly. 1973 saw the formation of the Institute of Cultural Affairs as a distinct yet



In the 1960's, the Institute began working with local residents in the Fifth City Community project. This project later became a prototype for citizen participation in community renewal.

related organisation to the Ecumenical Institute. Its purpose was to further the application of methods of human development to communities and organisations. Human development projects, based on the learnings of the Fifth City project,

THE ICA SYMBOL

From the SONG OF A MAN WHO HAS
COME THROUGH

Not I, not I, but the wind that blows through me!
A fine wind is blowing the new direction of time.
If only I let it bear me, carry me, if only it carry me!
If only I am sensitive, subtle, oh, delicate, a winged gift!
If only, most lovely of all, I yield myself and am borrowed
By the fine, fine wind that takes its course through the
chaos of the world
Like a fine, an exquisite chisel, a wedge-blade inserted;
If only I am keen and hard like the sheer tip of a wedge
Driven by invisible blows.
The rock will split, we shall come at the wonder, we shall
find the Hesperides.

D. H. LAWRENCE





sprung up in many countries. In the Indian State of Maharashtra, a scheme to replicate the success of the pilot project, Maliwada, marked the beginning of a multi-community approach to development, which was later expanded and refined in a number of other countries. Town

In the 1970's, the Institute focused much on its work in human development projects with dispossessed communities around the globe.



meetings were held in thousands of communities in many parts of the world, ranging from small rural villages to crowded urban neighbourhoods. The LENS (Leadership Effectiveness and New Strategies) seminar was developed as a planning method for various audiences in the public, private and voluntary sectors.

The most recent years have seen the Institute responding to world-wide recognition of the need for local human development. Sharing the Institute's learnings and those of others working in this field has become increasingly important. The International Exposition of Rural Development, a three-year programme in exchanging successful rural development approaches, was one example of this. The setting up of human development resource centres in Canada, India, Hong Kong and Belgium has been another.

The sponsoring of participatory research programmes, such as "The Planetary Connections" conference in Chicago and "Summer '85" in Brussels, has provided occasions where we have been able to work side by side with a variety of people from different backgrounds and perspectives to create common training and development programmes for the future. At the same time, we have come to see our own life as a community to be a living laboratory for testing

out new patterns of individual, family and community life appropriate to the demands of our emerging global society.

In the 1980's, the Institute is responding to the need for exchanging successful development approaches, especially from the grassroots level.



SOMETHING ABOUT OUR STAFF

WHO WE ARE.

The Institute's staff come from many different countries. Our members represent most of the world's major religions. We bring the wisdom of a variety of cultural perspectives. We represent a wide spectrum of educational levels and individual skills. Diversity is the hallmark of the staff. What binds us together is the understanding that we live in one world and we share commitment to human development.

HOW WE LIVE.

The seven hundred full-time members of the Institute live and work in 65 houses around the world. People of all ages, individuals and families, covenant together in a simple and conserving life-style dedicated to serving the world. We share in decisions and responsibility for our work and encourage a diversity of perspectives. In each location our staff work closely with volunteers and colleagues who give their time and resources to carry out Institute programmes.

HOW WE SUPPORT OURSELVES.

One of the foundations of the Institute's work is the decision of the staff to serve as full-time volunteers. We operate as an income pooling group. Whenever possible, our staff assume

responsibility for their own support. The means to accomplish this have evolved over the years. They include regular work ranging from factory jobs to highly paid professions. In some locations, staff have organised business ventures and consultancies with other organisations.

A NEW DIRECTION FOR US.

We are engaged in practical research concerning the future forms of society. Using our own community life as a laboratory enables us to explore new forms of human community and the new consciousness that mark these times.

LAUNCHING BUSINESS VENTURES

One way the staff of the Institute have found to support themselves is through developing business ventures. These small businesses provide a variety of services. Staff operated businesses exist in Bombay, Hong Kong, Sydney,

Los Angeles, Chicago, New York, Houston, Toronto and Brussels.

One of these businesses was formed in Brussels in 1982, called Service Ventures. It provides advice to business in the field of information systems. It is concerned with the analysis, design, implementation and documentation of these systems and their impact on the total human environment of the company.

Service Venture consultants serve companies who are installing and expanding information processing equipment. It provides documentation of software systems so they can be easily understood and operated. Service Ventures also handles production services such as managing mailing lists and marketing surveys. It assists in publication of directories and books as well as provides technical writing in selected social fields. Service Ventures also offers training programmes to help bridge the gap between information technology and the ordinary user.

There is a small core of Institute staff who manage each of these ventures with a larger number of staff helping in the business on a short term basis. Income from these businesses is shared and helps cover the basic living expenses of many of the Institute staff.

FINANCIAL HIGHLIGHTS

AN INTERNATIONAL PICTURE

Funds raised world-wide in 1984 totalled US\$10,875,000. The diagrams below illustrate the diverse sources of income. Individual contributors continue to be the major source of financial support.

A unique feature of the Institute is the self-supporting nature of its staff. The seven hundred full-time staff donated their time valued at \$7,350,000 with no charge to the Institute. In addition, an incalculable amount of time and service has been donated by many volunteer associates. All of this has enabled the Institute to maintain a low cash budget in light of the scope of its programme activity world-wide.

Separate audits are prepared for each registered Institute of Cultural Affairs in each country where the Institute works according to national policies and procedures. Audits are available upon request.

INTERNATIONAL FINANCIAL PICTURE (US \$)

| | | | |
|-----------------------------|---------------------|---------------------------------|---------------------|
| TOTAL INCOME | \$10,875,000 | TOTAL EXPENSES | \$11,525,000 |
| Cash Income | \$3,275,000 | Cash Expenses | \$3,925,000 |
| Donations made In Kind | \$250,000 | In Kind Materials | \$250,000 |
| Contributions of Staff Time | \$7,350,000 | Value of contributed Staff Time | \$7,350,000 |

BREAKDOWN OF TOTAL CASH INCOME

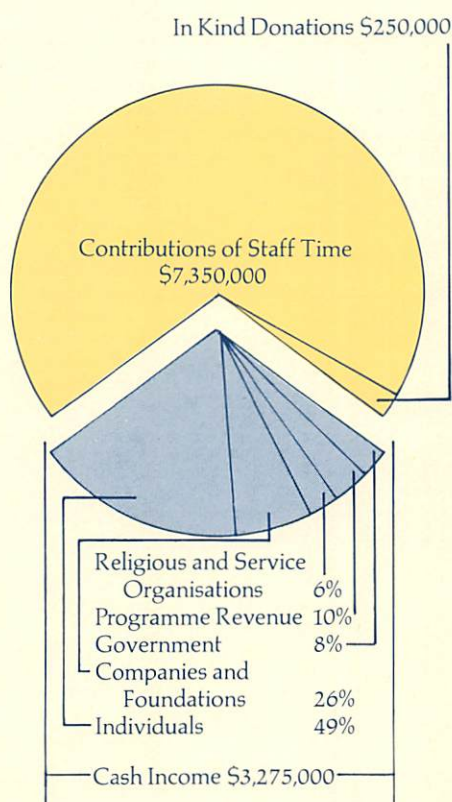
| | |
|-------------------------------------|-----|
| Religious and Service Organisations | 6% |
| Programme Revenue | 10% |
| Government | 8% |
| Companies and Foundations | 26% |
| Individuals | 49% |

BREAKDOWN OF TOTAL CASH EXPENSES

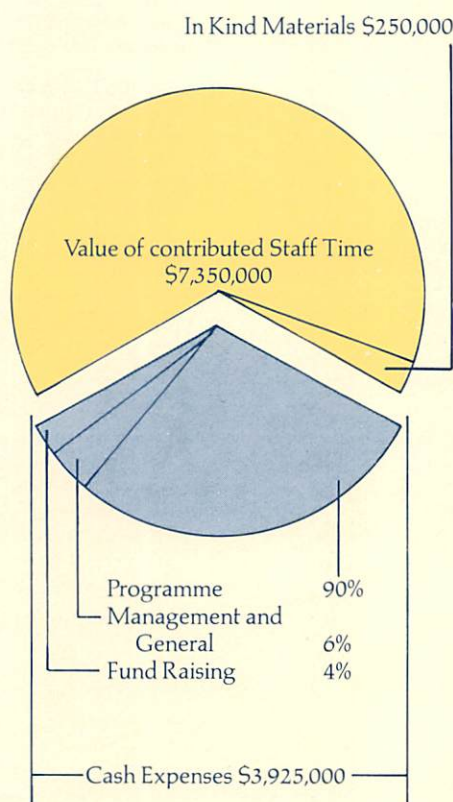
| | |
|------------------------|-----|
| Programme | 90% |
| Management and General | 6% |
| Fund Raising | 4% |

BREAKDOWN OF TOTAL CASH INCOME AND EXPENSES

INCOME



EXPENSES



FINANCES



The Institute of Cultural Affairs International is a charitable organisation, founded in 1977 to coordinate the activities of the various national member Institutes of Cultural Affairs. It is registered as an International Association in Brussels, Belgium. The major programme of the Institute of Cultural Affairs International during the year ending 31 December 1984 was the International Exposition of Rural Development and its financial activity is reflected in the following statements.

Audited by Marcel Asselberghs (Member Firm of Arthur Andersen & Co., S.C. Geneve) and covered by audit opinion dated June 11, 1985.

STATEMENT OF INCOME AND EXPENDITURE

FOR THE YEAR ENDED DECEMBER 31, 1984 (US \$)

INCOME

| | |
|---------------|----------------|
| Delegate fees | 613,225 |
| Other income | 2,717 |
| | <u>615,942</u> |

EXPENDITURE (Schedule 1 and Note 2):

| | | |
|--|---------------|----------------|
| International Participation Network – | | |
| a. National delegation formation | 14,056 | |
| b. Information and resources preparation | 24,712 | |
| c. Organization framework coordination | <u>12,679</u> | 51,447 |
| Central International Event – | | |
| a. Delhi programme advances | 251,139 | |
| b. Logistics and support services | 42,794 | |
| c. Resources materials production | <u>11,235</u> | 305,168 |
| Dissemination of Programme Results – | | |
| a. IERD publications series | 35,683 | |
| b. Visual media presentations | 30,868 | |
| c. Practitioners follow up seminars | <u>4,323</u> | 70,874 |
| Administration and Coordination | | 20,777 |
| Uncollectable delegate fees | | <u>42,964</u> |
| | | <u>491,230</u> |
| EXCESS OF INCOME OVER EXPENDITURE | | <u>124,712</u> |

STATEMENT OF ASSETS, LIABILITIES AND

ACCUMULATED DEFICIT

ASSETS

| | |
|--------------------------|----------------|
| Bank and cash balances | 17,272 |
| Accounts receivable | <u>5,570</u> |
| Current assets | 22,842 |
| Fixed assets – | |
| Cost | 8,600 |
| Accumulated depreciation | <u>(5,730)</u> |
| | <u>2,870</u> |
| | <u>25,712</u> |

LIABILITIES AND ACCUMULATED DEFICIT

| | |
|---|----------------|
| Amounts due to national member Institutes | 20,870 |
| Accounts payable and accruals | <u>6,400</u> |
| Current liabilities | <u>27,270</u> |
| Accumulated deficit – | |
| Deficit, beginning of the year | (126,270) |
| Excess of income over expenditure | <u>124,712</u> |
| Deficit, end of the year | <u>(1,558)</u> |
| | <u>25,712</u> |

AN INVITATION TO PARTICIPATE

Whether in a Calcutta slum, a drought-stricken African village or a small Canadian prairie town, the task is fundamentally the same. The Institute's programmes are as varied as the concerns of the people it serves. But within the multitude of programmes the Institute is undertaking around the world, there is single common thread – THE DESIRE TO RELEASE THE CREATIVITY OF PEOPLE THAT ALLOWS THEM TO HELP SHAPE THEIR OWN DESTINY.

Over thirty years of working in human development activities have produced some significant results and taught us a great deal. The successes have not been without their failures. Both have led us to where we now stand. As we move ahead, we are keen to join hands with other organisations and individuals who share common concerns about the future of the planet. Bold approaches and long term commitment are needed. We invite you to participate with us in helping shape a common future as global citizens.

HOW YOU CAN PARTICIPATE

- You can volunteer for national and international Institute programmes.
- You can spend some time living with us in one of our houses so as to understand more fully our approaches.
- You can make a financial contribution, either to specific programmes or to the general support of the Institute.
- You can encourage your local service club, church or other group to involve themselves in an Institute project.
- You can work on a part-time basis with your local Institute centre.
- You can write to us about the need for particular Institute programmes.
- You can involve your school, college or university to support an Institute project.
- You can join in Institute training and research programmes.
- You can share this report with your colleagues, friends or relatives.

WHAT OTHERS SAY

The ICA staff are extremely helpful. But they are not "out front" telling local folks what to do. They are servants of the community in the best sense, and are working themselves out of their job.
Mrs. Barbara Bailey, Mayor of Indianahoma, Oklahoma

I think it is admirable the way the ICA has mobilized populations of villages to solve their own problems. This is real democracy and real participation – and must be a guideline for both government and businesses.

Professor Jan Tinbergen, Nobel Prize Winner

We have the most essential ingredients for rural development – the people and the land. The local people are in the best position to define both the problems and the solutions. The ICA has very helpful methods for helping them do just that.

His Excellency Nalumino Mundia, Prime Minister of Zambia

I was an old man waiting for death. Then the village was reborn. Now I greet each day as a young lion.

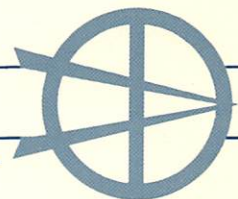
Chokhababa Sathe, Village Elder, Maliwada, India

The possibility of lateral exchange of what works here and elsewhere..., that's why I became excited and involved with your work.

Tarzie Vittachi, Deputy Executive Director of UNICEF

The scale of the problem is enormous and no fast fix or quick answer is at hand. But the ICA's approach is exactly the approach that is needed to get the resources of the globe focused and directed to the right places.

Dr. Robert F. Goheen, President Emeritus, Princeton University, and Former U.S. Ambassador to India



HOW DO WE RAISE OUR MONEY?

Our methods of fund-raising vary from place to place and time to time. In some countries, private individuals form the basis of our support. In others, it comes from funding agencies, companies and foundations. In still more, it is from religious bodies and service organisations.

Three examples of how we fund our work around the world are described here.

THE NORTH AMERICAN ANNUAL APPEAL

Each year a major source of the Institute's income comes through the North American Annual Appeal. In Canada and the United States the Annual Appeal begins the programme year. It is a concerted effort to seek support on behalf of the Institute's work in human development across the globe. In September 1984, over one hundred staff and volunteers personally contacted individual supporters. The result of this effort was \$1,000,000 in contributions from several thousand individuals. This approach has helped increase the number of first time donors by 1,056. Contributions from individuals have helped provide financial flexibility for the Institute.

ROTARY CLUB PARTNERSHIPS

Many Rotary Clubs around the world continue to support the work of the Institute. An example of Rotary's help is the Bombay Central Rotary Club in India. Over the past several years they have sponsored programmes in the village of Chikhale, where the Institute works. This Rotary Club has helped Chikhale villagers with the opening of a dispensary, conducting eye camps, building a children's playground and installing a water filtration plant. It was able to secure a 2-year 3-H grant from Rotary International for leadership development, vocational training, and preschool education. This partnership has allowed the Institute to expand its work in the 10 villages surrounding

Chikhale. The Rotary grant has provided half of the money needed for the project and is matched by monies raised by the Institute from other sources.

VILLAGE VOLUNTEERS: A NEW SPONSORSHIP SCHEME

Five hundred indigenous village volunteers are currently working in two thousand villages world-wide in programmes undertaken by the Institute. These village people are trained by the Institute to become the motivational backbone of many of its rural development efforts.

The Institute of Cultural Affairs in Britain is launching a sponsorship scheme to allow more village volunteers in Africa to bring about self-help programmes.

The scheme is designed to link people with village volunteers. The sponsors provide "seed money," a small, sufficient base of reliable and regular support to a village volunteer in a developing country. The sponsor receives regular reports describing the volunteer's work and the long term results.

This sponsorship is not a handout creating dependence on outside assistance, but is an investment in the future, encouraging initiative and self-reliance. The scheme hopes to initially involve one thousand sponsors.



A LETTER FROM BEN KINGSLEY

Dear Friend,

Three years ago I was privileged to spend six months in India. It will remain the most memorable experience of my working life.

Embodying and releasing the human spirit was in many ways Gandhi's life's work and dream for the future. When I was filming in India, I was impressed by the undaunted spirit of the local people.

The effort of the Institute of Cultural Affairs to foster such spirit – and stimulate self-sustaining development initiatives – deserves support. I ask you to join me and thousands of

others in helping the Institute to share approaches that work.



Ben Kingsley.

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