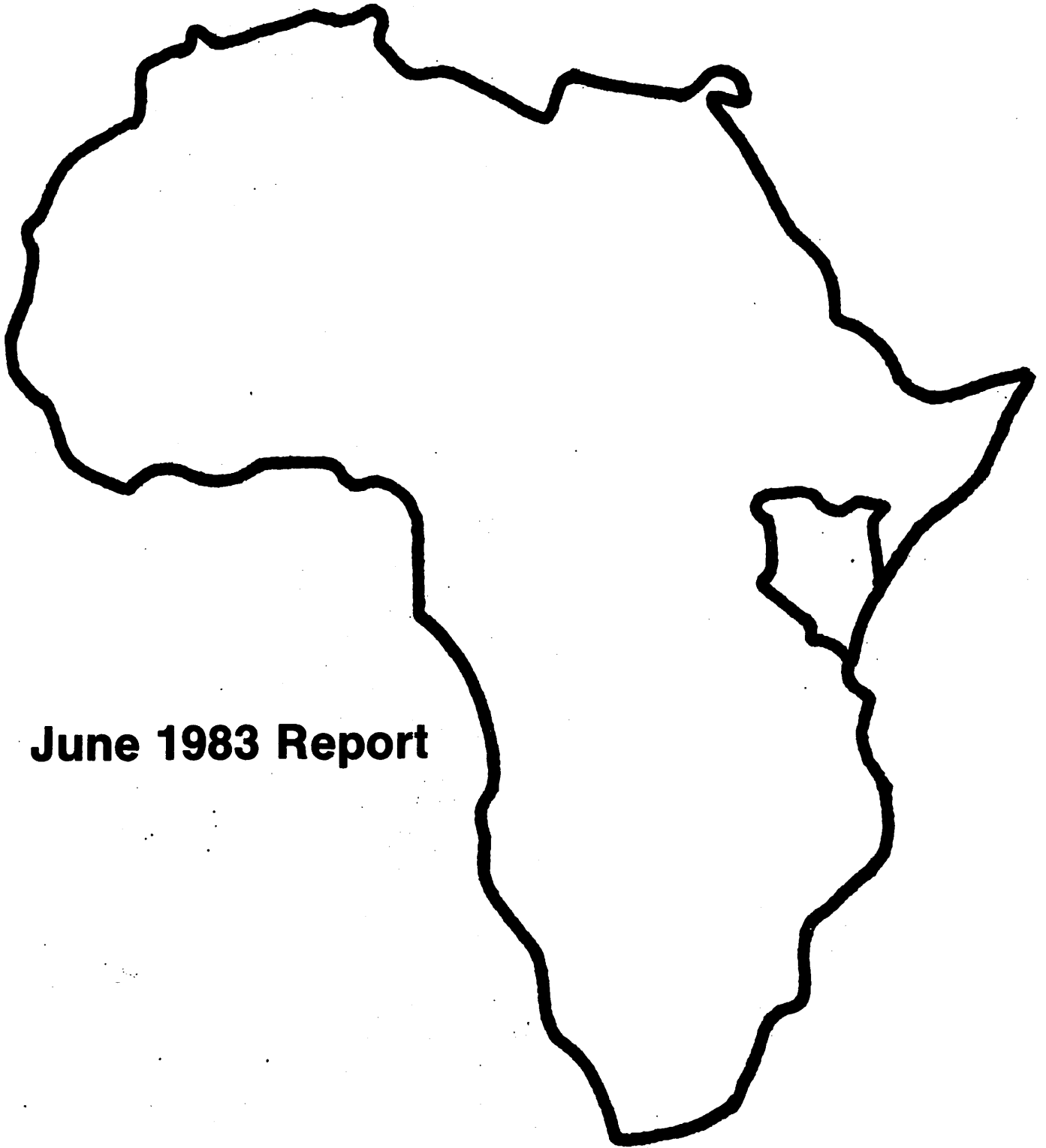


return to Joe Slicker

KENYA REPLICATION SCHEME



June 1983 Report

DEVELOPMENT BY THE PEOPLE

The Institute of Cultural Affairs: Kenya

KENYA REPLICATION SCHEME

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KENYA
REPLI-
CATION
SCHEME

The Kenyan Replication Scheme attempts to create a strategy that meets the needs and requirements for development in a third world rural nation. The scheme seeks to provide villagers with methods, organisational structures and dynamics by which they may develop their own villages from the grass-roots up. It is presently working in 26 of the 27 districts that comprise the 90% rural population belt in Kenya. Later it will move to the remaining districts holding 10% of the population which are nomadic. Planning consultations are held with each village in which they devise a two year development plan. The ICA staff, who live in the village projects, further train village leaders to organise and provide systematic implementation of their plans. The development proceeds from each village to the sub-location, location, division and district of the government's administrative structures. Different districts are now in various stages of development. Village leaders in the various projects provide leadership for the development not only in their own villages but also in neighboring villages and nearby village clusters. At present the scheme covers 900 villages, with over 7,000 villagers trained in basic methods of development, and 300 Kenyan staff.

KEYSTONES OF SUCCESS

The following list of four Fundamentals and ten Techniques are used for building the Kenya Replication Scheme. Further elaboration of these Keystones may be seen in Section III, STRATEGIES, especially "The Replication Process", page 32, "Principles and Pillars", page 34, and the techniques in Section I, Project Description, page 4.

Fundamentals

1. Village Catalysis: The fundamental task is to catalyse the villages to carry out local development themselves as they begin in their own village and move to various levels of clusters of villages. This presupposes that local people have what is necessary to begin building their own future. The basic task is to awaken them to this possibility through a planning process that brings about a change in attitudes and objectives. Methods for conducting a grass roots development process are taught, and organisational structures and dynamics conveyed that enables participation by the village in the development of the whole village. The structures and dynamics that enable participation and integrates and enhances the decision-making process are extended to all levels of village clusters.

2. Local Staff: Not only is village catalysis key, but the local sector itself is able, with proper training, to do the job of catalysing the local to do self-generating development. The staff and the majority of movemental forces are local people and live and work in the village shoulder to shoulder with the villagers.

3. New Village Movement: A vision of a village movement grounded in a constant expansion/intensification scheme is a necessary part of awakening and sustaining human development in the villages. This is symbolised by each village project joining or becoming a part of the "New Village Movement". When a village sees itself as a part of a broad and growing scheme of mass catalysis this feeds its spirit decision to do its own development. The "on behalf of the 2,000,000 villages across the globe" image may then become practically evident.

4. Village Leaders Movement System: As the replication process grows, more and more leaders are trained to do their own development in their village. They catch the vision of the New Village Movement and the possibility of local development beyond their own village. More and more they assume responsibility for the wider development process. Thus, the role of village leaders in enabling the whole movement system begins to emerge. These village leaders will be the forerunners of the leadership of the whole grass roots development process and mass rural mobilisation.

Techniques

1. National Phased Replication Scheme
2. Project and cluster expansion tools and techniques
3. The "Do-Our-Own-Project" (DOOP) Model
4. Cluster structure and operating tools and techniques
5. Training forms and structures for staff and villagers
6. Project-wide regular staff conciliar planning meetings and activities
7. Common operating procedures and structures throughout the project both in missional task and staff style
8. Decentralized programmatic and monitoring activities
9. Living in the villages and operating out of them to other villages
10. Calling for the national staff from the villages to serve the New Village Movement.

I. HISTORY

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INSTITUTE OF CULTURAL AFFAIRS

BACKGROUND

INTRA-
GLOBAL
ORGANISATION

The Institute of Cultural Affairs is a not-for-profit, non-sectarian, independent organisation working in 35 countries. It is primarily concerned with the human factor in world development and is staffed by volunteer workers from many nations, and all races and cultures.

RURAL
EMPHASIS

The ICA works in four arenas: training, consultations, village planning methods and human development projects. Its major emphasis is on the development of rural villages where 80% of the world's population lies. The Institute provides no goods or money to villages. It provides methods for local development and motivational techniques so villagers can engage in their own self-development from the grass roots level up. It also solicits support and participation from the public, private, and volunteer sectors.

KENYA
HISTORY

The ICA began working in Kenya in 1968 conducting training courses. In 1973, upon local requests, the ICA established a residential training center in Nairobi. The Institute rapidly expanded its work to rural villages across Kenya. Expansion continues as new villages participate in doing their own development. The ICA was registered under the Societies Act of Kenya in 1978.

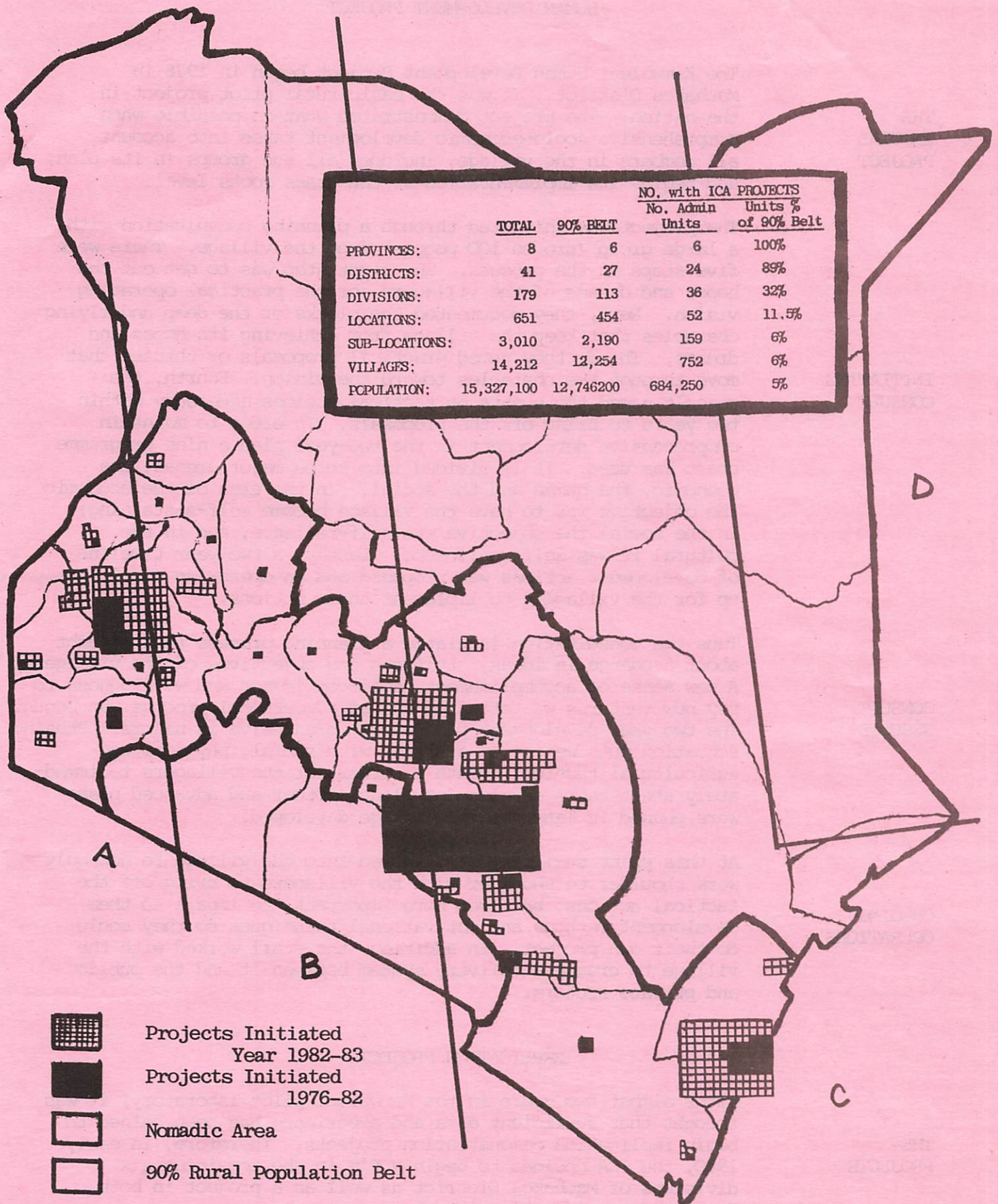
HUMAN
DEVELOPMENT
PROJECTS

In 1975, a Human Development Project was established in Kawangware. It included a Demonstration Urban Farm, construction, sewing and handicraft industries; a businessman's association; and training for pre-school children, youth and adults. The project, according to city officials, was a major factor in reducing the crime rate in the area. This project continues in an intensified manner in a small geographical area known as the Kabiro Human Development Project. In 1978, the ICA decided to also work in the rural and the Kamweleni HDP was begun in Central Division, Machakos District.





NATIONAL
REPLICATION

A national replication plan was devised to replicate the Human Development Projects throughout Kenya using the Machakos District as a laboratory and pilot. At present there are over 900 villages in 26 districts participating in the replication scheme. These projects are staffed by Kenyan citizens who now approximate 300 in number. By the end of year 1983-84, over 1,000 projects are planned for the 27 districts in the 90% population belt across Kenya. These projects are administered in three Sections. Each Section includes two provinces: Section A, Western and So. Nyanza; Section B, Rift Valley and Central; and Section C, Eastern and Coast Provinces.

KENYAN CLUSTER EXPANSION



	TOTAL	90% BELT	NO. with ICA PROJECTS	
			No. Admin Units	Units % of 90% Belt
PROVINCES:	8	6	6	100%
DISTRICTS:	41	27	24	89%
DIVISIONS:	179	113	36	32%
LOCATIONS:	651	454	52	11.5%
SUB-LOCATIONS:	3,010	2,190	159	6%
VILLAGES:	14,212	12,254	752	6%
POPULATION:	15,327,100	12,746,200	684,250	5%

-  Projects Initiated Year 1982-83
-  Projects Initiated 1976-82
-  Nomadic Area
-  90% Rural Population Belt

Key: One small square = one village project

KAMWELENI

HUMAN DEVELOPMENT PROJECT

THE INITIAL PROJECT

The Kamweleni Human Development Project began in 1978 in Machakos District. It was the basic rural pilot project in the nation. The project demonstrated what is possible when comprehensive socio-economic development takes into account all members in the village, includes all age groups in its plan, and begins its implementation at the grass roots level.

INITIATING CONSULT

The project was initiated through a planning consultation with a large group (around 100 people) from the village. There were five steps in the process. The first step was to get out the hopes and dreams of the villagers, or the practical operating vision. Next, they documented the blocks or the deep underlying obstacles that keep the village from achieving its hopes and dreams. Third, they named practical proposals or thrusts that move through the obstacles toward the vision. Fourth, the consult named the events or tactical actions necessary within two years to bring off the proposals. In order to maintain comprehensive development in the two-year plan a nine programme chart was used. It is divided into three major arenas, the economic, the human and the social. In the area of the economic the objective was to have the village become self-sustaining; in the social the objective was self-reliance, and in the cultural it was self-confidence. Lastly, a two-year timeline of development actions was proposed and an operating model set up for the villagers to implement their actions.

CONSULT RESULTS

Thus the consultation initiated a planning process that brought about a change in ideas, attitudes and objectives of the villagers. A new sense of accomplishment, self-confidence and willingness to try new ventures was attained and an educational process was begun. The two year development plan was comprehensive in nature. Phasing actuation puts weight on starting with social, physical and agricultural tactical events in order for the villagers to immediately start their development plans. Other and advanced plans were phased in later as the village developed.

ONGOING OPERATIONS

At this point auxiliary staff moved into the village to not only work shoulder to shoulder with the villagers to bring off the tactical actions, but even more important, to impart to them development methods and motivational techniques so they could do their own project. In addition, the staff worked with the village to create a delivery system between it and the public and private sectors.

REPLICATION PROJECTS

THE PROJECTS

After almost two years in the Kamweleni pilot laboratory, it was thought that sufficient data and experience had been gained to begin replication demonstration projects. Therefore, in early 1980, the ICA decided to begin HDP's in the remaining six divisions of Machakos District as well as a project in both Kwale and Kakamega Districts.

A series of village meetings were held in villages selected in conjunction with the District Officers, the chiefs and assistant chiefs. After the village meetings, a few villages were selected that best met a pre-determined site selection criteria, including the villagers willingness to participate. The village project was first confirmed at a meeting with a large representational group of the villagers concerned, and then confirmed with the government officials involved.

PROJECT
SELECTION

The villages chosen to become Human Development Projects each sent ten members to the Human Development Training Institute. A five day initiating consult like the consult described in launching the Kamweleni Human Development Project was held in each village. Each consult had a large representative group from all parts of the village and all areas of leadership. The product of each consultation was a two-year development plan created by each village. During the consult each village is divided into five geographical areas called stakes. All planning for the implementation of the two-year timeline began in the stakes. In this way the broadest representation possible was achieved in each village. Recommendations from the stakes went to the community where plans are drawn together and consensed on by the whole village. The plans were then sent to village task forces or guilds who prepare and carry out the implementary procedures. Many of the tactical events were also assigned to stake and community-wide workdays for implementation.

VILLAGE
INITIATION

REPLICATION CLUSTER PROJECTS

Human Development Projects serve as demonstration projects. Villagers from nearby villages and others from further distances come to the projects to gain insight into local development. "If they can develop their village, we can do the same in ours," was a typical comment. However, the question still remained how to get the methods for local development into all the villages ready to move. The first step was to move from a human development project to villages clustered together as a sub-location, the basic government administrative unit.

THE
CLUSTER

Villagers clustered on a sub-location basis seemed to be the best way to begin sharing local development methods. The sub-locations in which Kamweleni is located was selected to begin this type of replication operation. A five-day consultation was held. It drew four representatives from each of the five stakes in each village, resulting in 100 representatives for the five village sub-location cluster. A format similar to the HDP consult was used for the cluster but adapted so that tactical events and a two-year implementary timeline were devised for each village and for the sub-location as a whole. This gave every village responsibility for its own development, but also pulled together all the villages in the sub-location into one unified thrust. Many villagers remarked how this gave them a chance to work together as a sub-location perhaps for the first time.

SUB-
LOCATION
CLUSTER

MUPUTI
SUB-
LOCATIONS

In Muputi Location in which Kamweleni is located, there are six sub-locations (about average across the 90% belt). After completing the first sub-location, other cluster projects were initiated on approximately a one-month basis until all six sub-location projects were begun. In each a five-day consultation as described above was used to begin the project. Also, Leaders Meetings both for villages and sub-locations were begun on a systematic basis. This allowed for an on-going dialogue as well as a monitoring of their activities so that implementary plans did not get bogged down or blocked. One day of the consult was spent visiting government officials, primarily the Location and Division Officers. This gave a chance for the villages and sub-locations to make a systematic request. It gave the government officers access to responsible village leaders who could now effectively plan to use government services and inputs. In addition, guilds on the village and sub-location level could now be monitored to follow-up such plans.

MUPUTI
LOCATION
CLUSTER
PROJECT

After all of the sub-location cluster projects had been established, there was one more step in the process. That was to pull together all the 34 villages and six sub-locations into a common location project. This was the climax of a year's work. Beginning in July 1980, village meetings were held in each of the 34 villages involving 3,200 people; family surveys were made of the 4,400 families; and over 4,000 people in the various sub-locations participated in the preparation and consultation work. In addition, a three-day farmers conference and a one-day officers conference was held in preparation for the location consult.

LOCATION
CLUSTER
CONSULT

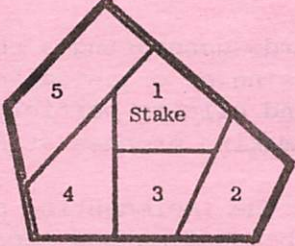
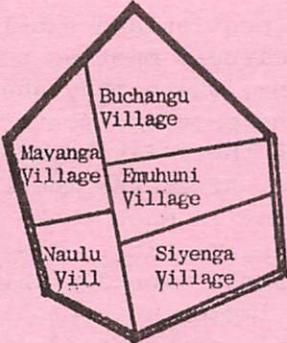


The three-day Muputi Location Cluster Consult was held in June 1981, with a quota of three people per village project. The consult was approached with a celebrative mood by all the villagers anticipating the excitement and completion of the year's work. The Consult was held at the Kamweleni Training Centre. The Location Consult did not reduplicate the work of the villages and sub-locations but pushed through the operating vision, underlying contradiction and practical proposals to get the tactical events needed for the location as a whole. Participants chose as location activities, one economic and social tactical event for each quarter for the next two years. Representatives from government and business discussed their role in the implementation of the programmes. A first quarter timeline of implementaries was then prepared for each. This was followed by a session on location organisation.

LOCATION
OPERATING
PROCEDURE

A basic part of the location organisation session was the obtaining of a renewed understanding and consensus for 1) village and cluster monthly operating procedures using the "Do Our Own Project" (DOOP) Model (see below) and, 2) membership structures and meeting schedules for village, sub-location and location leaders meetings and development committees. Emphasis was also laid on the planning procedures for the location:

- how it originates in each stake in every village
- how each village and sub-location have comprehensive programmatic development plans that they themselves have proposed and carry out

TYPES OF PROJECTS IN KENYA

TYPE OF PROJECT	EXAMPLE	LIST OF PROJECTS	TOTAL VILLAGES																																				
<p>HUMAN DEVELOPMENT PROJECT</p> <p>Single Village Project</p>	 <p>CHORORGET HDP</p>	<p>8 Projects</p> <p>Ulutya Kabiro Kipsianan-Koisamo Chororget Eldume Matindiri Kusa Saboti-Naikara</p>	<p>8 VILLAGES</p> <p>11,000 PEOPLE</p>																																				
<p>SUB-LOCATION CLUSTER PROJECT</p> <p>lowest government unit (2 - 6 villages)</p>	 <p>NAMBACHA SUB-LOCATION PROJECT</p>	<p>18 Projects</p> <table border="0"> <tr><td>Bokingoina</td><td>6 vill</td></tr> <tr><td>Kapsoit</td><td>6 vill</td></tr> <tr><td>Kaugagi</td><td>6 vill</td></tr> <tr><td>Kituni</td><td>5 vill</td></tr> <tr><td>Talau</td><td>4 vill</td></tr> <tr><td>Mundobelwa</td><td>6 vill</td></tr> <tr><td>Kaganda</td><td>6 vill</td></tr> <tr><td>Kaongo</td><td>5 vill</td></tr> <tr><td>Ngaru</td><td>2 vill</td></tr> <tr><td>Nthagaiya</td><td>6 vill</td></tr> <tr><td>Ngutu</td><td>6 vill</td></tr> <tr><td>Ngararia</td><td>6 vill</td></tr> <tr><td>Ronge-Nyika</td><td>4 vill</td></tr> <tr><td>Lukore A</td><td>5 vill</td></tr> <tr><td>Mambui</td><td>6 vill</td></tr> <tr><td>Maluma</td><td>3 vill</td></tr> <tr><td>Matha</td><td>5 vill</td></tr> <tr><td>Kithembe</td><td>5 vill</td></tr> </table>	Bokingoina	6 vill	Kapsoit	6 vill	Kaugagi	6 vill	Kituni	5 vill	Talau	4 vill	Mundobelwa	6 vill	Kaganda	6 vill	Kaongo	5 vill	Ngaru	2 vill	Nthagaiya	6 vill	Ngutu	6 vill	Ngararia	6 vill	Ronge-Nyika	4 vill	Lukore A	5 vill	Mambui	6 vill	Maluma	3 vill	Matha	5 vill	Kithembe	5 vill	<p>92 VILLAGES</p> <p>18 SUB-LOCATIONS</p> <p>95,945 PEOPLE</p>
Bokingoina	6 vill																																						
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Matha	5 vill																																						
Kithembe	5 vill																																						
<p>LOCATION CLUSTER PROJECT</p> <p>2nd lowest government unit (25 - 42 villages)</p>	 <p>KITETA LOCATION PROJECT</p>	<p>5 Projects</p> <table border="0"> <tr><td>Kiteta</td><td>25 vill</td></tr> <tr><td>Myala</td><td>42 vill</td></tr> <tr><td>Ngwata</td><td>26 vill</td></tr> </table> <p>(2 partially completed:)</p> <table border="0"> <tr><td>Bunyala</td><td>17 vill</td></tr> <tr><td>Kaptel</td><td>10 vill</td></tr> </table>	Kiteta	25 vill	Myala	42 vill	Ngwata	26 vill	Bunyala	17 vill	Kaptel	10 vill	<p>120 VILLAGES</p> <p>21 SUB-LOCATIONS</p> <p>5 LOCATIONS</p> <p>93,805 PEOPLE</p>																										
Kiteta	25 vill																																						
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Ngwata	26 vill																																						
Bunyala	17 vill																																						
Kaptel	10 vill																																						
<p>DIVISION MULTI-CLUSTER PROJECT</p> <p>Parliamentary Constituency (87 - 120 villages)</p>	 <p>IVETI NORTH AND SOUTH DIVISION PROJECT</p>	<p>5 Projects</p> <table border="0"> <tr><td>Iveti North</td><td>115 vill</td></tr> <tr><td>Iveti South</td><td>87 vill</td></tr> <tr><td>Hamisi</td><td>102 vill</td></tr> <tr><td>Kigumo</td><td>108 vill</td></tr> <tr><td>Kilifi So.</td><td>120 vill,</td></tr> </table>	Iveti North	115 vill	Iveti South	87 vill	Hamisi	102 vill	Kigumo	108 vill	Kilifi So.	120 vill,	<p>532 VILLAGES</p> <p>102 SUB-LOCATION</p> <p>21 LOCATIONS</p> <p>483,354 PEOPLE</p>																										
Iveti North	115 vill																																						
Iveti South	87 vill																																						
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Kilifi So.	120 vill,																																						

- how the location bases its activities in these plans and the further plans for the welfare and development of the whole location
- how money authorised by the location committee is spent for tactical events and programmatic activities that are based on and contribute to this development process

This process moves towards generating a non-violent, social revolution through devising an organisational structure and dynamic that develops and elicits participation by local people in the decision-making process at all levels.

In order to ensure the implementing of the project plans, a village by village sub-location and location circuiting system was developed by the ICA staff. The meeting held in each village is designed to develop an implementation and planning rhythm in the village. It is called the DOOP meeting. (Do Our Own Project Meeting)

Each village in a location and sub-location cluster has a monthly two-day DOOP circuit meeting scheduled. The first day is a leader's meeting, where they share insights they have gained, evaluate the previous month's activities, work through issues that face their development, and set up the second day's activities. After the meetings staff and village leaders visit home to home in each stake to invite participation in the next day's planning meeting. The second day begins with a tactical event or "miracle" workday which is part of the village's timeline, and implements symbolically as well as practically, the village's corporate development implementation journey. After the workday the community meets in three forms to plan its next month's activities. First, the five stakes (geographical sub-divisions) meet separately to begin the planning. Next the Community Assembly pulls these five plans together and forms a common consensus on the five key tasks for the village in the upcoming month. Finally, the tasks are assigned to the guilds (task groups) which prepare implementary plans and timelines for actuation. The community meeting is followed by a final leaders' meeting which pulls together all the plans for the following month and creates a comprehensive village timeline.

CLUSTER
MONITORING
SYSTEM

Each sub-location has a monthly one-day circuit meeting. Reports are heard from each of the vilages, and sub-location tactical events and guild activities are evaluated. Then plans are prepared for the next month's activities. Also, each location has a monthly one-day circuit meeting.

The location representatives hear the reports of the villages, sub-locations and location guilds, and approve plans for the upcoming month's activities.

Then, the last monthly meeting in each quarter in the villages, sub-locations and location is used to create the next quarter's implementary plans and timelines.

THE KENYA REPLICATION SCHEME

Towards a National Human Development Zone

Area Nairobi

Phasing Scheme		Part I Beginning the Scheme 1976-80	Part II Establishing the Replication Structure					Part III Expanding the Scheme 1984-88		
			80-81	81-82	82-83	83-84	Total			
Geographical Coverage										
National Coverage, Districts	A demonstration project established in districts across the nation Toward significant signs for all villages		District Coverage 90% Belt					Div. Coverage 90% Belt Dist. Coverage 10%		
			4 (11 proj)	11	4	4	4	27	Expanding the scheme toward all villages in Kenya participating in their own development.	
Cluster Expansion and Intensifi- cation	Sub- L o c a t	Sub-location Cluster Projects established and expanded to Location Cluster Projects as operating modes.		-	-	8	16	11	35 (a)	This includes initiating a location cluster in every district
	L o c a t i o n	Division Cluster Projects Created around Location Projects,		-	1	4	4	6	15 (b)	initiating a location cluster in every division in one district per bi-province;
	D i v i s	Toward implementing models for all villages.		-	-	2	3	5	10	initiating village projects in every village in above divisions and in one other district per bi-province;
				-	-	2	3	5	10	undergirding a village leaders movement to conduct circuiting of these projects and other roles in the NVM.
(a) One cluster in each district in 90% belt. (b) One location cluster in each division in one district per bi-province and one location cluster in one other district per bi-prov.										

HEALTH
CIRCUITS

In addition to the DOOP Circuits above, the ICA conducts health circuits quarterly to each sub-location. (Each village sends Village Health Care Takers to a two-week training programme. This is part of the Village Health Care Takers programme--Section IV, Training, page 37. The aim is to have a minimum of one trained Village Health Care Taker per stake (five per village). These circuits visit the villages to check health care records, visit homes and monitor health care programmes. Meetings are also held with all the Village Health Care Takers in the sub-location to review programmatic activities, work through health contradictions, and make plans for the following quarter. Health lessons are also taught at these sessions to continue the VHCTs' training.

DIVISION IMPACT SCHEME

IMPACT
SCHEME

After a location cluster project is completed a special group of staff and villagers from the project are trained to carry out impact-implementation events for the rest of the villages in the division, as well as hold officer's planning conferences for each location and the division as a whole. The scheme utilises a one-day impact-implementation meeting for each village and a two-day pull-together assembly for each sub-location. These two meetings do the same planning task as the consult resulting in a two-year timeline for each village and each sub-location. This is followed by a pull-together location assembly after all sub-location assemblies are finished, and a division assembly after all location assemblies are completed. The first division was expanded from the location around Kamweleni. It began in October 1981 and was completed in June 1982. This division then had 202 village human development projects, 43 sub-location cluster projects, and seven location cluster projects encompassing a population of 175,000 people.

The replication expansion/ intensification process has moved up the administrative scale from the village human development project to the sub-location cluster project to the location cluster project and now to the division cluster project. At the sub-location and location level, consults or assemblies are held to lay out actuation plans for that level of cluster activities. This procedure was shifted when moving to the division level. Instead of a consult or assembly, a division-wide two-day "Village Leaders Conference" is held. These involve representation from each village and/or sub-location.

Each Village Leaders Conference consists of:

Reports heard from sub-locations and locations. This is followed by an interchange dynamic which shows how breakthroughs and learnings from one part of the division can be used to push through hindrances encountered in the same arena in other parts of the division.


















VILLAGE
LEADERS
CONFERENCE

Workshops are held which deal with the pressing concerns and interests of the villagers. This involves both their own programmatic planning, village movement activities, and implementation of government programmes.

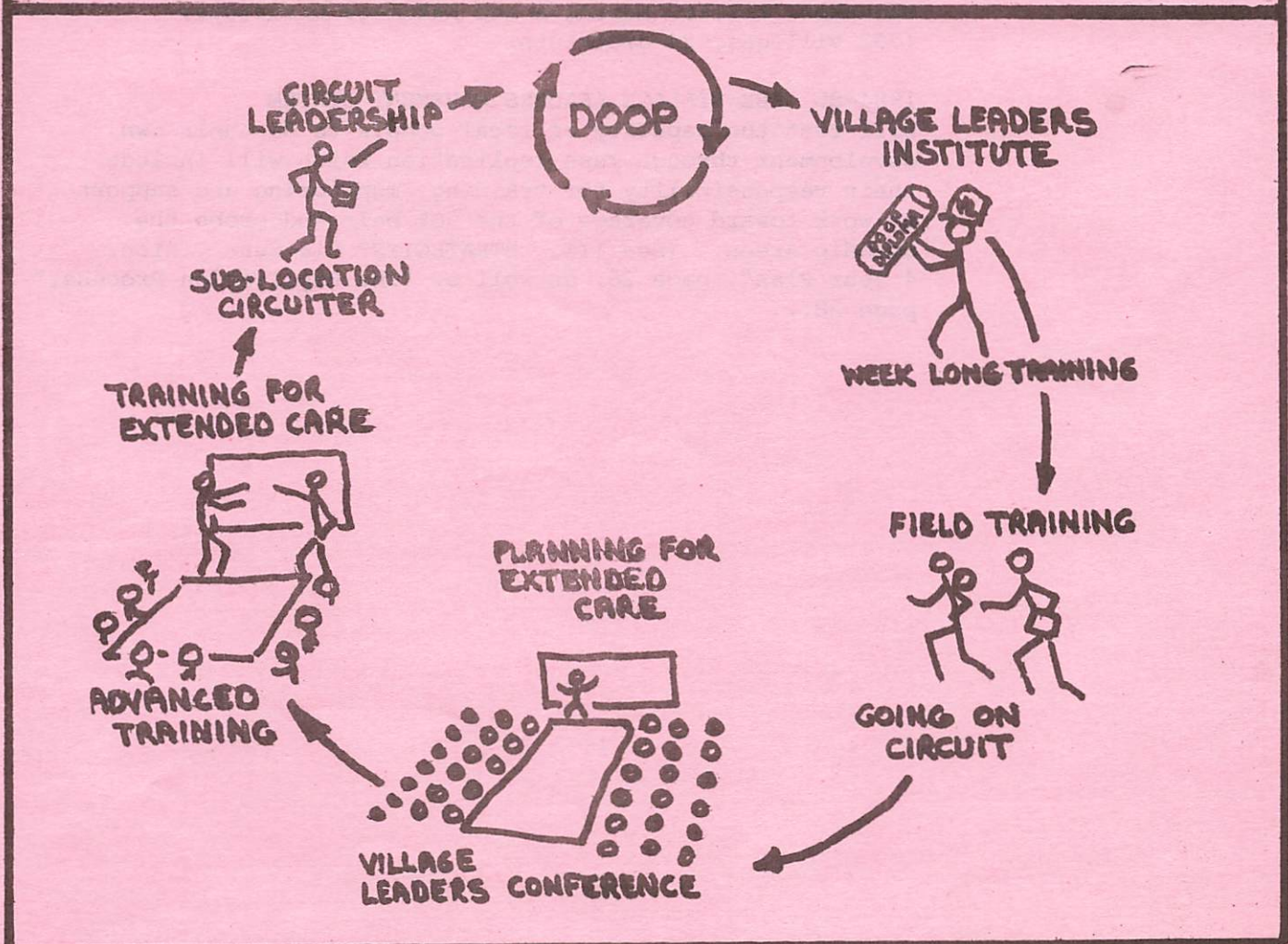
Location Meetings are then held at the end of the VLC which allow the discussion and planning necessary to assure that realistic and adequate timelines are prepared, and implementation can actually be carried out.

ENGAGEMENT ROLES

Circuiters Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
DAYS							
A C T I V I T I E S	 HOME VISITS  LEADERS MEETINGS VILLAGE NO I	STAKE MEETINGS  COMMUNITY ASSEMBLY  GUILD MEETINGS  WORKDAY VILLAGE NO I	 HOME VISITS  LEADERS MEETINGS VILLAGE NO. 2	STAKE MEETINGS  COMMUNITY ASSEMBLY  GUILDS  WORKDAY VILLAGE NO. 2	 CIRCUIT LEADERS TRAINING FOR TWO VILLAGES  ROUNDTABLE	WEEK II HOUSE MTG  COLLEGIUM REPORTS WEEK PLAN CIRCUIT PREP  CELEBRATION	 WEEKLY RITUAL  DISCON  CIRCUIT TRAINING PRACTICE

Village Leaders Journey



PROJECT PHASING

The Replication Process expanded across the nation's 90% rural population belt, and began its intensification activities by moving from village projects to sub-location, location and division cluster projects. The geographical coverage and numbers and type projects may be seen in "Kenyan Replication Scheme, 12 year Timeline" on page 11. The present projects type and status may be seen on "Types of Projects in Kenya", page 9 and "Project Status Report on pages 42 to 45. Listed below are the phases of the Replication Process.

REPLICATION PHASING

1975-79 THE HUMAN DEVELOPMENT PROJECTS
at Kawangware and Kamweleni demonstrated rapid local socio-economic development. (2 villages, 2 districts)

1980-81 THE KENYA REPLICATION SCHEME LAUNCH
was initiated with Human Development Projects in fifteen districts and initial experiments with clusters of villages (61 villages, 17 districts)

1981-82 THE CLUSTER EXPERIMENTS
at sub-location and location levels gave insight into villages doing their own development based on their own leadership. (354 villages, 20 districts)

1982-83 THE DIVISION IMPACT
expanded and tested self-generating development in Machakos, Kilifi, Murang'a and Kakamega Districts, (752 villages, 24 districts)

1984-88 THE VILLAGE LEADERS MOVEMENT SYSTEM
will test the capacity of local people to do their own development through mass replication which will include their responsibility for training, monitoring and support to work toward coverage of the 90% belt and probe the nomadic areas. (See III. STRATEGIES? "16 Year Vision/ 4 Year Plan", page 26, as well as "The Replication Process," page 28.)

II. ACCOMPLISHMENTS

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REPORT FOR 1982-83 YEAR

ACCOMPLISHMENTS

A. PROJECT EXPANSION AND INTENSIFICATION

1. Sub-location projects started in four new districts for a total of 24 districts
2. Key District Intensification
 - KAKAMEGA DISTRICT - whole of Hamisi Division initiated
2 new sub-location projects initiated
 - MURANG'A DISTRICT - whole of Kigumo Division initiated
1 new sub-location project initiated
 - MACHAKOS DISTRICT - 3 sub-location projects expanded to
location level
 - KILIFI DISTRICT - 5 new locations of Kilifi South
Division initiated
1 new sub-location project initiated
3. Year's total project initiations: 3 divisions,
87 sub-locations having 428 villages
bringing total villages operating
within the circuit structure to 752
villages, dealing with 685,000 people.

B. VILLAGE LEADERS ROLES

4. Leaders Engagement System - A system of village leaders engagement was launched through five division level Village Leaders Conferences. A total of 856 local leaders volunteered for teaching roles in various ICA programmes.
5. Plan Actuation by Villages - Nearly 60% of all events planned on the village quarterly timelines were finished or started by the villages themselves. (See Appendix for totals of various development works done.)
6. Leaders Training Programmes - 1,310 graduates of Village Leaders Institute, 1,770 participants in one-day training events held on weekly circuits and 85 participants in other training events.

C. CLUSTER PROJECT SYSTEMS

7. Monitoring Systems - Creation of staff configurations and common systems for supervising the work of over 300 staff in over 700 villages.
8. Circuiting Systems - A common format for circuits to all villages enabled regular planning, reports on participation and accomplishments as well as keeping track of progress in relation to previous plans.
9. Health Care Taker Programme - 45 ICA staff trained as health trainers who in turn trained 2,585 village leaders. Also, 196 week-long training follow-up circuits made by the staff.

D. MULTI-SECTOR COOPERATION

10. Business and Government Support - Six Kenyan leaders became members of the ICA's "Global Advisory Board" and 18 on its "National Steering Committee." Two positive external evaluations of the scheme received 31 members of various development organisations attended a Rural Development Symposium.
11. Government Authorisation - Government authorisation for the work in each project strengthened through visits from project staff and through five Location Officer's Conferences.

E. STAFF SKILLS DEVELOPMENT

12. Building National Staff - 91 staff completed a two-year term of service and decided to continue as permanent volunteers. A four-day conference was held for these staff to plan their future in the ICA.
13. Project Time Design - A common design of each week's activities enabled all projects to ensure time available for staff retraining, reporting, reflection and preparation for the coming week.
14. Leadership Experience - Every staff member involved in training or planning programmes both inside and outside of their own project. Three teams sent to other African nations as teachers. Over half of the Village Leaders Institutes taught solely by the national staff.

LEARNINGS FOR THE YEAR

1. Village Leaders are willing and competent to pick up the roles and responsibilities required for national development.
2. The division-wide Village Leaders Conferences revealed that village leaders have much to learn from each other in discussing and deciding on their development issues. Also, there is great power in the spirit of competition between villages that grows out of such conferences.
3. Village planning events require great intentionality and staff preparation.
4. Teaching teams of staff and village leaders enable effective training.
5. The most important skill in development work is enabling villagers to do their own problem analysis and development planning.
6. Participating in a national development scheme has given village leaders new questions and images concerning their vocation in life.
7. The expansion and intensification strategy has shown us the practical possibility of a mass rural mobilisation for development.
8. The repetition of programmes in many different situations has allowed us to see and overcome weaknesses in the programmes and in our staff.
9. The key to popular engagement in development is the image of a historical movement.

MAJOR NEXT STEPS

1. Initiation Mass Multi-Clusters - The primary edge in Kenya is initiating masses of multi-clusters. We have grown from HDPs in one village, to cluster projects of approximately six villages to cluster of cluster projects with approximately 30 villages to multi-clusters of approximately 200 villages. In each step a breakloose has occurred. The clusters gave the ICA staff the possibility of assuming a purely catalytic role in the villages. The cluster of clusters exploded into a self-generating development. The multi-clusters brought forth the self-conscious village leaders movement. The next step is the creation of masses of multi-clusters. We anticipate that once again a new breakloose will place us on a new level in the journey toward Mass Rural Mobilisation.
2. Practical Vehicles for the Village Leaders Movement - The second edge is responding to the demand to create practical vehicles for the Village Leaders Movement. Large numbers of village leaders have demonstrated a desire to give themselves to the care for all villages through the New Village Movement. This demonstration has taken the form of working in various programmes beyond their own villages and sub-locations. An illustration is the journey of the first three Village Leaders Conferences in Iveti North and South in Machakos. In the first VLC, they became very excited about the possibilities of working together across a large geographical area. They saw that they did indeed have what was necessary to push through their own development. In the second VLC, the consciousness of being a movement on behalf of the world's villages began to come to the fore. They saw the necessity for beginning the task of setting of structures to allow a movement to happen. The third VLC began to struggle with the practical coordination and the training of the village leaders movement.
3. Deepening the Movemental Training Strategy - The third edge is deepening the movemental training strategy to equip the auxiliary with the prowess to meet the multiple training demands of the New Village Movement. Multiple cluster expansion and the emerging self-conscious village leaders movement are requiring new modes of training of the movement for both staff and village leaders. Auxiliaries are asking for advanced training beyond actuation methods to prowess as trainers. Village leaders are asking for practical planning skills and stake in relation to sub-location team building methods.

CONTRADICTIONS

1. Unfinished System for Developing Leadership - Although we have made strides in equipping movement leadership, we are constantly facing the necessity of moving beyond past forms. We need to create the new forms of leadership training which will reflect emerging roles of the New Village Movement and the demands of these times.
2. Undeveloped Structures of the New Leaders Movement System - The Village Movement is rapidly taking shape. With the successful initiation this year of the Village Leaders Conference and the emphasis on leaders participation in project initiation and training, the need to have a self-conscious movemental structure with a clear and articulated vision is growing. A systematic training journey for village leaders, sustaining structures for village leaders on circuit, logistical support systems, conciliar structures and leadership development systems are not yet developed.
3. Unarticulated Leap in Future Strategies - A great deal of work and brooding has been done on future strategies for the New Village Movement. We are clear we face another leap in strategic possibilities as we move toward Mass Rural Mobilisation across the whole geography. We are not yet clear what that leap looks like or what it will mean structurally.

PROJECT STATISTICS KENYA REPLICATION SCHEME

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Sub-location Clusters	83	151 (incl. vill. proj)																																																																																																																																																																														
Location Clusters	5 (2 part.)	32 (incl. s/1 proj.)																																																																																																																																																																														
Division Clusters	3 (1 part.)	5 (incl. loc. proj)																																																																																																																																																																														
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PROJECT STAFF REPORT SUMMARY

Number of Men		195
Number of Women		134
TOTAL		329
HDTI Graduates 1982-83		210
Collegiums		2123
Roundtables		1782
Friday Training:	Sessions Practice	1135 9077
Number of auxiliary participating in Area programmes: Total: 1,601	Saturation	89
	Consults	236
	Village Development Meetings	465
	Sub-location Assembly	324
	Location Assembly	146
	Village Leaders Institute (VLI)	196
	Conferences	118
	HDTI	27

VILLAGE ORGANISATION ACTIVITIES

	STAKE MEETINGS	GUILDS	LEADERS MEETINGS	COMMUNITY ASSEMBLIES	LEADERS CIRC. TRNG	WORKDAYS	CIRCUIT MTGS SCHED.	CIRCUIT MTGS HELD	NO. CIRCUIT MTG PARTIC.
I	224 mtgs 2016 people	410 mtgs 3732 people	392 mtgs 3371 people	262 mtgs 4123 people	62 mtgs 286 people	3247 wkdys 30,902 people	812	623 77%	9124
II	306 2754	589 4282	564 4220	334 6123	214 2596	4861 42,171	356	691 81%	12,246
III	1414 12,796	1231 10,889	4004 16,946	435 11,761	492 3876	16,850 158,952	1350	956 71%	23,522
IV	1761 15,849	679 11,978	1450 5465	842 17,328	1002 7423	18,724 214,367	1727	1263 73%	23,438
TOTALS	3705 33,415	2909 30,881	6018 26,631	1873 39,335	1770 14,181	43,682 446,392	4745	3533 74%	68,330

SECTION PROGRAMME

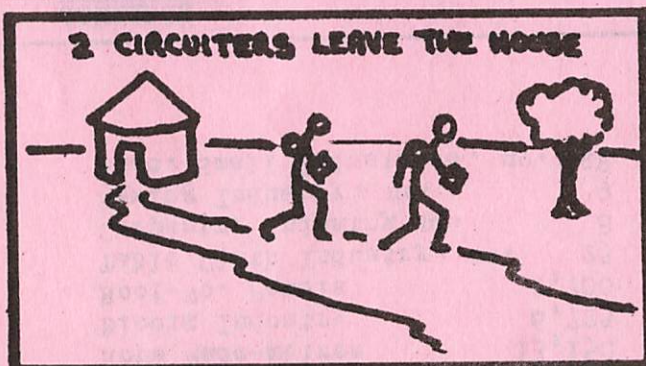
Area Nairobi
1982-83

Programme	Item	QTR I	QTR II	QTR III	QTR IV	TOTALS
SITE SELECTION	No. Village Meetings	0	18	20	12	50
	Vill Meeting Participants	0	1393	1313	680	3386
	Assemblies	0	13	3	3	19
	Assembly Participants	0	130	745	131	1006
CONSULTS	Number Sublocations	2	6	7	9	24
	No. Vill Meetings	10	6	42	40	98
	Vill Meeting Participants	488	788	1735	1565	4576
	Consult Participants	518	390	873	687	2468
IMPACT	Number Locations	0	4	6	4	14
	No. Vill S/Ls	0	91	18	163	387
	No. VDM Partic	0	72	3678	156	133
	S/L Assemb Participants	0	14	1019	29	33
	Loc Assem Partic	1	1	75	3	26
		25	1	75	255	6
VILLAGE LEADERS INSTITUTES	Village Leaders Institutes	5	2	9	19	35
	Participants	167	71	262	810	1310
HEALTH CARE TAKERS TRAINING	Number S/L Trainings	25	18	22	31	96
	Participants	666	454	800	665	2585
HEALTH CIRCUITS	Number HDPs	0	11	4	7	22
	Number Sublocations	4	23	56	91	174
	Participants	56	470	1223	1927	3676
SECTION CIRCUITS	Number HDPs	0	5	6	1	12
	Number Clusters	16	6	10	12	44
LENS	Number Particip	1	1	2	1	5
		22	22	24	18	86
HDTI		0	49	57	104	210
PROGRAMME IMPLEMENTATION MODULES	Number Projects	0	1	2	7	10
	Participants	0	35	77	455	557
CONFERENCES	Number	0	2	24	10	36
	Participants	0	76	600	568	1244

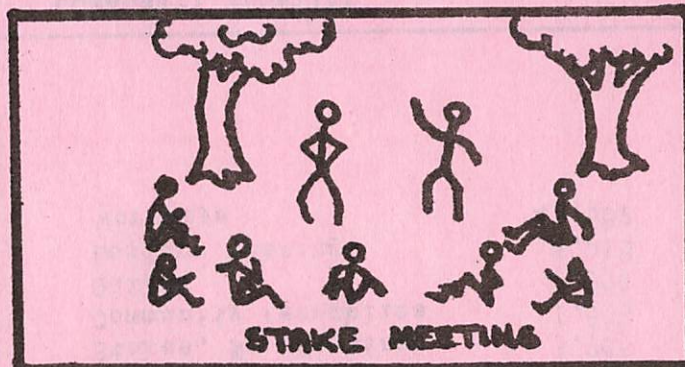
CATALYSIS THROUGH CLUSTER OPERATIONS

AREA
NAIROBI
1982 - 1983

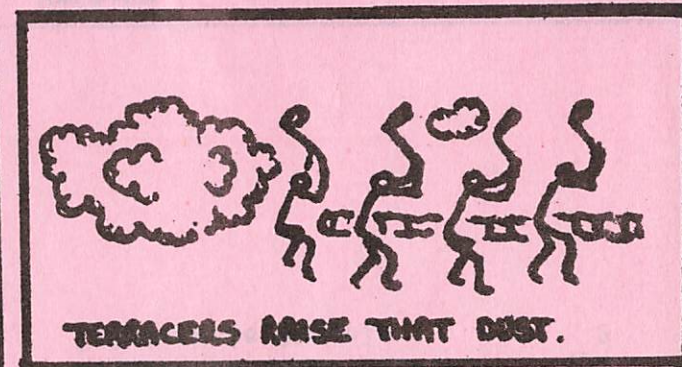
ICA RUN CLUSTER PROGRAMME



VILLAGE RUN PROGRAMMES



VILLAGE ACTUATION



DOOP CIRCUITS

2,533 DOOP Meetings
68,330 Participants
599 Village Leaders on Circuit

TRAINING

1,770 Village DOOP Trng Sessions
14,181 Participants
35 Village Leaders Inst (VLI)
1310 Participants

HEALTH PROGRAMME

96 Health Training Seminars
2,585 Participants
196 Health Circuits
3,676 Participants

CONCILLIAR EVENTS

6 Village Leaders Conf.
417 Participants
19 Village Ldrs Engagement Mtgs
363 Participants
9 Health or Agric. Conf.
457 Participants

Stake Meetings 3,705
Participants 33,415
Community Assembly Meetings 1,873
Participants 39,335
Guild Meetings 2,909
Participants 30,881
Leaders Meetings 6,018
Participants 26,631
Workdays 43,682
Participants 446,392
No. health Caretakers 4,606
No. Trained Village Leaders 2,403

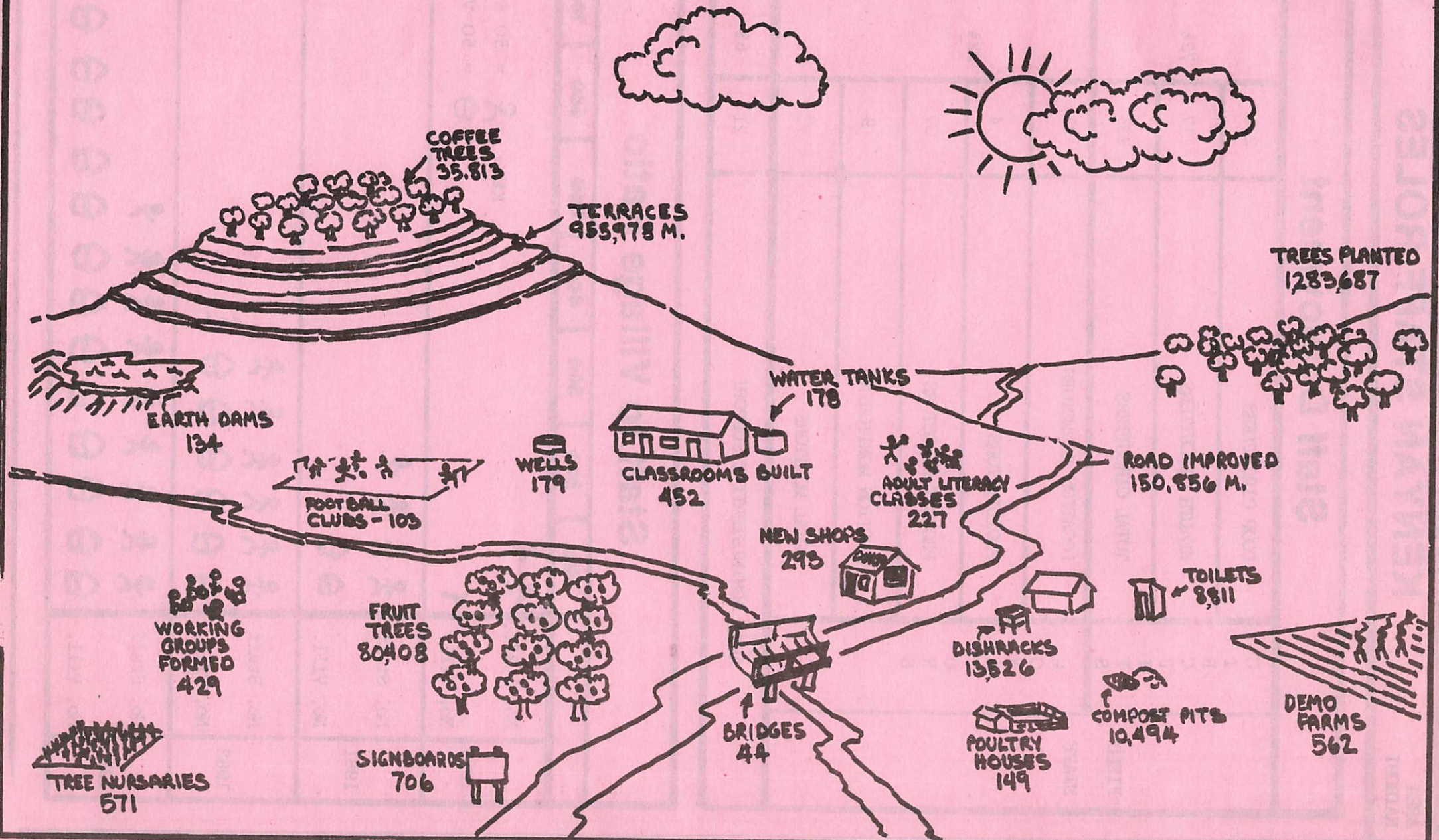
Demo Farms	562
Poultry Houses	149
Fruit Trees	80,408
Small Shops	293
Trees Planted	1,283,687
Terraces	955,978 M.
Road Improved	150,856 m.
Wells Dug	179
Earth Dams	134
Bricks Made	1,004,001
Signboards	706
Toilets	8,811
Compost Pits	10,494
Dishracks	13,526
Adult Classes	227
Classrooms Built	452
Football Clubs	103
Womens C.	102

VILLAGE ACTUATION REPORT TOTALS - AREA NAIROBI 1982-83

22

ECONOMIC	HUMAN	SOCIAL
<p><u>AGRICULTURE</u></p> <p>Demo Farms 562 Poultry Houses 149 Grass Planted on Terraces- 3500 M² ac Fodder Grass 28 ac Fruit Trees 80,408 Coffee Trees 35,813 Cattle Dips 9</p>	<p><u>LIVING ENVIRONMENT</u></p> <p>Trees Planted 1,283,687 Pathways Cleared 13,511 M Terraces 955,978 M Water Tanks & Jars 178 Tree Nurseries 571 Roads Improved 150,856 M Bridges Built & Repaired 44 Wells 179 Earth Dams 134 Homes Repaired/Constructed 775 Irrigation Channels/ Water Trenches 46.137 M Bricks Made 1,304,001 Flower Gardens 413</p>	<p><u>PREVENTIVE CARE</u></p> <p>Toilets 8,811 Compost Pits 10,494 Bath Rooms 109 Mobile Clinics 4 Dispensaries 5 Dish Racks 13,526 Health Classes/Seminars 196</p>
<p><u>INDUSTRY</u></p> <p>Bakeries 4 Posho Mills 21 Basket Making 6506 Rope Made-metres 13,150 Blocks Industry 6,725 Roof-No. Panels 2,700 Table Cloth Industry, no. 25 Carpentry Industry, no. 8 Sewing Industry, no. 9 Misc. Small Industries, no. 98</p>	<p><u>CORPORATE PATTERNS</u></p> <p>Development Committees 34 Community Centres 10 Stakes, No. Meetings 3,765 Community Assemblies 1,873 Guilds 2,909 Leaders Meetings 4,018 Workdays 43,682</p>	<p><u>EDUCATION</u></p> <p>Nursery School 36 Adult Class 227 Classrooms under constr. 452 Polytechnic Schools 2</p>
<p><u>COMMERCE</u></p> <p>Kiosks & Shops Built 293 Hotels Built 4 Petrol Stations 2</p>	<p><u>COMMUNITY IDENTITY</u></p> <p>Signboards 706 Choirs 15 Traditional Dancing Groups 1</p>	<p><u>WELFARE</u></p> <p>Football Clubs 103 Womens Groups 162 Youth Clubs 34 4-K Clubs 2 Self-Help Groups 423</p>

ACTUATION LANDSCAPE



23

Staff Deployment

FIELD STAFF	C I R C U I T S	DOOP CIRCUITERS	218	72%	TOTAL STAFF 329	
		HEALTH CIRCUITERS	17			
		TOTAL CIRCUITERS	235			
	M O N I T O R S	LOCATION DIRECTORS	23	22%		
		FACILITATORS	4			
		PROJECT DIRECTORS	37			
		SECTION MONITORING	9			
		TOTAL MONITORS	73			
	AREA ADMINISTRATIVE SUPPORT			21		6%

Staff to Village Ratio

		100	200	300	400	500	600	700
1980	No. Staff							
	No. Vill.							
1981	No. Staff							
	No. Vill.							
1982	No. Staff							
	No. Vill.							
1983	No. Staff							
	No. Vill.							

KEY: = 50 STAFF
 = 50 VILLAGES

III. S T R A T E G I E S

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COMPONENTS OF HUMAN DEVELOPMENT	33
HARAMBEE WORKDAYS	34

PROJECT VISION

REPLICATION
STRATEGY

The replication strategy for development has a vision of awakening and fulfillment of all human beings in the two million communities around the world. Its purpose is creating an awakening process that transforms the individual, family, village, extended community, nation and finally the world.

NATIONAL
UNIT

In a small, primarily rural nation, this vision can perhaps come about best when the replication plans include the whole nation. Finally, the whole nation becomes the human development zone. Such nations with one economic, political and cultural base must be administered to as one unit.

SIXTEEN YEAR IMAGE

The present 12 year replication scheme for Kenya is entering the last year of its second-four year phase. The remaining four year phase needs to be expanded into 16 years. This will include a process that will reach every village, town, urban centre and sector.

In launching the replication process we began with the individual-family-village, moved to clusters, then clusters of clusters. Now we are working with multi-clusters. Two steps remain in the process: masses of multi-clusters and total or national development.

Moving to masses of multi-clusters will be a mass mobilisation of the rural. To take this step is to move toward the awakening and development of all, and is perhaps the most crucial and necessary step. People power is the one asset the rural has. A mass mobilisation of this power source seems to be the only alternative to dependence and victimisation.

Finally, to be effective, this mobilisation needs to be developed into a total, all-embracing, vigorous activity which both covers the nation and at the same time becomes the national activity. Only when all structures and sectors begin participating in local development across the land with and for the villages awakening, will the nation's own structures be awakened and recast to meet the needs of all its peoples.

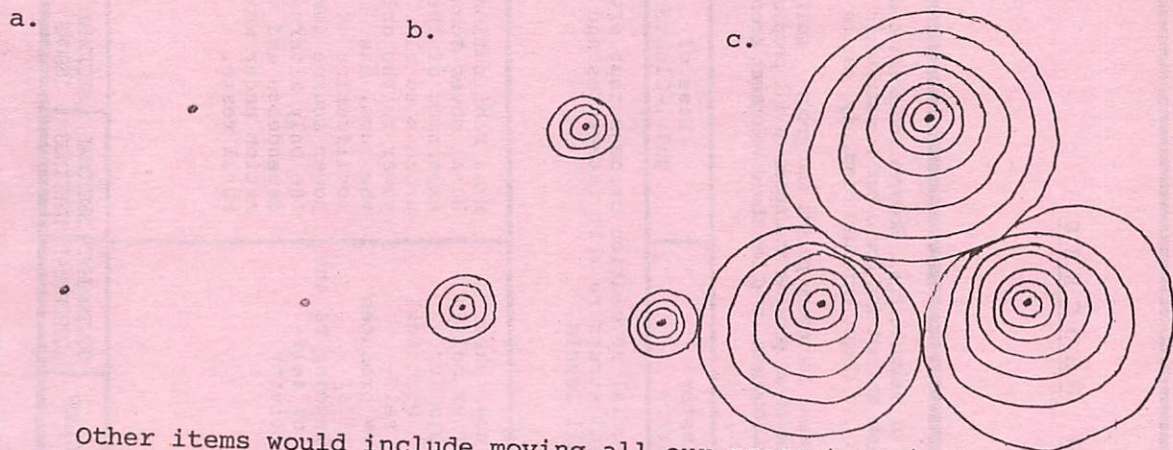
FOUR YEAR IMAGE

In the next four year phase, two primary foci will be emphasized. The first will be to launch a Village Leaders Movement System that undergirds the structure and organisational dynamic. The village leaders would be trained and would slowly take over the creation of future systems. The staff role would shift to monitoring, training and advance planning. The second focus would be increasing catalytic interaction through high density expansion and intensification programmes.

This present four-year phase which has one more year to go will complete a project in every district of the 90% population belt. Location projects will be established in all divisions of three districts in each bi-province (section). In addition, one location project will be launched in three other districts in each bi-province. Present projects in the other districts would move to the location level. Pilot projects are projected in the nomadic areas.

The next four year phase calls for initiating all the villages around (and in some cases between) these location projects in order to build up a high-density motivational milieu. This would activate 3,300 villages with each other in various forms of common planning, interchange, meetings and guild (task group) work.

The following sketch presents a picture of how the expansion around projects intensifies the geographical interaction between projects.



Other items would include moving all our present projects to location status, devising LENS-type programmes for government officials up to the district level, setting up demonstration projects in the nomadic areas which at first will be symbolic presence, continuing to push for new forms of training and journey structures for both auxiliary staff and village leaders.

THE REPLICATION PROCESS

Area Nairobi

May 1983

PURPOSE	<p>The primary objective of replication is the awakening and fulfillment of human beings. However replication deals with geographic expansion and intensification, training, actuation methods, etc. these are not its goals but its strategic thrust. Its purpose is creating an awakening process that transforms the individual, family, village, extended community, nation and the world.</p> <p>The awakening process, although not necessarily linear in character, seeks for every person and group self-sustenance, self-confidence and self-reliance, all attained and utilized on behalf of the total process and needs of all people. As the process begins and proceeds, it serves as a catalyst and context for a new consciousness in which the development process is entered, modes of integrity are sought and the spirit journey is discerned and enhanced.</p>														
CLUSTER	Ind. - Family - Village			Cluster of Villages Cluster of Clusters			Multi-Cluster of Clusters		Mass of Multi-Clusters			Nation (HDZ) of Multi-Clusters			
PROCESS	Implements a planning process that brings about a change in ideas, attitudes and objectives.			Establishes a grass roots development process including Harambee Workdays.			Develops a social revolution process that provides participation in an organisational structure that integrates and enhances the decision-making process at all levels.								
PRODUCT or PLAN	A sense of accomplishment, self-confidence and willingness to try new ventures is attained, an educational process is begun.			At this level a new kind of awakening takes place and a self-generating awareness comes into being resulting in a new level of operation, sense of power and accomplishment.			Interaction now takes place with other multi-clusters of similar development. Practical know-how and self-confidence now produces the next level of awakening, leading to the next gestalt of self-generating activity.		Mass Mobilization of the Rural moves toward the expansion of the awakening process to all. People power is the only asset the rural has. A mass mobilization of this power source seems to be the only alternative to dependence and victimization under which the rural rests.			This mobilization is now developed into a total, all-embracing and dynamic activity for national regeneration and general awakening not only for the local but other sectors. Only by participating in local development across the nation, with and for the villages' awakening will the nation's own structure be awakened and recast for the needs of all its people.			
MEANS	Prep	Consults	DOOP	Acceler- ation	Operation	Training	VLOs	GUILDS	GOVERNMENT AUTHORISAT	SECTORAL MEETINGS	SECTORAL ISSUES	GOVERNMENT AUTHORISAT	National Training	Conference & Assembl.	Sector Involment
Site Selection Government Authorisat Village Decision Surveys Village Meetings	Corporate Planning	Stake Meeting, Comnty Assembly, Guild Meeting, VD Comm	Village Develop. Meetings	Village & Cluster Circuits	Village Leaders In	H.C.T. Training	Village leaders and government officers' participation in planning process and movemental activities.						HDTI	AALD	Govt. Ministries
Government Authorisat	Government Visits	Cluster Consults/Assemblies	Harambee Workdays	Cluster Meetings	Village Ldrs on Ci								Interchange, common guild activities, joint planning, special events of symbolic and practical nature, and ad hoc groups of leadership.		
Village Decision Surveys Village Meetings	Harambee Workdays		Government Officers Conference	Health & Agricult. Conference	Cluster Guild Actuation	Songs, Stories, Quotes '83	Utilizing village leaders in staff roles.								
Catalyzing Agent	Building a National Staff			Building a National Staff									including village leaders and government officers in overall movement.		
Mode of Initiation	Establish Residential Staff			Consult or Impact Events											

STEPS AND STRATEGIES

TO

WIDESPREAD MULTIPLE VILLAGE DEVELOPMENT

1. Devise a replication plan for broad geographical coverage.
 - a. Plan widespread coverage and targeted intensification in phased steps.
 - b. Set up vision and images of a village movement.
 - c. Devise recruitment scheme for national staff.
 - d. Prepare training device adequate to motivate and nurture national staff and to continuously supply expansion system with personnel.
 - e. Undergird with adequate authorisation and funding.
2. Begin with a Village Human Development Project or Cluster Project with national and international staff living in the base village of the project.
3. Set up a village organisational structure and dynamic based on the DOOP Model.
4. Devise a systematic circuiting system to follow up each village in the cluster and the cluster as a whole.
5. Set up formal and informal leadership training for village leaders so that they may actively lead their villages in doing their own projects.
6. After a village has become a demonstration sign (something is happening) and a base (operating node) expand to cluster of clusters. This should supply enough density to begin self-generating interaction which forms a base for further intensification to move to a contiguous multi-cluster.
7. Begin expansion of cluster scheme to cover first the geographical area symbolically. Phased intensification will happen in later stages.
8. Continue the rhythm of expansion and intensification in accordance with the timed plan considering training, funding, etc.
9. Inputs of substantial goods, services and capital should begin at the cluster of clusters level.

Programmes are so undergirded that planning and accountability begin at the stake level and move through the village, cluster and to the cluster of clusters level.
10. Engage village leaders in planning, actuation and interchange through multi-cluster events beyond government administrative areas in which villagers usually work.

Voluntary grouping of such village leaders can deal with specific issues common to them primarily through the wisdom and courage provided by interchange and corporate planning.
11. Engage local government officers, local administrative units of government ministries, local cooperatives, etc., in ongoing community catalysis events, as well as special contextual, training and planning meetings.
12. Do experimentation with public and private sector to see how they can more effectively interact with the local so that mutual development takes place.
13. Train, organise and follow-up villagers to implement all stages of the replication process that the village leaders finally are responsible for village movement.

PILLARS AND PRINCIPLES THE KENYA REPLICATION SCHEME

PROGRAMME DESIGN

EMPOWERING CONTEXT

ENGAGEMENT ROLES

EXPANSION FRAMEWORK	RELEASING DECISIONS	STAFF ROLE	LOCAL LEADERS ROLE	STRUCTURAL RELATIONSHIPS	COMPREHENSIVE TRAINING	REPLICATION PROCESS
PHASED LONG-RANGE MODEL TO CARE FOR EVERY COMMUNITY 1	DECISION TO RISK MASS MOBILIZATION 5	HOUSES OF LOCAL AND EXTRANATIONAL STAFF 8	LOCAL LEADERS TRUSTED TO DO PROJECT ACT & DEV 14	FRAME TO SUPPORT NATIONAL MOVEMENT 21	INTEGRATED INTERCHANGE AND TRAINING RELEASES STAFF PROWESS 27	INITIAL PROJECT A LAUNCHPAD DEMONSTRATION 30
		PRIMARY RELIANCE ON VILLAGES FOR NATIONAL STAFF 9	LEADERS MOVEMENT IS RESERVOIR FOR CATALYSIS 15	AUTHORIZATION DONE WHEN NEED IS CLEAR 22		CHALLENGING EXPANSION INTENSIFICATION SCHEDULE 31
CLUSTER PROJECT INITIATION AND INTENSIFICATION SCHEME 2	SELF-SUPPORT SECONDARY TO TASK SUPPORT 6	LOW STAFF TO POPULATION RATIO 10	LEADERS ENGAGEMENT BEYOND CLUSTER 16	CIRCUIT MODELS CATALYZE ALL LEVELS 23	CORPORATE PATTERNS TRAINING CATALYZES ACTUATION 28	EXPAND CONTIGUOUS CLUSTERS TILL SELF-GENERATING RESPONSE CAPITALIZED 32
		NO DIRECT RESPONSIBILITY FOR VILLAGES ACTUATION 11	DOOP (Do Our Own Project) MODEL IS THE KEY VILLAGE TACTICAL DEVEL OPR 17	CONCERNED STRUCTURES KEPT FULLY INFORMED 24		
COMMON OPERATING PATTERNS THROUGHOUT GEOGRAPHY 3	LIVE IN THE TARGET COMMUNITIES 7	DOOP AND HEALTH CIRCUITS: THE FORM OF STAFF ENGAGEMENT IN THE COMMUNITY 12	REGULAR CONCILLIARY AND INTERCHANGE EVENTS 18	INPUTS AT MULTI-CLUSTER LEVEL ONLY 25	SYSTEMATIZED LEADERS JOURNEY IMPLEMENTS DEVELOPMENT 29	EXPANSION & INTENSIFICATION RHYTHM CATALYZES SOCIAL STRUCTURE 33
		CIRCUITER DEMONSTRATES CATALYTIC LEADERSHIP STYLE 13	ENGAGEMENT AS CLUSTER AND MULTI-CLUSTER GROUPINGS 19	DELIVERY SYSTEMS ENGAGE SECTORS 26		
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PRINCIPLES AND PILLARS

1. A phased long-range model is set up to handle all the villages in all the geography, the model holds the vision and movement design to fill the geography.
2. A replication scheme is crucial to build momentum through a long-term cluster expansion model and a focused intensification strategy.
3. Operating models are common in each project throughout the geography.
4. The administrative cluster of clusters (location) beyond the first administrative cluster (sub-location) is the basic building block in the replication scheme.
5. The key to replication is the decision to risk mass rural mobilisation.
6. The self-support image is secondary principle relative to the overall funding design necessary to do the task.
7. By living in one of the villages they are circuiting, circuiters both demonstrate the viability of village life and create opportunities for collegial journeying of village leaders.
8. A Human Development Cluster Project is established as an operating base which selectively includes national and international staff living in the project(s).
9. A national staff, selected primarily from the villages, is created to serve as catalyzers and trainers for the replication process.
10. A low staff to population ratio is both feasible and necessary.
11. The replication process does not become directly involved and accountable for actuaion.
12. The DOOP Model and health circuits are the form of auxiliary engagement in the villages.
13. The circuiter demonstrates the style of intentionality and effective leadership to the village.
14. Trusting that villagers can assume responsibility for their own actuation and development is the basic decision required for replication, intensification and actuation strategies.
15. A visible leaders' movement is necessary to tap the reservoir of actuation wisdom as well as catalyze rapid development from the village to masses of clusters.
16. Doing multi-village development requires that village leaders participate in movement activities beyond their own basic cluster.
17. The DOOP Model (Do Our Own Project) is the key tactical means of involving total village participation in local development.

18. A regular conciliar rhythm is necessary for multi cluster leaders to intensify awareness of victories, blocks, directions and build consensus on future directions.
19. Opportunities are provided for planning and common action within and beyond multi-cluster groupings that catalyze new ways for local people to participate in changing the administrative, social and economic structures.
20. The planning made in any level of village meetings is the decision of what those present at the meeting will do.
21. A four-sector frame is built in order to support nationally the local movement in self-reliant activity.
22. Authorisation is not done for its own sake, but when the need and activity to be authorised are clear; then all levels of authority are honored as part of the ongoing intensification task.
23. Circuiting models are implemented to catalyze the villagers' use of the DOOP model, and to monitor guild activities and input programmes, on all Cluster levels.
24. Local government officials (administrative units, ministries, and cooperatives) are informed, involved and trained in order that they may effectively participate in local development.
25. Inputs of substantial goods, services and money are made at the multi-cluster level in order to insure that such items are used for the programmatic plans which are contributed to by all levels of the clusters and corporately decided upon thus complementing self-reliance and local initiative.
26. A delivery system is provided between the local and the other three sectors in order that goods, services and money may be channeled into the village structures for implementation of local development leading to the three sectors' eventual participation with the local peoples in common planning & implementation.
27. An integrated training dynamic with formal and informal systematic interchange and training programmes is set up to deepen staff context and methods prowess for expanding responsibility.
28. Staff training in corporate patterns is the key to the catalytic actuation of comprehensive village development, rather than staff training in technical expertise.
29. An integrated training dynamic with formal and informal programmes is set up to develop and train the villagers to build a villagers leaders movement that implements all stages of local development.
30. The initial project(s) is turned into a demonstration project(s) that creates an image and story of possibility for other villagers.
31. A rapid expansion/intensification schedule is set up, within training and funding limits, in order to create the momentum which will catalyze a village leaders movement.
32. The shift is made to contiguous clusters and cluster of clusters until a self-generating response from the villagers embraces the image that development plans are the village's responsibility.
33. Constant cluster expansion and intensification is the means used to catalyze change in social structures.

COMPONENTS OF HUMAN DEVELOPMENT

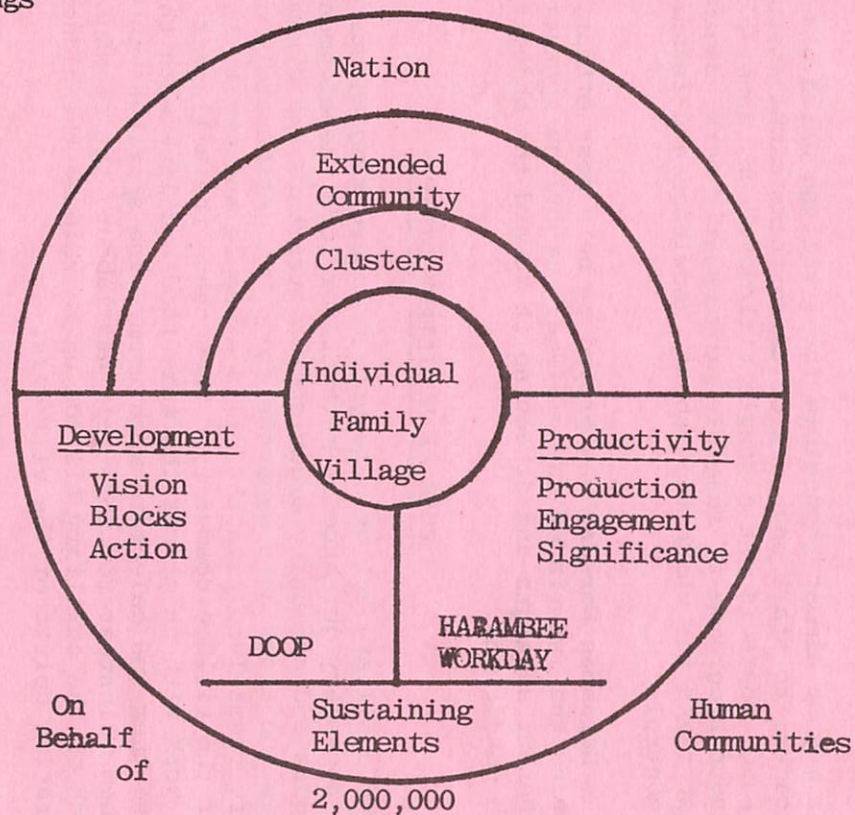
Area Nairobi

June 1983

HUMAN JOURNEY

1. Acknowledging Change of All Things
2. Accepting the Given Situation
3. Honoring All of Existence
4. Affirming Awakening of All
5. Acting Unmoved by Success or Failure
6. Doing Constructive Activity
7. Caring for the Needy
8. Recreating Structures of Justice

VOCATIONAL TASK



SUSTAINING ELEMENTS

1. Clean & Beautiful Environment
2. Adequate Supply of Clean Water
3. Minimum Requirements of Clothing
4. Balanced Diet and Fuel
5. Minimum Housing and Communication Facilities
6. Basic Health Care
7. Education for Full Living of Life
8. Cultural and Spiritual Welfare

PLANNING METHOD

- Brainstorm
- Group Together
- Name
- Organize

VILLAGE ORGANIZATION

- Stakes
- Community Assembly
- Guilds
- Community Development Committee

COMMUNITY LIFE

- Symbolic Life
- Continuing Education
- Corporate Existence
- Missional Task

HARAMBEE WORKDAYS

Harambee is a Swahili term that means "Let us work (or pull) together." One of the most outstanding contributions that the Movement in Kenya has made to social development is putting structured form to the mutual sharing of labour through Harambee Workdays. The Workday is not just a labour team where a useful physical objective is to be achieved, it is a revolutionary technique, to awaken people to their own potential based on their own culture and innovative abilities.

Harambee Workdays can be utilized to build access roads to the villages, safe foot paths to every hoem, water supply and storage systems for the community, irrigation, housing, prevention of soil erosion and environmental sanitation. Tree planting campaigns, home gardens, group (stake) organisations of terracing, ploughing, weeding and harvesting of fields are also very effectively carried out through workdays.

It may be almost impossible for a village which has been stagnant for decades, to start upon all of these tasks simultaneously. On the other hand, there is not a single village which cannot plan out a continuous programme of feasible programmatic work, beginning with the simplest tasks for which the labour, knowledge and resources are within their control.

The Harambee Workday has proved to be a most effective means of destroying the inertia of any village. It brings appreciation of its own inherent strength and directing it toward the objective of improving its own conditions.

ROLE OF AUXILIARY STAFF

The auxiliary act as catalysts or energizing agents and providers of the necessary guidance on methods for local development, motivational techniques and community organisation structure and dynamics. The auxiliary do not stand aloof as a separate group but deliberately and willingly identify themselves with the village people and try to live as an integral part of the village community. They share the villagers' hardships, do manual work with them, eat the same food and live with them, learn while teaching them and celebrate with them. The spiritual motivation that has made them volunteer for this selfless labour, the freshness and unpatronizing approach of the auxiliary all add up to release the hidden but innate co-operative spirit of the villagers.

Experience has proved that the least difficult task has been that of getting community co-operation. Nobody needs to teach rural communities 'group effort' and 'self help'. Sharing is an inherent characteristic among the rural poor.

IV. TRAINING

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TRAINING CENTRES

The Institute of Cultural Affairs has three training conference centres located across Kenya. The centre located in Kamweleni Village near Machakos is the National Training Centre. It is primarily responsible for all training events which last over one week in length or are national in nature. In addition, many of the ICA's short-term training events and conferences for Eastern Province are held there.

The following is a list of some of the training events and conferences offered at the training centres or in the village projects.

TRAINING FOR STAFF

The Human Development Training Institute (HDTI) is a seven-week long programme for training new volunteers to the ICA staff. All the Kenyan staff who reside in the 37 residents across Kenya receive their orientation in this HDTI. Men and women representing their village projects participate in the curriculum to prepare themselves for two years of volunteer service. A longer description of the content of the curriculum follows on page 39.

After receiving field experience, the students return to the national training centre for a two-week Advanced Training School (ATS). This is an opportunity for staff to examine the aspects of the development work in which they have found they need additional practice.

The Health Auxiliary Training School (HATS) is a six-week programme to prepare selected staff as teachers of basic health methods. This school includes four weeks of classwork on various aspects of health and practice teaching sessions. Following this is a two-week period of holding health training modules in the villages under close supervision. The graduates are then ready to help in other health training events and in doing regular week-long circuits to support the village leaders trained in health.

In the Kenya Replication Scheme, training is seen as a constant process. All project initiation events, training schools for both staff and villagers and regular team activities include training periods. This entails sharpening of teaching skills, close monitoring of activities, and group reflection on programme events. It also involves touching the depth of motivation methods and discerning the purpose and significance of the group's task.

TRAINING FOR VILLAGERS

The Village Leaders Institute (VLI) is a five-day practical training programme in planning and team building methods. It is designed for the village leaders of all educational backgrounds to acquire skills in community organisation, leading meetings, building consensus, and in creating and implementing tactical development timelines.

LOCATION
FARMERS &
HEALTH
CONFERENCES

The Location Farmers and Health Conferences are one-day seminars for leaders across a location administrative unit to gather and make common plans on these two crucial arenas of development work. At these events reports are heard from each village, concerning progress on past plans and government programmes. The underlying issues in agriculture or health are discussed and proposals are then recommended and timelined on the next quarter's activities.

PROGRAMME
IMPLEMENTATION
MODULE

The Programme Implementation Module (PIM) lasts for one week and is held on site in the village. The intent is to enable the village leadership to focus on one of the project programmes of their village. PIMs have been held on construction projects, as well as health or agriculture projects.

WOMENS
ADVANCEMENT
MODULE

The Womens Advancement Module is a three-day seminar offered to engage women directly in village project implementation activities. In the seminar, women have the opportunity to decide how they can most effectively participate in the overall development of their community. They also travel to district or division towns to familiarise themselves with resources available to them and to register as groups.

HEALTH
TRAINING
MODULE

The Health Training Module is a two-week long construct designed to train five people in each village within a sub-location as health care takers. Nutrition, preventive care, sanitation, child and family care, first aid and dental hygiene are some of the health arenas covered in this training. The trained health care takers are then ready to cooperate with public health workers to improve health practices in their village.

VILLAGE
LEADERS
TRAINING
SCHOOL

The Village Leaders Training School (VLTS) is a three-week school for leaders who have attended the Village Leaders Institute. The intent is to equip these leaders as catalyzers of development activities for their sub-location. Participants practice skills in leading structured circuits to other villages for updating plans and dealing with issues. They also learn recordkeeping, doing sub-locations and location level meetings, and approaches to enabling government programmes. Graduates form a "sub-location team" of leaders to empower cooperation between villages.

ADVANCED
VILLAGE
LEADERS
INSTITUTE

This is a five-day training course for functioning village leaders who have completed the Village Leaders Institute. It is intended to offer parts of the advanced training curriculum from the VLTS to a wider audience in the village projects.

GENERAL TRAINING

The Location Officers Conference is a two-day residential planning seminar for all government officers at the Location or Division administrative levels who are responsible for development in a given location. The conference analyses the development activities going on in the location, the government goals, priorities and plans. It then works through a two-year development plan and implementation procedures for the location officers to cooperate across ministry or departmental lines.

LEADERSHIP
EFFECTIVENESS
AND NEW
STRATEGIES

Leadership Effectiveness and New Strategies (LENS) is a two or three day planning seminar which may be used by any group with a common arena of concern or focus of work. The course consists of presentations, conversations, think tanks and products that end in concrete implementary plans. The methods use the creativity of the participants for releasing human potential and the determination of targeted actions. Methods of decision making, means of effective resource utilisation, functional communication, dynamics of participatory planning, and cross group team building are demonstrated throughout the seminar. LENS is used in a wide range of situations including companies, banks, government officers, cooperatives, unions and womens organisations.

TRAINING
MODULES

A large reservoir of training modules involving intellectual, social and motivation methods is available for training staff, villagers, and the public at large. These modules usually take one to three days. The modules range from reading, language upgrading and basic mathematics to courses in study and teaching methodology, cultural and social studies. Motivation studies include such modules as the Vocational Journey Lab and a Profound Humanness Course.

CONFERENCES
LABS &
ASSEMBLIES

Conferences, Labs and Assemblies are held on a wide variety of subjects and groupings of people. Some are held for designing programmatic activities of the Kenya Replication Scheme. Others involve other groups such as the Rural Development Symposium, Project Documentation Labs and the All African Assembly for Local Development. Some are more general in nature such as the Regional Development Symposium, Continental Research Colloquy and Multi-Community Development Conference.

HUMAN DEVELOPMENT TRAINING INSTITUTE

BASIC OBJECTIVES

The Kenya Replication Scheme calls for a large number of staff to be quickly trained to pick up the roles of project directors, staff and village leadership. The Human Development Training Institute has this responsibility and operates with the following objectives. First, the participants learn how to identify the actual human needs in different types of communities. Second, they learn about and see with their own eyes practical, new ways of dealing with age-old problems that have seemed insolvable, and to utilise the local resources, government services and appropriate technology available for resolving them. Third, they are trained in methods of corporate leadership which allow them to work as a team and to create the motivity necessary to engage an entire community in the common planning and actuating of its own development. Hence, the Training Institute is not concerned to produce experts in a particular field, but a capable and motivated leadership core which can serve any local community in its overall development effort.

BASIC CURRICULUM

To accomplish these objectives, the Training Institute uses a threefold organisational model consisting of cycles, excursions and colloquies during the seven weeks: three major academic cycles, two excursions and an opening and closing colloquy. The basic curriculum is constituted by the three cycles of study, covering all facets of village development: the economic, the cultural and the social. These cycles are further sub-divided into nine programmatic arenas, each of which is dealt with in an intensive two-day module designed to equip participants with both an overall grasp of the arena and practical methods for catalysing its rapid development in a village. The second structural component of the curriculum consists of two major excursions, each three days in length. The first of these is an encounter with the profound heritage of Kenya's rich history and the great social inventions which have contributed to human civilisation. The second is an encounter with the global and urbanised world, usually a trip to Nairobi as the guest of government departments and business houses, which confronts participants with an understanding of the vast technological and human resources which this new world makes available to the local development effort. Finally, the Training Institute begins with a three-day council which orients new participants to its total curriculum and style; and concludes with a three-day council in which those are about to graduate are joined by representatives of the existing projects, share reports on the progress of the nation-wide effort and coordinate plans and schedules for the coming three months.

BASIC COMMITMENT

The Human Development Training Institute is for men and women of every background who care deeply about the future of rural communities. It requires of all applicants accepted for admission a decision to engage themselves fully in the two-months of training in order to become familiar with project methods and operations. It also asks that every applicant consider seriously a two-year project assignment following the training programme. Those selected for the programme must be willing personally to share the living conditions of the village for the sake of giving of genuine service to the local people. They must be capable of adopting a disciplined and corporate style of life appropriate to the local situation. They must be willing to engage in hard intellectual and physical work during the eight weeks of training. This practical training offers significant engagement for those who have decided to care for the villages across the nation of Kenya.

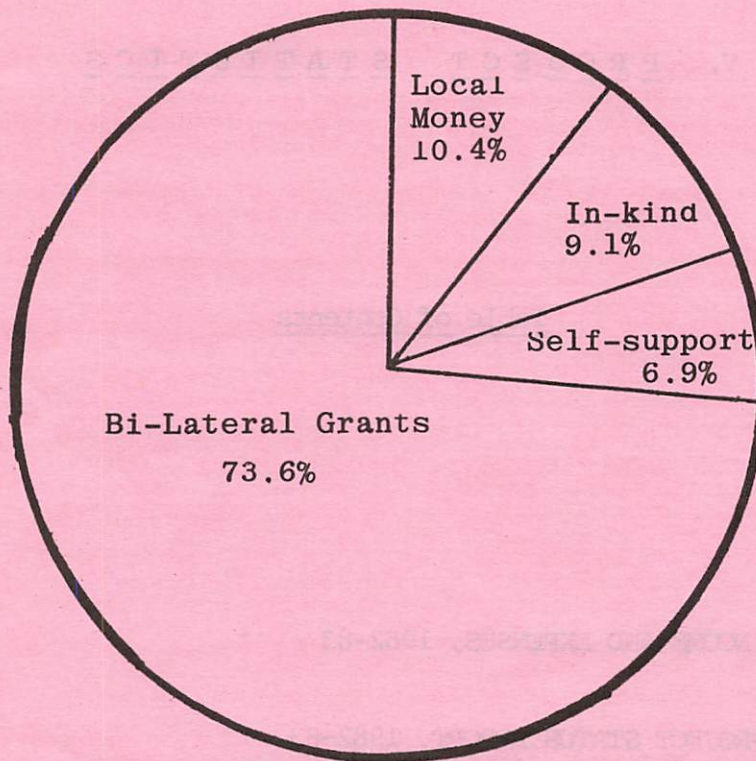
V. PROJECT STATISTICS

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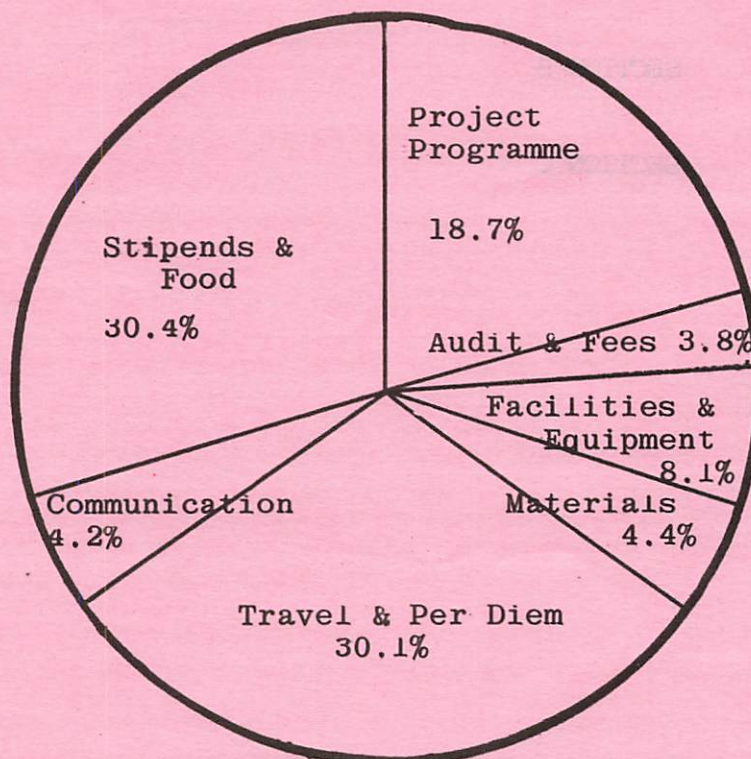
INCOME AND EXPENSES

INCOME



TOTAL Ksh 4,872,700

EXPENSES



COST PER VILLAGE
Ksh 6,500

STAFF EXPENSES
Ksh 3,500 per staff member

TOTAL Ksh 4,872,700

PROJECT STATUS REPORT - TOTAL AREA

across Kenya's 90% rural population belt

Area Nairobi, June 1983

New Village Movement

<u>PROJECTS</u>	<u>SECTION A</u>	<u>SECTION B</u>	<u>SECTION C</u>	<u>TOTAL AREA</u>
Village Projects	160	148	444	752
Sub-location Cluster Projects	28	33	90	151
Location Cluster Projects	6 (3 partial)	7 (3 partial)	20 (3 partial)	33 (3 partial)
Division Cluster Projects	1	1 (partial)	3 (1 partial)	5 (2 partial)
People	165,487	141,575	377,042	684,104

Located in:

Villages	160	148	444	752
Sub-locations	30	38	91	159
Locations	13	15	24	52
Divisions	11	12	13	36
Districts	9	10*	5	24* †
Province	3	4	2	7* (sic)

* Includes Nairobi District and Province

† 23 Districts, (excluding Nairobi) have a population of 10,965,300

PROJECT STATUS REPORT - Section 'B'

Area Nairobi, June 1983

across Kenya's 90% rural population belt - Kenya Replication Scheme.

New Village Movement

HUMAN DEVELOPMENT PROJECTS				LOCATION CLUSTER PROJECTS				DIVISION CLUSTER PROJECTS					
Project Name		District		Project Name		District		Project Name		District			
Date Initiated	Population	House Name	Date Initiated	Sub-Location	Date Project Initiated	Village Projects	Population	House Name	Date Initiated	Location Proj Name	Date Initiated	Population	Density
<u>Kawangware-Kabiro HDP</u> 8/79	2500	Nairobi	<u>Gitugi Location Cluster Project</u> Ngutu House 12/82				Murang'a Kangema 503	<u>Kigumo Division Cluster Project</u> Mugunoini House 1/81					
<u>Kipsianan-Koisamo HDP</u> 6/80	1600	Nakuru	Ngutu 12/82	6	4266		<u>Mithithi Location Cluster Project</u> Giathaini 10/81 4 5915 522 Githembe 11/81 3 3625 545 Kiugu 12/81 4 4359 544 Munguni 3/82 5 2534 277 Kangani 3/82 5 3671 344 Muthithi 4/82 5 4007 599 Gikarangu 4/82 5 7943 337 7 Sub-loc 31 32,054 421						
<u>Chororget HDP</u> 10/80	1200	Elgeyo- Marakwet	<u>Muryaka Location Cluster Project</u> Ng'araria House 3/83				Murang'a Kandara 595	<u>Kamahuhua Location Cluster Project (11/82)</u> Saba Saba 5 5441 680 Kamahuhua 4 2486 237 Kaharate 4 3205 421 Iganjo 5 2506 221 Kamuiru 4 2120 221 5 Sub-loc 22 15,758 324					
<u>Eldume HDP</u> 1/81	800	Baringo	Ng'araria 3/8	6	5671		<u>Nginda Location Cluster Project (2/83)</u> Gakoigo 4 6980 334 Ichagaki 'A' 5 3695 359 Ichagaki 'B' 4 4416 766 Ichagaki 'C' 3 3411 627 Gathera 4 5969 531 Maragua Ridge 4 2648 112 Kaharo 4 5953 530 7 Sub-loc 28 33,072 306						
<u>Matindiri HDP</u> 1/81	1200	Nyandarua	Gakarara (to be done)				<u>Kinyona Location Cluster Project (5/83)</u> Gatare Forest 1 477 16 Gacharage 4 4332 154 Kinyona 5 3456 160 Makomboki 4 3274 135 Kangari 6 5896 210 Kamukabi 3 3541 353 Mariira 4 3759 279 7 Sub-loc 27 24,705 161						
5 Vill Proj., 5 Districts, 7,300 People				<u>Kaptel Location Cluster Project</u> Kaptel House 10/82				Nandi Aldai 137 105	<u>Kigumo Location, 5 Sub-loc (to be done)</u>				
SUB-LOCATION CLUSTER PROJECTS				Kapsisiywa 2/83 4 1308									
Project Name	Date Initiated	District	House Name	Date Initiated	Sub-Location	Population	Density						
<u>Kaongo Sub-location Cluster Project</u> Kaongo House (1/81) 6/82	5 Vill Proj.	Meru	Kombe (to be done)										
	5197	145	2 Sub-locations 10 6,084 129										
<u>Ngaru Sub-location Cluster Project</u> Gatuto House (10/80) 1/83	2 Vill Proj.	Kirinyaga	22 Village Projects, 4 Sub-location Clus. Projects, 3 Location Cluster Projects (partial) 16,021 people										
	3615	336	<u>TOTAL SECTION B:</u>										
<u>Nthagaiya Sub-location Cluster Project</u> Nthagaiya House 5/83	6 Vill Proj.	Embu	141,575 People										
	3933	166	148 Village Projects										
13 Vill. Proj., 3 Sub-locations, 3 Districts, 12,745 People				33 Sub-location Cluster Projects									
				7 Location Cluster Projects (3 partial)									
				1 Division Cluster Project (partial)									
				Located in:									
				38 Sub-locations									
				15 Locations									
				12 Divisions									
				10 Districts									
				4 Provinces									
				108 Vill. Proj., 26 Sub-location Cluster Projects, 4 Location Cluster Projects, 105,509 People									

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