

SHANTUMBU HUMAN DEVELOPMENT PROJECT

The Ecumenical Institute: Lusaka
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I. THE ECUMENICAL INSTITUTE

The Ecumenical Institute is an intra-global, church-related group concerned with the human element in world development. It is composed as a federation of locally autonomous national organisations and functions as a not-for-profit charitable organisation. It originated in 1954 in response to a resolution at the Second Assembly of the World Council of Churches. One of The Ecumenical Institute's principal programme divisions is the Institute of Cultural Affairs, which is concerned primarily with community development. The staff of The Ecumenical Institute is made up of a broad representation of professions, occupations and denominations. It serves on a volunteer basis providing small living allowances by maintaining a portion of its personnel in ordinary employment, or by obtaining special grants earmarked for staff support. Each staff location is thus self-supported and financially independent, deriving no financial or material benefit from Institute programmes.

In Zambia, The Ecumenical Institute: Lusaka is led by a Board of three Trustees:

Mr. W. K. Sikalumbi	Chairman
Rev. Father John Mkawe	Vice Chairman
Rev. D. K. Simfukwe	Secretary/Treasurer

and has seven officers who are Zambian graduates of The Ecumenical Institute programmes. The Institute began its service to the nation in 1975 when fifteen Zambian Churchmen traveled to Nairobi to attend a three-week Church leadership programme called the International Training Institute (ITI). Following this, these churchmen and leaders of the denominations in Zambia suggested that the Nairobi-based staff of The Ecumenical Institute make its programmes available in Zambia. Numerous short-term courses and a three-week ITI programme with eighty-five participants were held. This effort had the support of Church leaders such as Archbishop Emmanuel Milingo of the Roman Catholic Church; Rev. D. Musunsa, General Secretary of the United Church of Zambia; Mr. W. K. Sikalumbi, General Secretary of the African Methodist Episcopal (A.M.E.) Church; and Bishop F. Mataka of the Anglican Church. In response to requests for continued seminars, and for a practical demonstration of the Institute's methods of development applied in a village, it was decided to form The Ecumenical Institute

in Zambia. Papers for a non-profit, charitable organisation were filed with the Ministry of Lands and Natural Resources in October, 1976. The current staff of the Institute in Zambia includes four Zambian families and four consultant families from outside Zambia. (See Appendix 1)

II. THE ECUMENICAL INSTITUTE PROGRAMMES

The programmes of The Ecumenical Institute can be summarised under the categories of Research, Training and Demonstration.

Research Every Institute programme is both a product of former research and a research laboratory for further programmes. Thus the emphasis is upon practical research, methods and structures proven in actual field experience. With the addition of effective methods discovered by government and private organisations, the Institute pools its experience and makes the results of research available to training and demonstration projects around the world.

Training Among the training programmes of the Institute are:

A. The International Training Institute (ITI) is a three-week course dealing with the practical issues of local church work in the midst of our changing times. It is designed to equip local leaders, both lay and clergy, with practical methods and to increase the effectiveness of their participation in the goals of National Development.

B. The Parish Leadership Colloquy (PLC) is a three-day course designed for local church leaders. This seminar takes the basic issues of the Christian faith and discusses them in the context of the 20th century. Workshop sessions, using methods of problem-solving and corporate planning, build practical plans of action for the local churches and parishes.

C. Living Effectively in the New Society (LENS) is an innovative forty-four hour seminar in planning methods for management and leadership in organisations concerned with operational effectiveness. Through uniquely designed think-tanks, LENS demonstrates the processes of tactical planning, corporate decision-making and methods of motivity necessary for effective achievement.

D. Town Meeting is a one-day construct that enables local residents to participate in the planning and development of their own communities.

In addition to the four programmes listed above, special programmes in educational methods and planning consultations are available for local churches, schools, communities and companies.

Demonstration The Demonstration programmes of the Institute take the form of Human Development Projects. Human development begins with local man. It is a demonstration of what any community can do for itself, using the basic methods of planning, corporateness and motivity. There are twenty-four demonstration communities in twenty nations across the globe, showing how human development is possible in any location (See Appendix 2 and 3). In these projects, local leaders are working in co-operation with public and private institutions. The programmes are initiated by the community residents in a week-long consultation held in the community. The residents build a practical plan for their community with the help of experts in fields such as health, education, architecture, construction, farming, business and industry. After the consultations, the Institute provides national and international staff who live and work in the community for two years.

III. THE HUMAN DEVELOPMENT PROJECTS

In the broad, the aim of a Human Development Project would be stated as rapid socio-economic change that enables social self-reliance, community self-confidence and economic self-sustenance. Crucial to this is the involvement of all the people in the community and the tackling of all the problems at once. The key to the success and lasting effect of any Human Development Project lies in building the underlying structure and releasing the community spirit in a way that fosters co-operation and sustains the community's decision to take responsibility for development. In Zambia, the philosophy of Humanism and its presence in the structures of the nation provide an excellent environment for such a project. The Human Development Project attempts to bring form to Humanism on the village level through practical methods that allow local man to effectively and totally engage in the task of nation building.

The Institute has discerned fifteen objectives for a Human Development Project. Five of these are in the arena of local economics, five in the local social structures and five in local community confidence. The five local economic development objectives toward self-sustenance are:

1. full community employment, through upgrading village agriculture, industry and home industry;
2. expanded local commercial services, through development of marketing and distribution systems via co-operatives and local economic development corporations;
3. redesigned local economic systems, through increasing income levels, aiming to triple the gross village income in two years;
4. intensified co-operative agriculture, through harnessing water resources, corporate farming projects, use of hybrid seeds and intermediate technology methods applied to agriculture;
5. promotion of appropriate small industry, through a threefold push which includes expansion of cottage industries such as chair-making, a processing industry of agriculture produce such as maize-meal, and an ancillary industry in which a local product is produced for guaranteed industrial markets.

The five local social development objectives, toward self-reliance are:

1. an upgraded nutritional level for the children and adults to obtain the physical vitality needed;
2. the institution of fundamental health care structures with an emphasis on preventative medicine;
3. the initiation of community care or organisational structures under village leadership, to facilitate self-reliance after the consultant staff leaves;
4. family development, with an emphasis on child care, domestic science and decreased infant mortality;
5. functional education, including literacy in local languages and English, and basic mathematical and other essential skills.

The five local community spirit objectives, toward self-confidence are:

1. the local community identity reconstructed through methods of recovering community heritage;
2. the local symbols recaptured through community celebrations, songs, stories, plays and community clean-ups;
3. the reconstruction of the local living environment, including the regrouping of the village people with an emphasis on low-cost housing; this can be achieved through use of local materials and labour, paving of

4. the development of disciplined corporate action through structures of community organisation which allow the citizenry to work as one people;
5. the releasing of individual creativity and initiative as enabled by the development of disciplined, corporate action.

A Human Development Project begins with a week-long planning consultation in the project location. Village residents, men and women, young and old, work from dawn to dusk with experts from various fields to form a plan for that community. This ensures that the local people themselves are involved from the beginning in the planning and actuation of the Project. The consultation proceeds through five steps. It begins with workshops, home visits and teamwork that uncover the people's hopes and dreams for their community and pulls this together into a practical vision for the future. On the second day, the underlying blocks that are preventing that vision from becoming reality are discerned and organised. Next, practical proposals are created that state the plans of action the community can do to deal with the blocks. Fourthly, the tactics or concrete activities necessary for actually doing the proposals are delineated. Finally, these are organised into actuating programmes that the community can do. Following this consultation, the staff lives and works in the community for two years. Their role is catalytic, enabling the local people themselves to activate and lead the project.

IV. THE SHANTUMBU HUMAN DEVELOPMENT PROJECT

Shantumbu Village ("Place of New Birth") is located approximately 16 kilometers south of Lusaka. It is made up of nine registered villages. The population, primarily Soli and Lenji tribes, numbers approximately 1,840. The area is bordered by a forest reserve, a sandy ridge and a large European-owned farm. The Shantumbu Human Development Project Consultation was held in Shantumbu from 28 November to 4 December, 1976. A total of 123 people attended, 90 Shantumbu residents and 33 consultants. Eighteen of the consultants were from Zambia and 15 from Australia, Kenya, Belgium, India, Singapore and the United States. Representation from all 9 villages was assigned by the village headmen. During the consult, the villagers worked 14 hours a day and many then walked an hour to reach their homes. The results of the Human Development Consultation are documented in the Consultation Summary Statement produced in the week after the consult and are summarised in the five attached charts (See Appendix 4).

Sixteen actuating programmes for the Shantumbu Human Development Project came from the Consultation. The programmes are divided into three basic arenas.

Seven of the programmes are related to the development of social self-reliance in Shantumbu. The intent of these programmes is to develop the physical and social structures necessary for building a sense of community. The programmes in the area of Community Education include an early learning centre, a programme of supplemental education for school-age children and specific training programmes for adults. In the area of Community Vitality, programmes are included to provide the essential utilities and services, a community-based health programme, a public facilities programme and a village work corps.

The second major programme division has to do with the physical regrouping and reconstruction of Shantumbu, including the building of a model village complex and the initiation of the community farming programme.

The third group of programmes are related to the economic self-sufficiency of the village. The programmes dealing with the expansion of village agriculture include a market crops enterprise, a livestock programme, an irrigation system and a management co-operative. The programmes aimed at expanding village commerce include the small business association, the co-operative trading company and the small industries programmes.

It should be emphasised that all of the programmes will be initiated by the local citizens using what is available in the community. For example, the Teachers Training Programme will recruit and train village men and women to be teachers in the pre-school or in the secondary school preparatory programme for grade seven leavers. All programmes will develop in accord with guidelines set down by the Party.

Following the Consult the local people began to put into practice the work of the Consult. A group of twenty men went around the nine villages conducting a door-to-door survey which, when compiled, listed the 1,843 residents and vital statistics required by the Ministry of Health. The farmers secured the services of a tractor and prepared seventy acres of land for planting. Dam sites were chosen by the community, test holes were dug and surveying completed. The use of heavy equipment has been offered for building the dams. A new water pump was donated and installed. The residents proposed that health services in the village be expanded. Representatives of the Ministry of Health, contacted at the Chilonje Clinic,

volunteered to send a nurse once a week to the area if transport were provided. The Maternal Child Health Specialist showed great interest in the initiative of four young men who volunteered to receive training in paramedic care, and was very concerned to co-operate with the Project. A basic first-aid programme was planned for the village. Eight adults met for several weeks for intensive training in pre-school teaching. The morning pre-school will be conducted by volunteer community teachers with over seventy children planning to attend. The teachers found the Ward Development Committee most receptive to their presentation and request for registration. The local villagers took the initiative to learn about the Government and Party structures and services available.

V. THE LOCAL VILLAGE CO-OPERATIVE

Village development requires a structure which will enable the community to implement and continue its own development. The following is an attempt to describe a local structure that will enable a local villager to authentically and seriously participate in the decision-making process that determines his destiny in accordance with national aspirations. This plan has been derived from experience gained from co-operative movements in countries such as Zambia and India, and from the Institute's own Human Development Projects around the world.

The effectiveness of a "Comprehensive and Integrative Community Co-operative" (see Page 7A) requires that the whole community is a part of it and that it deal with all dimensions of community life. At the top of the chart is the Community Assembly. Every adult or family is a member of the Co-operative and the Assembly. It is at these assemblies that consensus is built, policy formed and decisions made. The Assembly meets once a month or once a quarter. Next are the two Commissions. The Commissions are made up of representatives from the related Guilds and are responsible for watching over the implementation of the programmes. They have a co-ordinating function, in seeing that the policy decided by the Community Assembly is carried out by the Guilds. The Social Commission watches over the vitality, the educational life, the engagement, and the development of leadership in the community. Three Guilds or community action groups of community residents are responsible for the implementation of these social programmes in the community. One Guild deals with health, the second with education, the third with family development or welfare. The Economic Commission watches over production, marketing, purchasing,

AN ORGANIZATIONAL CHART OF A COMPREHENSIVE AND INTEGRATIVE COMMUNITY CO-OPERATIVE toward socio-economic development on the local level

(CONSENSUS-BUILDING) **COMMUNITY ASSEMBLY** (DECISION-MAKING)

SOCIAL DEVELOPMENT HUMAN DEVELOPMENT ECONOMIC DEVELOPMENT

SELF-RELIANCE SELF-CONFIDENCE SELF-SUSTENANCE

SOCIAL COMMISSION

FITNESS- AWARENEMENT- ENGAGEMENT- PROGRESS
LEADERSHIP
HUMAN SOCIALITY

COMMUNITY SECRETARIAT

CO-ORDINATION
VILLAGE DESIGN & RELATIONS
HUMAN ENVIRONMENT

ECONOMIC COMMISSION

PRODUCTN- MIXING- FINANCE- PROCUREMENT
ARRANGEMENT
HUMAN EXISTENCE

HEALTH GUILD 1

SANITATION
NUTRITION
IMMUNIZATION

EDUCATION GUILD 2

EARLY
TOTAL
SPECIAL

WELFARE GUILD 3

FAMILY
YOUTH
ELDERES

AGRICULTURE GUILD 4

FOOD- GROWING
MONEY CROPS
AGRO- BUSINESS

COMMERCE GUILD 5

MERCANDISING
MARKETING
SAVINGS & LBNAN

INDUSTRY GUILD 6

COTTAGE
PROCESSING
ANCILLARY

BUILDING COMMUNITY IDENTITY: ENLIVENING SYMBOL SYSTEMS: DEVELOPING CORP. STYLE

STAKE ONE COMMUNITY CARE	STAKE TWO COMMUNITY CARE	STAKE THREE COMMUNITY CARE	STAKE FOUR COMMUNITY CARE	STAKE FIVE COMMUNITY CARE
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financial activities such as loans and savings, and overall management of business in the community. It works at this through three Guilds: agriculture, commerce and industry. Alongside these Commissions and Guilds is a system of family care through five neighborhood areas called "Stakes." The people in each stake area work together to make the benefits of the project programmes available to all the people and to keep the Assembly informed as to the current needs and condition of all the residents. For instance, in one project, nutrition of the children is checked by weighing every child once a week at Stake meeting. These stakes report directly to the Secretariat, which represents the Assembly between its meetings co-ordinating the work of Stakes and Commissions. This entire structure provides a tensional dynamic so that no one body becomes the ruling power within the community. The Commissions report to the total community as well as to the Secretariat.

In Shantumbu a co-operative will be set up along the lines of the co-operative described above. It will be a legally registered body established under Zambian co-operative law in consultation with Government and Party officials and other functioning co-operatives. This co-operative will be the structure which will responsibly manage all of the finances of the Project. The new businesses formed will be owned by the co-operative. The co-operative will become the channeling agent for obtaining loans to the villagers. It will secure loan funds from private and public sources for programmes involving new industry, agricultural development, housing, etc. The co-operative will be responsible for the retirement of these loans. For example, the Kawangware Project in Kenya negotiated an 11-year, low-interest loan from Barclay's International Development Fund for its farming project. This was loaned to the Co-operative, which in turn lent it to the individual families. The Co-operative is responsible for collecting the payments from the families and making the annual payments to the Bank. Experience in other projects confirms that local man is financially responsible when given a manageable interest rate and a local structure of accountability. The corporate responsibility structured by the co-operative means that all the villagers are finally responsible for outstanding loans. A point system similar to the one in the Bhata Co-operative, will enable the fiscal worth of labour to be computed. Local villagers will be trained in bookkeeping and financial management. A volunteer advisory board consisting of experienced businessmen will meet on a regular basis to assist the villagers in the management of the co-operative.

VI. THE PROJECT FUNDING

The programmes of the Institute are funded through donations from organisations such as the church and its affiliated institutions, the business community--both international and national--, public and private foundations, government departments and agencies, service groups and concerned individuals. Such contributions take the form of either cash grants or loans, gifts of materials, goods, and equipment, or expertise offered to a particular programme arena.

The estimated budget for the Shantumbu Human Development Project was drawn up during the consultation. It is an attempt to put a monetary value on all the input that would be channeled into the village including cash contributions, loans, in-kind gifts and services, labour, and government services and programmes already available to such a village. It is phased over four years with 93% of the total projected input occurring in the first two years. The details of the budget will be revised quarterly once the Project begins operation. It should be noted that the budget for a demonstration village is considerably higher than would be necessary in subsequent replication villages because of the wide range of programmes initiated for the sake of demonstrating different crops, industries, etc. to new project villages.

The funds for the Project will be raised within the following four basic categories:

Direct Grants Grants from philanthropic funds maintained by various organisations will be secured through the efforts of the Institute staff. Within Zambia, over forty companies have already made cash contributions to the cost of the Consultation (See Appendix 5). Various service groups such as Rotary, Lions and Roundtable have expressed interest in donating funds at the time of the Projects initiation. The global fund-raising staff of the Institute is assisting in contacting sources outside of Zambia. At present the Oblate Fathers in Rome and the Misereor Foundation, a German Roman Catholic funding group, have been approached for assistance to the Shantumbu Human Development Project. Archbishop Milingo is in contact with Misereor on the Project's behalf.

Goods and Services In-Kind Donations of goods and services greatly diminish the actual cash cost of the Project. For example, a Lusaka businessman has volunteered his expertise to the Project in teaching a basic business and bookkeeping course in the village. Several companies have offered books and magazines for the library. Triplejay has offered a generator. A minibus has been promised at 50% reduction. Two sewing machines have been requested from Singer Sewing Machine Company. Anglo-American has contributed a tractor and several other companies and farmers have offered the use of tractors and implements free of charge. Earth moving equipment and drivers have been offered from three Lusaka companies. Experience elsewhere has demonstrated that such a programme of donations will cut the cash outlay by one-half.

Loans For programmes such as new industries and agriculture, low-interest, long-term loans will be obtained. These could come from both commercial banking institutions and government financing agencies. The loans would be assumed by the village co-operative as described in section V of this brief. This makes the village as a whole responsible for the loans and makes the servicing of the loans by the lender simple and less costly.

Government The Government is not being requested to budget special grants for the Shantumbu Human Development Project. However, a number of Ministries have stressed that the Project should feel free to take advantage of all their regular village programmes and services. In order to see that inputs available from the Government are secured and put to maximum use, the Project will work in close co-operation with the Village Productivity Committee, the Headmen, the Ward and District structures, and the various Ministries. In this way the Project can serve as a vehicle for the Government and Party to demonstrate the value of its programmes to villages across the nation.

All cash donations, both from Zambia and overseas, will be deposited in the account established in the names of the Trustees of the Institute. The funds will then be deposited in the Co-operative account established by the Project. Both the Institute and the Co-operative accounts will be audited annually by an outside auditing firm. Neither the staff of the Institute nor any individual, group or business from outside of Shantumbu will hold property or profit from the Project. No funds will be repatriated.

VII. THE PROJECT BENEFITS

The Shantumbu Human Development Project will be of value not only to the villagers, but to the nation as a whole. In the village it will expand and intensify production-- agricultural and industrial. It will enlarge and upgrade the active labour force. It will relieve the migration from the village to Lusaka. It will raise the educational level of the citizens, young and old. It will help overcome the hunger and malnutrition in the village. It will improve the overall health of the masses. It will create new, effective delivery systems for goods, funds and services. It will engage all the people of Shantumbu directly and significantly in the building of their village and nation. In sum, it will improve the quality of life in the humanist sense of discipline, co-operation, mutuality and self-reliance. This will make Shantumbu a social demonstration for the sake of all the villages of Zambia.

The demonstration function of the Project is many-sided. First, villagers from the Province and indeed the nation will visit Shantumbu to see what can be accomplished by local people. Secondly, Shantumbu will serve as a laboratory where methods will be refined for use elsewhere in the nation. Thirdly, Shantumbu will serve as a training centre where villagers can be trained in the methods for local socio-economic development. If the Government sees fit, a systematic replication plan could be initiated once Shantumbu is fulfilling its demonstration function. Such a plan is now in operation in the State of Maharashtra in India. The Government of Maharashtra, upon seeing the results of the Maliwada Human Development Project, invited the Institute to initiate a systematic replication programme, where a village in each of the twenty-five districts is being launched this year. By 1979, a total of two-hundred fifty (250) villages will be involved in the replication process. A training school being run by Institute staff in Maharashtra will train 5,000 Indian men and women in the methods of human development in order to staff the projects. Such a replication scheme could be effectively adapted to serve the nation-building process in Zambia, so that even the most remote village in the nation would have the possibility of benefiting from the experience of the Shantumbu Project.

APPENDIX 1

CONSULTANT STAFF: THE HUMAN DEVELOPMENT PROJECT

The volunteer staff of The Ecumenical Institute come from a variety of denominational and professional backgrounds. It is a mix of Clergy, Religious and Laymen. These men and women are trained not only in their particular professions, but all have received special training in the methods of activating Human Development Projects. Here a special emphasis is placed on training in Planning and Problem-Solving, Community Organisation, Community Motivation, Imaginal Education and Leadership Prowess. In any Human Development Project, the staff is composed of approximately a 50/50 mixture of national and international consultants. In Lusaka, the staff is presently composed of six consultants from Zambia and eight from other nations. During the course of the Project, other staff may be added to work on special projects as needed. Teams of consultants with expertise in a particular area such as community health, agriculture, local industry or business visit all Human Development Projects on a regular rhythm providing training and experience for local community leadership of the project programmes. The present volunteer staff are:

Jones Sinyangwe: Ministry of Finance, Computer Systems Analyst with University degree in Computer Sciences and training in Nairobi and Budapest in Systems Design and Data Base Management Systems - first most promising young Zambian Scientist in 1970; Ordained deacon in the A.M.E. Church, has been responsible for seminars in practical methodologies for parish development. Human Development Project, Director.

Rev. Edward S. Farrar: Teacher and Programme Development at Githunguri School in Kenya; Community development work as Director of Urban Ministry, Community Research Consultant and Local Church Advisor for Community Renewal in Chicago. Teacher of Cultural and Education Studies through The Ecumenical Institute. Human Development Project, Consultant Director.

Sharon Farrar: Pre-school experience as Director of the Silver Street Pre-School and Curriculum and Teacher Training Co-ordinator to 5th City Pre-school in the USA. Thirteen years in education, has taught at Githunguri School, Kenya, Deerfield Elementary School, Chicago, Catholic Girls School, Nairobi, and International School, Lusaka. Human Development Project Consultant to Educational Programming.

Appendix 1

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Rev. Wesley R. Lachman: Minister 5 years for local congregations. Consultant for 10 years in local community development, including development of funds, programme administration and the training of local citizens in methods of Church and community renewal. Human Development Project Consultant to Programme Training and Administration.

Sharon Lachman: Faculty member with The Ecumenical Institute's Global Training Academy and Assistant Director of Development and Funding in Chicago. Other work includes Programme Co-ordinator of Continuing Education at the University of Texas and Consultant with Management and Professional Resources, Inc., San Antonio, Texas. Human Development Project Consultant for Project Support.

Gilbert Lupiya: Libala Secondary School. Member of the Roman Catholic Church and Leader of Garden Christ Community Sections for Parish Development. Cadet Fire Officer in the Department of Civil Aviation. Advanced First Aid Certificate and Trainer with experience. Accounts Assistant at Zambia National Tourist Bureau. Human Development Project Consultant to Business Programming.

Victor Manchishi: Graduate of Mumbwa Secondary School. Experience developing youth leadership and field sports for youth. Roman Catholic Church member. NAMBOARD Sales Clerk. Human Development Project Consultant to the Development of Local Industry.

Rodah Manchishi: Graduate of Mary Moffat School, Mufulira Secondary School. Church choir member and leader of Youth Programme. Director of Homecraft Centre, Mufulira. Human Development Project Consultant to Homecrafts and Youth Programming.

Richard McCabe: Farm Manager four years with Commercial Farming Operation in the cornbelt of the USA, specialising in hog and poultry farm management, corn and soyabean production. Teacher of Adult Education Programmes and for six years worked with The Ecumenical Institute in Community Development. Human Development Project Consultant to Agricultural Programming.

Joanne McCabe: Teacher for 10 years in secondary schools in English and as Director of Urban Learning Centre in the USA. Librarian with post-graduate study. Teacher at the International School, Lusaka. Accountant in Finance and Office Management, The Ecumenical Institute. Experience in Business Office Management. Human Development Project Consultant to Retail Business Programming.

Appendix 1

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Mary Muchimba: Graduate of Form II at Kamwala Secondary School. Teacher 14 years in Southern and Lusaka Provinces. Member of the United Church of Zambia and Finance Committee Member. Leader of Girls Brigade. Instructor of team sports. Human Development Project Consultant to Early Education (part-time).

Mervin Ramage: Civil Engineer 26 years in the Construction Industry in Australia and New Zealand. Site Superintendent of large-scale construction projects. Experienced in Intermediate Technology and Solar Energy. With The Ecumenical Institute has worked 3 years as a Resident Consultant to Construction at Oombulguri Human Development Project for Aboriginal people in Australia.

Betty Ramage: Registered Nurse working in hospitals and with District Agencies in Australia for 24 years. Resident Consultant to the Oombulguri Human Development Project in Australia as Community Health Trainer for 3 years.

Grace Sinyangwe: Graduate of Mporokoso Secondary School, Form III. Leader of Young Farmers. Typing Certificate from Pittman's Examination, London. Secretarial work at Mpulungu Harbour. A.M.E. Church member. Human Development Project Consultant to Education: Business Skills Training.

APPENDIX 2

HUMAN DEVELOPMENT PROJECTS

Majuro	Marshall Islands
Oyubari	Japan
Oombulgurri	Australia
Kwangyung Il	Korea
Sudtonggan	Philippines
Nan Ping	Taiwan
Nam Wai	Hong Kong
Kelapa Dua	Indonesia
Sungei Lui	Malaysia
Maliwada	India
Kawangware	Kenya
Ijede	Nigeria
El Bayad	Egypt
Kreutzberg Ost	Germany
Termine	Italy
Isle of Dogs	United Kingdom
Cano Negro	Venezuela
Ivy City	United States
Lorne de L'acadie	Canada
Delta Pace	United States
City Five	United States
Inyan Wakagapi	United States
St. Ambroise	Canada

D. D. Sathe, I.C.S.



Chief Secretary

General Administration Department,
Sachivalaya, Bombay-400032.

Date: 17th November 1975.

The Institute of Cultural Affairs India is an international organisation which undertakes socio-economic development programmes in rural areas. Branch of this organisation in India with the approval of the State Government has taken up one very backward village (Maliwada) near Aurangabad for planning and initiating a Human Development Project. The State Government is supporting this effort which basically will be an effort of co-operation between the experts and staff of the organisation and the local people of the village.

The State Government heartily endorses this effort which can gather greater momentum if it receives encouragement from philanthropic bodies, industrialists, businessmen and individuals.

(~~D. D. Sathe~~)

Chief Secretary to the Government of Maharashtra.

From: John Branagan, KSG, JP, FRSA
Vice-Chairman, Public Services Committee

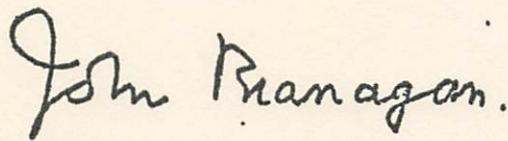
ROOM 182
THE COUNTY HALL
LONDON SE1 7PB

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The ICA is a not-for-profit group of people committed to comprehensive community development at the local level and the Isle of Dogs is one of twelve projects that have now been launched across the world. They include three in the Far East: Kwangyung Il, a village in South Korea, Sudtonggan in the Philippines, and Kelapa Dua in Indonesia. Other Commonwealth countries where they are working include Australia, India, Zambia and Kenya. Each project is initiated by a week-long Consultation between local people and outside consultants who are skilled in various social and economic areas. The result is a document outlining the comprehensive and practical plan for developing the particular local community. The plan is implemented by the local residents and a small resident staff of ICA consultants in cooperation with the established authorities.

In conclusion may I say that what impresses me most about the ICA is the spirit that animates its members. I would describe them as modern apostles. For them the brotherhood of man is not an abstract philosophy but a motivation for action. Whatever they touch seems to come to life. Their basic aim is a simple one to help others to help themselves for God's sake. May I strongly commend for your attention a consultation which is due to take place in Fuk Wah Tsuen at the beginning of February next year. This project will exemplify what the movement sets out to achieve.

Yours sincerely,



John P. Branagan, K.S.G., J.P., G. L. C., F.R.S.A., F.R. Econ. Soc., L.M.R.S.H.

OPERATING VISION CHART

ICA Consultants Plate 1

A - toward MEETING PHYSICAL NEEDS basic infrastructure		B - toward INCREASING FARM PRODUCTION foundational sustenance				C - toward PROMOTING VILLAGE CO-OPERATION social structures			
ECONOMIC NECESSITIES	LIVING CONDITIONS	COMMERCIAL FARMING	LAND DEVELOPMENT	FARMING TECHNIQUES	TRAINING CENTRES	COMMUNITY FORMS			
Improving VILLAGE ROADS Inter-village System Central Poles Produce Exchange Selling Goods Distribution Point Commandly Stores Small Business New Butchery Grinding Mills Farming Loans Business Credit Personal Borrowing Savings Bank Budget Hours Durables Merchids Improved Conditions Insect Proof	building HEALTH CLINIC Medical Services Nutrition Training Emergency Treatment Local Availability Near by Sources Bore Holes Safe Storage Pipe System Road Lighting Public Facilities Air-village Extension Home Electricity Commercial Buses Luggage Beds Cario Vehicles Inter-village Travel Public Phone Central Access Inter-village Messages Important Announcements	rearing CATTLE HEHD Froughing Oxen Milk Cows Meat Supply Poultry Farms Pig Facilities Dam Fish Fruit Orchards Seeds Access More Fertilizers Farm Credit Produce Marketing expanding FARMING INDUSTRY founding FARM CO OP	devving IRRIGATION SYSTEM Dam Network Water Pumps Field Irrigation Land Clearance Fenced Grazing Extension Scheme increasing CULTIVATED LAND Community Cultivation	maintaining EQUIPMENT POOL Farm Equipment Farming Tools Learning Scheme Mechanic Skills Veterinary Services Agricultural Stations Young Farmers Club Nambood Depots Training Centre Expert Advice Up-to-date Knowledge Farming Methods ensuring INCREASED PRODUCTIVITY Agricultural Stations Young Farmers Club Nambood Depots Training Centre Expert Advice Up-to-date Knowledge Farming Methods introducing AGRICULTURAL TRAINING	forming VILLAGE PRE SCHOOL Primary Preparation Play Area Early Education All Villagers Incentiv Cataloomb Basic Literacy Rural Labor Total Population Local Facilities Functional Education Valid Certification Learning Clubs English Literacy Evening Classes Skills Upgrading Activities Centre Job Training Carpentry Shop Village Handicrafts Dining Experience forming TRADES SCHOOL organizing TRADES SCHOOL	enabling COMMUNITY PLAN Village Participation Reconstructed Village Secure Housing Economic Development Community Meetings Total Representation Group Celebration Church Centre Security System Police Station Court House Regular Communications Sports Area Entertainment Facilities Youth Centre Common Structures Household Training Nutrition Information Sewing Lecturs Health Education instituting LOCAL SECURITY structuring LOCAL SECURITY arranging RECREATIONAL ACTIVITIES founding WOMEN'S ASSOCIATION founding WOMEN'S ASSOCIATION			
creating BETTER HOUSING	connecting COMMUNICATION SERVICES	founding FARM CO OP	increasing CULTIVATED LAND	introducing AGRICULTURAL TRAINING	organizing TRADES SCHOOL	founding WOMEN'S ASSOCIATION			

UNDERLYING CONTRADICTIONS CHART

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Plate 2

I	II	III	IV	V	VI	VII	VIII	IX	X
PARTIAL PROVISION OF VILLAGE FACILITIES	REDUCED SCOPE OF VILLAGE IMAGES	UNDIRECTED APPLICATION OF FUNCTIONAL SKILLS	INCOMPLETE IMPLEMENTATION OF COMMUNITY DECISIONS	DISJOINTED PREPARATION OF VILLAGE LEADERSHIP	UNUTILISED METHODS OF AGRICULTURAL TECHNOLOGY	BLOCKED CHANNELS OF CAPITAL FLOW	INDIVIDUALISED DEVELOPMENT OF COMMERCIAL PRACTICES	UNDEVELOPED MECHANISMS FOR SERVICES DISTRIBUTION	LIMITED RESOURCES FOR PHYSICAL VITALITY
Incomplete construction plan	Family plot loyalties	Unsanitary well care	Technology access reduced	Inappropriate leadership	Unexplored outside resources	Local loans unavailable	Stores buy retail	Population increases dangers	Impure drinking water
Slow field ploughing	Reduced women's roles	Unlocated water supply	Unannounced clinic schedules	Unformed leadership skills	Inadequate local transport	Limited store inventories	Minimal farmer capital	Distance co-operation	Water drilling impractical
Unfenced grazing land	Prevailing government reliance	Inadequate business training	Incomplete construction plans	Village projects unsupported	Unknown government assistance	Low business capital	Goods sold individually	Undeveloped community services	Limited protein intake
Inadequate cattle security	Inconsistent veterinary service	Undeveloped trade skills	Policing needs unmet	Poor depopulation administration	Outside expert dependence	High poultry investment	Low margin	Limited veterinary access	Required foods unavailable
Poor village roads	Fruit trees unfeasible	Inexperienced brick layers	Distance deters construction	Mismanaged external polity	Incorrect fertilizer usage	Expensive milk cows	Lengthy container transportation	Distant health services	
Impassable wet roads	Community vision indistinct	Few bricklayers	Slow village communication	Unarticulated education plans	Poor breeding stock	Costly road materials	Limited farming technology	Unreliable mobile clinic	
Partially maintained roads	Collapsed community identity	Poor building materials	Unproposed clinic stoppage	Misappropriated education funds	Wildspread cattle parasites	Prohibitive cement costs	Unsafe commercial road	Inaccessible emergency care	
Unprovided health services	Fragmented community values	Unknown home remedies	Limited rural education	Little economic leadership	Unanalyzed tree soil	Exorbitant electricity fees	Scarce earning opportunities		
Defunct dam sites	Inhibiting family traditions	Non-technical orchard growing	Untrained community organizers	Unstated financial risk	Continuous soil depletion				
Unreliable water sources	Unacknowledged adult illiteracy	Difficult cattle management	Secondary schooling unplanned	Low community income	Restrictive cash basis				
Limited ploughing time	Insufficient school materials	Unprofitable poultry raising	Inrequent village discussion	Immediate daily sustenance	Inadequate planning knowledge				
Undeveloped fish potential	Low community productivity	Outdated agricultural methods	Irregular community co-operation	Outdated literacy methods	Uncertain job security				
Shallow ploughing capability	Uncelebrated vocational trades	Undiscovered farm trainees	Unstructured decision making	Undefined literacy needs	Ineffective farmer training				
Unused farm lands	Grade schools unmotivating	Fish farming unfamiliarity	Vying village interests	Unkept school records	Unexpressed educational needs				
Land clearing difficult	Insignificant teacher image	Untrained handicraft teachers	Inadequate corporate methods	Short-term farming	Expansive well drilling				
Unusable farm terrain	Few trained teachers	Illiteracy hinders progress	Unsuccessful village action	Immediate investment opposes					
Hand-tools limit cultivation	Uncreated corporate training	Unrelated literacy training	Daily survival preoccupation						
Unavailable building tools	Blocked learning incentive	Cut-off practical education	Community organization strange						
Modern machinery non-existent	Ill-equipped training school	Teacher training undeveloped	Visual models unused						
Unprepared pre-school building	Wall irritation questioned	Practical teaching methods unavailable							
Overcrowded primary school	Undeveloped teacher training								
Teacher housing shortage									
Too few classrooms									

23	22	22	21	17	17	10	7	7	4
				11					111

Shantumbu
Human Development Project

PRACTICAL PROPOSALS CHART

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Plate 3

ECONOMIC DEVELOPMENT PROPOSALS		I SHANTUMBU PHYSICAL DEVELOPMENT PROPOSAL		III SOCIAL DEVELOPMENT PROPOSALS		
FISCAL FOUNDATION PROPOSAL B	COMMERCIAL PRODUCTION PROPOSAL C	AGRICULTURAL OUTPUT PROPOSAL D	A	E	F	G
CAPITAL DEVELOPMENT PROJECT 4	VILLAGE MARKET PROJECT 6	LAND CULTIVATION PROJECT 10	COMMUNITY PLAN PROJECT 1	COMMUNITY STORY PROJECT 14	NUTRITION DEMONSTRATION PROJECT 18	20
EXTENDED CREDIT PROJECT 5	BUSINESS ASSOCIATION PROJECT 8	FARM CO-OPERATION PROJECT 12	ESSENTIAL SERVICES PROJECT 3	FIELD VISITATION PROJECT 16	19	21

TACTICAL SYSTEMS CHART

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Plate 4

tactical arena A

INCREASING LOCAL VILLAGE INCOME

tactical arena B

RECONSTRUCTING SHANTUMBU PHYSICAL ENVIRONMENT

tactical arena C
RELEASING SIGNIFICANT HUMAN RESOURCES

tactical arena D

AGRICULTURAL PRODUCTION paratactic I tactic 1 beginning COMMERCIAL LIVESTOCK HUSBANDRY	VILLAGE BUILDING paratactic II tactic 5 improving VILLAGE ROAD NETWORK	PRACTICAL TRAINING paratactic III tactic 8 broadening VILLAGE TRADE SKILLS	ENSURING CONTINUOUS EXTERNAL SUPPORT paratactic IV tactic 12 utilizing COMPETENT CONSULTANT SERVICES	COMMUNITY LIFE paratactic V tactic 15 enabling COMMUNITY DECISION-MAKING	ESSENTIAL SERVICES paratactic VI tactic 19 supplying NECESSARY PUBLIC UTILITIES	BUSINESS EXPANSION paratactic VII tactic 22 enlarging SMALL INDUSTRIAL VENTURES
expanding DIVERSIFIED CROP PRODUCTION tactic 2	constructing ESSENTIAL PUBLIC BUILDINGS tactic 6	acquiring PRACTICAL DOMESTIC SKILLS tactic 9	facilitating REGULAR MATERIALS ACQUISITION tactic 13	structuring EXTERNAL CULTURAL INTERCHANGE tactic 16	providing COMMUNITY HEALTH CARE tactic 20	promoting LOCAL CRAFT ENTERPRISES tactic 23
building COMMUNITY IRRIGATION SYSTEM tactic 3	initiating ADULT EVENING SCHOOL tactic 7	initiating ADULT EVENING SCHOOL tactic 10	implementing MODEL COMMUNITY PLAN tactic 14	implementing MODEL COMMUNITY PLAN tactic 17	upgrading BASIC VILLAGE NUTRITION tactic 21	co-ordinating EXPANDED COMMERCIAL MARKETING tactic 24
conducting SHANTUMBU AGRICULTURAL TRAINING tactic 4	demonstrating SUBSTANTIAL FAMILY HOUSING tactic 11	supplementing FORMAL LEARNING STRUCTURES tactic 11	securing INITIAL CAPITAL INVESTMENT tactic 14	developing CORPORATE WORK FORCE tactic 18	upgrading BASIC VILLAGE NUTRITION tactic 21	establishing SHANTUMBU FARMERS CO-OP tactic 25

THE SIXTEEN ACTUATING PROGRAMMES

Comprehensive Community Reformulation in Shantumbu

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Page 5

<p>ONE TOWARD THE DEVELOPMENT OF SOCIAL SELF-RELIANCE IN SHANTUMBU</p>		<p>TWO TOWARD THE DEVELOPMENT OF LOCAL RECONSTRUCTION IN SHANTUMBU C</p>	<p>THREE TOWARD THE DEVELOPMENT OF ECONOMIC SELF-SUFFICIENCY IN SHANTUMBU</p>	
			<p>COMMUNITY EDUCATION A</p>	<p>COMMUNITY VITALITY B</p>
<p>EARLY LEARNING CENTRE I</p>	<p>ESSENTIAL SERVICES NETWORK IV</p>	<p>SHANTUMBU MODEL VILLAGE VIII</p>	<p>MARKETABLE CROPS ENTERPRISE X</p>	<p>RETAIL BUSINESS ASSOCIATION XIV</p>
	<p>COMMUNITY HEALTH DEPARTMENT V</p>		<p>EXTENDED LIVESTOCK COMBINE XI</p>	
<p>FUNCTIONAL EDUCATION ACADEMY II</p>	<p>PUBLIC FACILITIES COMPLEX VI</p>	<p>SHANTUMBU COMMUNITY FARM IX</p>	<p>LAND IRRIGATION SYSTEM XII</p>	<p>COMMERCIAL TRADING COMPANY XV</p>
	<p>ADULT TRAINING INSTITUTE III</p>		<p>VILLAGE WORK CORPS VII</p>	

APPENDIX 5

SHANTUMBU HUMAN DEVELOPMENT CONSULT

CONTRIBUTIONS

B.P. Premji Zambia Ltd.	Globe Lighting
Wally & Sons Ltd.	City Radio & Refrigeration
Capital Dry Cleaners & Steam Laundry Ltd.	Suppliers Ltd.
Govindji & Company	Petrand Mechanics & Transport Co.
M.S. Siame & Company Ltd.	A.W. Longwe Agencies
Star Motors Ltd.	Satwant Motors Ltd.
Wm. Jacks & Co. (Z) Ltd.	FURNCOZ
Limbadas	Desai Trading
Lewis Construction Co. (Z) Ltd.	Tops Trading
Vindas Drug House	Sentor Motors Ltd.
S. I. Limbada	Kabwe Milling Co. Ltd.
N. J. Patel	Industrial Equipment (Z) Ltd.
N. Guttman	Romana Mechanical Foundry & Transport Ltd.
Bond's Tailor	Adjanta Knitting Mills
Kalidas	Commercial Motors Ltd.
Ranchhod	Peter Alexander
Zambia Bata Shoe Co. Ltd.	Smartwear
Avdhut Trading Co.	General Electric Co.
Oxford Bazaar, Drapers & Outfitters	IBEX
Nyahoda Industrial Stores Ltd.	A.P.E.C.O.
Ambassador Hotel	Dreamworth's Ltd.
Ndola Tool & Hardware Co. Ltd.	Jay Patel