

**THE JAWALE HUMAN RESOURCE DEVELOPMENT CENTRE**

A Focus on Training and Women's Advancement  
Progress Report  
Prepared by the Institute of Cultural Affairs : India

*Dressing up in style with*

*Mafatlal*  
-the name you can trust



**Suitings • Shirtings • Dress Materials • Sarees**

Regd. Trademark of Mafatlal Industries Ltd. (New Shorrock Mills) and The Mafatlal Fine Spg. & Mfg Co. Ltd.

The year 1985-86 marked a change in the directions being taken by Jawale Human Development Project. Jawale village has become an autonomous agent of its own development. The Institute of Cultural Affairs : India plays a support role to the community's efforts and has extended its resources to the circle of villages surrounding Jawale as well as to other parts of Khandala Taluka. The ground floor of the training facility was completed in December '85 and a priority has been placed on equipping it to function as a HRDC. In the fifteen months between July 1985 and October 1986 over 100 events occurred, involving over 10,000 people.



## 1. NON-FORMAL EDUCATION

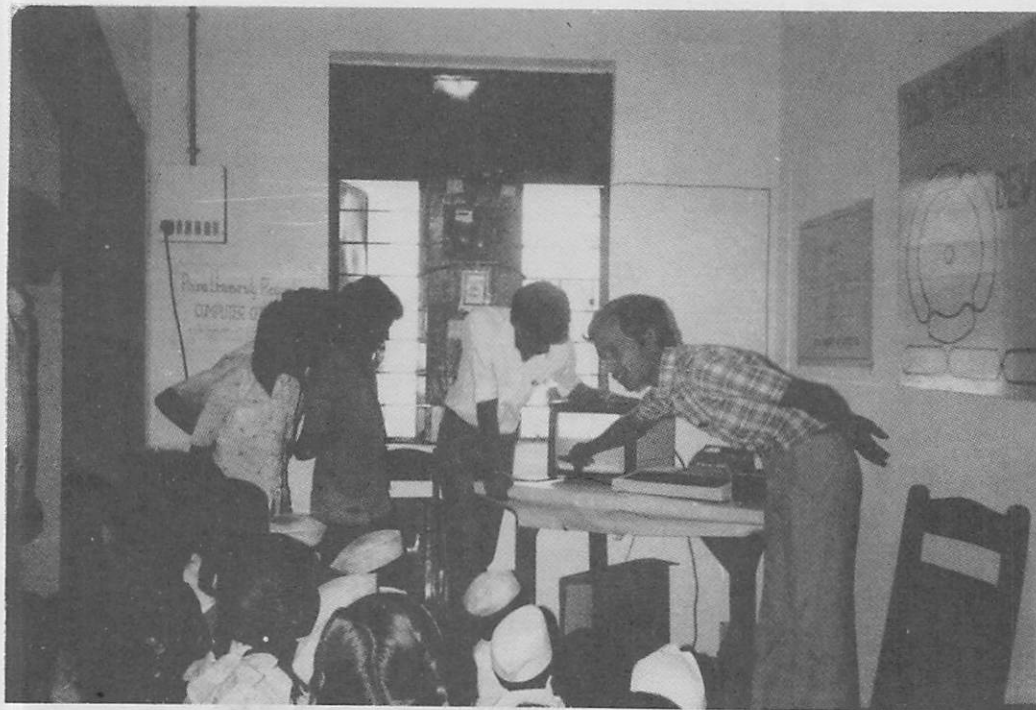
A major priority of the Centre's programme is to provide leadership development opportunities for project personnel and community residents in the region.

**Local Development Practitioners School** : 1-14 December, 1985. Twenty-one individuals participated. The aims were to develop local leadership capabilities, as well as to provide a forum for development exchange.

**700 Attend Technology Fair** : 12 December, 1985. One third of these were women. Thirteen exhibits represented future, human and appropriate technologies, which included hot box and smokeless chulla, solar cooker, solar panel, and women's handiwork and crafts demonstrations.

**Village Participates in Hosting School** : Jawale and cluster villages provided a practical laboratory for methods of human development and coordinated two village shramdands on a special workday.

**Other Training** : English language, animal production, increasing milk production, use of animal skins, rope industry development, ambar charkha, typing, and tailoring training were all conducted.





## II. WOMEN'S ADVANCEMENT

**Sewing Classes :** In June 1986 the project's fifth sewing class series was begun.

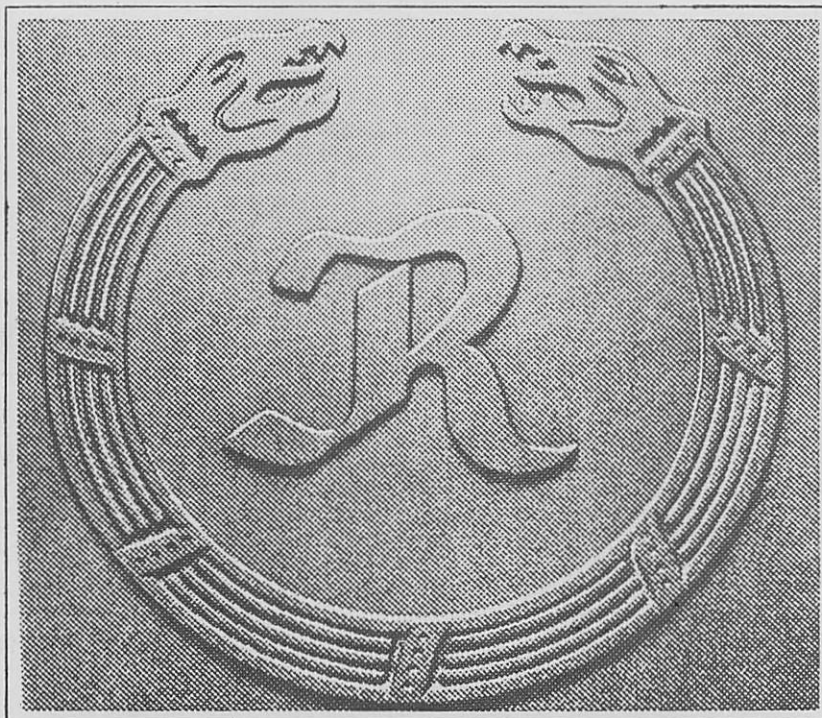
A major emphasis in Jawale has been a series of women's programmes.

Forty women, representing both the Backward and the Maratta Community attended daily—twenty in a morning session and twenty in an afternoon session.

**Women's Exposition :** On 12-14 September, 1986, a Women's Exposition was held with discussions, dramas, and videos dealing with issues faced by women. Twenty organisations from three states participated, and five economic schemes were presented and discussed. There were exhibits on life education, alternative energy, preventive health, family care, and cultural activities.

**Dairy Development :** In January 1986 twenty-five women representing several villages within the circle surrounding Jawale attended a DRDA-sponsored milk dairy training programme. This event continues a trend of high participation among women of the region within this aspect of agriculture.

## Finding inspiration in tradition



**The Rallis emblem.**

The letter 'R' is enclosed within the circular motif of a two-headed serpent, which represents the staff of Hermes, the Greek god of commerce and prosperity. Traditionally, in India, the circle is the symbol of perfection, and the serpent, wisdom, eternity and good fortune. The Rallis emblem thus symbolises the confluence of Indo-Greek wisdom that, today, leads to a better life for everyone.

## The philosophy of growth

In the timeless tradition of India, we find an expression of our dream.

A dream that's fundamental to our evolution in various spheres of enterprise.

Enterprise that makes life a little better for people in all walks of life. With modern, affordable products and services.

Whether it's fertilisers or pesticides, home appliances or vital drugs, portable tools or exports, we strive to ensure that they offer the best value for money.

That we are growing rapidly speaks for our success.

But our own satisfaction lies elsewhere: It's in the appreciation of the 24-fold increase in the national household physical assets, from Rs. 422 crores in 1950-51 to Rs. 10,240 crores in 1984-85. And of the three-fold increase in the private consumption expenditure, from Rs. 14,708 crores to Rs. 47,149 crores during the same period.

With every passing day, the quality of life is getting better. The future is full of promise.

For growth is achieved by fulfilling the needs of the people and by making their lives that much better.

## It's a better life with Rallis



**RALLIS**  
Multi-Technology Group

Agrochemicals  
Consumer Durables  
Engineering  
Fine Chemicals  
Pharmaceuticals  
Exports

R K SWAMY/R/2987 N

### III. CATALYSING SCHEME IMPLEMENTATION

The ICA : India has continued to play a role in linking resources to needs.

**Lift Irrigation :** The implementation of this scheme has been a collaborative effort between the Government, BAIF, financial institutions, and private interests. The Backward Community farmers registered themselves as an irrigation society and a collaborative government, bank, and corporation funding scheme has been sanctioned for Rs. 75,300 to do weir dams for small farmers.

**Social Forestry :** A social forestry camp was held in Jawale on July 3rd, 1985. Under the "One Child One Tree" scheme, a tree was planted by each student of the Jawale primary school. Trees were also distributed to farmers and a small plantation was made in front of the government health clinic.

**Preschool Education :** A donation of Rs. 1700 was used for preschool equipment in the Kanheri and Lohom balwadis, and a Rs. 1200 donation was used for teacher salaries and for equipment in the Jawale balwadi. The schools have acquired charts, attractive picture books, toys and cabinets, and the villages are donating or renting facilities.



**Health Care :** In June 1986 the Jawale Primary Health Unit was opened. The Women's Expo was used as an opportunity to introduce residents to the facility and staff.

**Agriculture :** On the 14th June 1985 an Agricultural Training Camp was held, which included 69 people from seven villages in the Jawale circle. Arenas discussed were 1. the Visit and Training Programme, 2. Advanced Training for crops such as bajari, jawar, groundnut, potato, watana, and rice, 3. use of modern seed, improved crop production, different methods of irrigation and appropriate farming technology, 4. fertilizer use in advance crop production, and 5. horticulture for a dry land situation.

## EDGE ARTICLE REVIEW

Each quarter we intend to publish excerpts from an article or book that we have found to be of interest in New Age Consciousness. Reprints of the full article are available upon request for a small fee.

### HIGH PERFORMANCE PROGRAMMING : A FRAMEWORK FOR TRANSFORMING ORGANIZATIONS

by Linda Nelson & Frank Burns

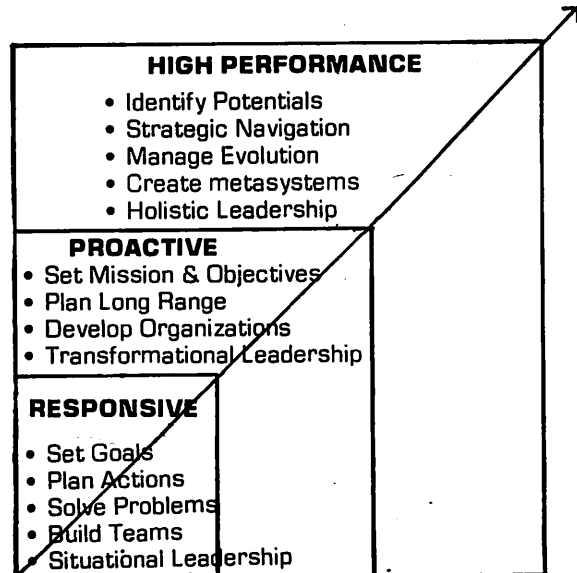
from the book, **Transforming Work** Edited by John Adams

"The High Performance Programming (HPP) model illustrates concepts that assist in transforming an organization into a high-performing system. The structure of the model provides a nested framework for diagnosing current levels of performance and for understanding the potentials for performance at the highest levels. Specific methods are outlined for creating the conditions which elicit high performance from individuals, teams, and organizations.

"The term **programming** is used to highlight the proposition that an organization's present performance level is a function of past implicit or explicit "operating instructions" to the system. Similarly, future performance will depend on how the organization's culture is being programmed now. This critical issue is the key to unlocking the performance potential of an organization. Specifically, an organization's future performance is a direct result of its culture and the operative frame of reference supplied by that culture.

This concept is reflected in the series of three frames that make up the body of the HPP model. Each of these three frames portrays a distinct operating frame of reference. These frames are nested to reflect one of the basic concepts of the model — each larger frame builds upon and provides an enhanced cultural context for the frame or frames within it. The **proactive** frame of reference is an extension and an enhancement of the responsive frame. Likewise, the **high performing** frame of reference is an expansion beyond the **proactive** frame and includes both the **proactive** and **responsive** frames.

The authors provide eleven arenas of organizational life that shift as an organization moves from reactive to responsive to proactive to high performance.



<b>REFERENCE</b>	<b>REACTIVE</b>	<b>RESPONSIVE</b>	<b>PROACTIVE</b>	<b>HIGH PERF.</b>
<b>TIME FRAME</b>	Past	Present	Future	Flow
<b>FOCUS</b>	Diffused	Output	Results	Excellence
<b>PLANNING</b>	Justification	Activity	Strategy	Evolution
<b>CHANGE MODE</b>	Punitive	Adaptive	Planned	Programmed
<b>MANAGEMENT</b>	Fix blame	Coordination	Alignment	Navigation
<b>STRUCTURE</b>	Fragmented	Hierarchy	Matrix	Networks
<b>PERSPECTIVE</b>	Self	Team	Organization	Culture
<b>MOTIVATION</b>	Avoid pain	Rewards	Contribution	Actualization
<b>DEVELOPMENT</b>	Survival	Cohesion	Attunement	Transformation
<b>COMMUNICATION</b>	Force Feeding	Feedback	Feed forward	Feed Through
<b>LEADERSHIP</b>	Enforcing	Coaching	Purposing	Empowering

Given that we are already well into a new age of rapid change and transformation, higher-order models such as this one are vital. Organizations that approach the challenges ahead with impoverished ways of thinking will be caught at the "shear line" of conflicting paradigms. They can anticipate increasing difficulties as the pace of change continues to accelerate and as their habits of thought fall further and further behind the realities of an increasingly complex world.

*With Best Compliments From :*

*With Best Compliments From :*

**ION EXCHANGE (INDIA) LTD.**

**ABHYUDAYA CO-OPERATIVE  
BANK LIMITED**

Tiecion House  
Dr. E. Moses Road,  
Mahalaxmi,  
Bombay 400 011.

Parel Village,  
63, G. D. Ambekar Marg,  
Bombay 400 012.

**Pioneers in the field of  
water treatment**

Estd. 1964

Bombay, Delhi, Calcutta, Madras.

Phone : 4130455 (5 Lines)  
Telex : 6961

*With Best Compliments From :*



## **National Peroxide Limited**

Registered Office :

NEVILLE HOUSE, J. N. HEREDIA MARG, BALLARD ESTATE,  
BOMBAY 400 038.

## STATEMENT OF PURPOSE

The Institute of Cultural Affairs (ICA) is an international organization concerned with the human factor in world development. For 32 years, it has engaged in research, leadership training and the creation of programs that release potential in individuals, communities and organizations. ICA believes that utilizing human resources to the fullest extent is the foundation for lasting development. It emphasizes grassroots participation in every aspect of its work in order to release self-sufficiency, self-reliance and self-confidence.

ICA originally operated as a program division of *The Ecumenical Institute, Chicago*. It was set up as a separate entity in 1973 to work directly with local community groups, corporations, service organizations and governmental agencies. *The Order: Ecumenical* provides the full-time staff for the activities of The Institute of Cultural Affairs and The Ecumenical Institute. Members are from many different national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.

Programs of ICA are supported by individuals, public and private agencies, foundations and corporations, organizations and associations, and development agencies of many governments. ICA, in the United States, is a State of Illinois not-for-profit corporation, exempt from income tax under section 501 (c)(3) of the Internal Revenue Code. Contributions by donors qualify for the maximum charitable contribution deduction. Its financial records are audited annually by Arthur Andersen & Company.

## FINANCIAL SUMMARY

### PUBLIC SUPPORT & REVENUE

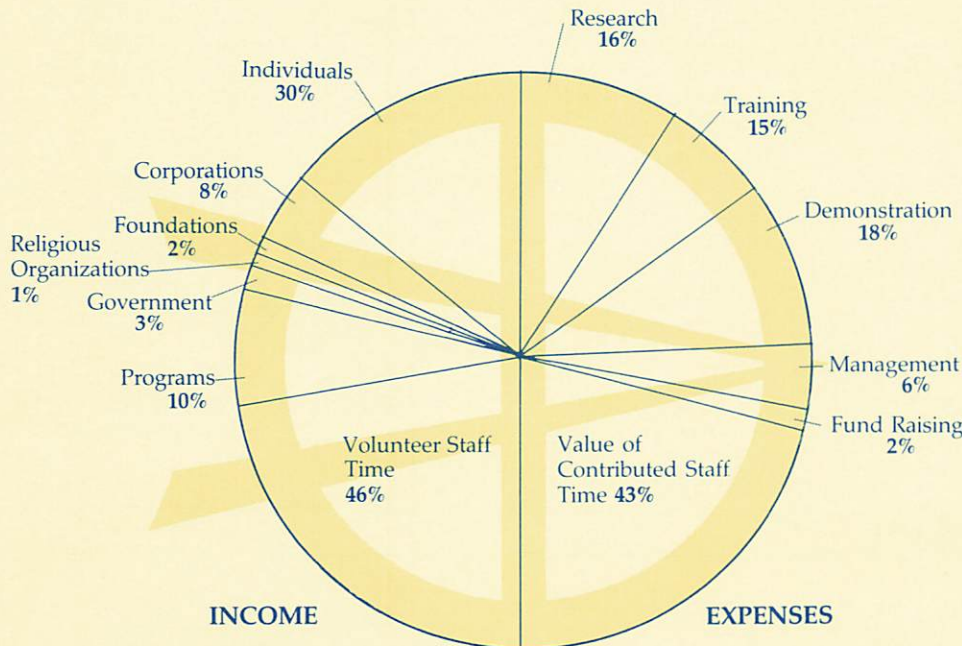
Public Support	
Contributions	
Individuals	\$1,036,065
Corporations	294,661
Foundations & Private Organizations	74,819
Government	87,630
Religious Organizations	49,197
Subtotal	1,542,372
Revenue	
Training Programs	233,831
Community Programs	16,649
Demonstration Programs	31,983
Other Revenue	70,205
Subtotal	352,668
Volunteer Staff Time	
\$5/Hr.	1,590,000
(318,000 hours donated by 159 staff)	
<b>Total income with volunteer time</b>	<b>3,485,040</b>
<b>Total Cash Income</b>	<b>1,895,040</b>

### EXPENSES

Program Services	
Research	598,174
Training	540,903
Demonstration	682,015
Subtotal	1,821,092
Support Services	
Management & General	214,589
Fund Raising	66,320
Subtotal	280,909
Volunteer Staff Time	
\$5/Hr.	1,590,000
<b>Total Expenses</b>	<b>3,692,001</b>
<b>Total Cash Expenses</b>	<b>2,102,001</b>

A representative list of financial contributors who supported the work of the Institute of Cultural Affairs in 1985. The Institute gratefully acknowledges all grants and contributions of money, donated goods and countless hours of volunteer services.

**Trull Foundation**  
Palacios, TX  
**Bank America Foundation**  
San Francisco, CA  
**Marion C. Bassham**  
Colorado City, TX  
**Berkley and Elinor Bedell**  
Washington, DC  
**Betty W. Carter**  
New Orleans, LA  
**Church of the Savior—UMC**  
Cincinnati, OH  
**Andrew and Julia Jitkoff**  
San Antonio, TX  
**Sage and John Cowles, Jr.**  
Minneapolis, MN  
**General Service Foundation**  
Boulder, CO  
**Greyhound Lines Corporation**  
Phoenix, AZ  
**John C. Haas**  
Philadelphia, PA  
**Jinks Foundation**  
Colquitt, GA  
**Morley C. Ballantine**  
Durango, CO  
**Marion Lloyd**  
Chicago, IL  
**Arthur Andersen & Company**  
Chicago, IL  
**David M. and Penny Winton**  
Minneapolis, MN  
**New Melleray Abbey**  
Dubuque, IA  
**Northern Trust Company**  
Chicago, IL  
**Chase Manhattan Foundation**  
New York, NY  
**Protestant Foundation of Greater Chicago**  
Chicago, IL  
**Mary and Bayard Coggeshall**  
Brookside, NJ  
**R. B. Trull**  
Palacios, TX  
**Henrietta Thomas**  
Mendham, NJ  
**Wharton Foundation**  
Bellevue, WA  
**Whitney Foundation**  
Minneapolis, MN  
**Donald P. Elliott, MD**  
Denver, CO  
**Winnetka Presbyterian Church**  
Winnetka, IL



## MONETARY GIFTS/ DEFERRED GIVING

Because of the diversity of program requirements, unrestricted undesignated gifts are preferred. This permits the Board of Directors to allocate resources to the most urgent needs. Gifts may be designated today for future use in the work of the Institute of Cultural Affairs. Forms of deferred giving used by donors to the ICA include life insurance, charitable remainder trusts, revocable trusts, life estate plans, interest-free loans and bequests. The legal terminology required for the ICA to become the beneficiary of a legacy is "I give and bequeath to the Institute of Cultural Affairs, of its successors, the sum of \_\_\_\_\_ dollars for uses and purposes for said institution."



# THE INSTITUTE OF CULTURAL AFFAIRS AND AFFILIATE

## 1985 PROGRAM SUMMARY AND FINANCIAL REPORT

U.S.A.



In 1985, 172 different types of programs were facilitated by ICA. The following is a representative list of program clients.

Department of Economic Development  
Chicago, IL  
United Airlines  
Chicago, IL  
Mercy Hospital Medical Center  
Detroit, MI  
Hallmark, Inc.  
Kansas City, MO  
American Television and Communications Corporation  
Englewood, CO  
Governor's Office of Citizen Participation  
Jackson, MS  
Neighborhood Reinvestment Corporation  
Santa Fe, NM  
Mobil Oil Corporation  
Denver, CO  
Sisters of Charity of Seton Hill  
Phoenix, AZ  
Three Rivers of Progress  
Pittsburgh, PA  
Citizen Cable Communications, Inc.  
New Haven, IN  
Kiesland, Inc.  
Hamilton, OH  
Literacy Volunteers of America, Inc.  
Syracuse, NY  
City of Indianapolis  
Indianapolis, IN  
West Michigan Conference—UMC  
Grand Rapids, MI  
Colorado Mountain College  
Glenwood Springs, CO  
Illinois State Board of Education  
Springfield, IL  
Kentucky Commerce Cabinet  
Frankfort, KY  
Unity and Diversity Festival  
Los Angeles, CA  
Nazareth Convent and Academy Corporation  
Concordia, MO  
Schaumburg School District #54  
Schaumburg, IL  
Su Clinica Familiar  
Harlingen, TX  
Northwest Community  
Chicago, IL  
United Way of The Mohawk  
Troy, NY  
Dallas County Community Action Committee, Inc.  
Dallas, TX  
Wyoming Conference—UMC  
Binghamton, NY  
William Rainey Harper Community College  
Palatine, IL  
Arizona Community Action Association  
Tucson, AZ  
Cadre Computer Consortium  
DuPage/Kane Counties, IL

### LETTER FROM THE PRESIDENT

Dear Friends and Supporters,

The Institute of Cultural Affairs experienced the *opportunities* of change during this past year and became aware, more than ever before, of how change is invading every aspect of all our lives.

One element of change has been our experimentation with a new configuration of staff into 21 coordinating centers or **Primary Units**, four in the United States. This reorganization has enabled us to intensify our research, and our program creation and expansion. We anticipate further changes as we identify new arenas of service.

Community organizations, corporations, health agencies, religious orders, church groups and government agencies are requesting our facilitation expertise in a variety of formats. These include forums and seminars for **Strategic Planning, Consensus Building, in-house Facilitator Training, Leadership Training Institutes and LENS**, among others. We are delighted to respond, for our goal is to share methods which trigger new understandings of the values necessary to forge an authentic future for all. As we work more closely with other international development organizations, we find these same methods and values beginning to have a wider impact on global development efforts. Our active participation in our consultative status with the *U.N. Economic and Social Council* is a powerful symbol of this change.

1985-86 has been a time of breakthroughs for the ICA: in programs, in collaboration efforts, in new research endeavors and in taking a hard look at ourselves in the process. With our concern for the human factor in world development, we find it necessary to continually reassess our programs and their applicability. For example, ICA is facilitating **Development Education** programs with a number of schools, agencies and organizations to help people become aware of real development issues and needs. **Sharing Approaches That Work** forums are being used extensively across the U.S. to bring people together to share their common concerns and "approaches that work." In July, 1985, we held **The Planetary Connection**, a two-week exploration into new networks. An initial research screen has been developed to pull together new learnings about consciousness, evolution, brain/mind education, psychology, and spirituality in light of social responsibility.

As in past years, we want to express our sincere gratitude to all who support our work and who labor with us to create the future. This is an exciting time to be alive. There is a world of *opportunity* waiting for us all.

Sincerely,

David P. Wood, Jr., President

Chicago  
4750 N. Sheridan Rd.  
Chicago, IL 60640

Houston  
4207 Chartres St.  
Houston, TX 77004

Los Angeles  
1049 S. Magnolia Ave.  
Los Angeles, CA 90006

New York  
206 E. 4th St.  
New York, NY 10009

### ICA BOARD OF DIRECTORS 1985-1986

#### EXECUTIVE COMMITTEE

President  
Mr. David P. Wood, Jr.  
Vice-President  
Ms. Betty C. Pesek  
Secretary  
Ms. Mary Warren Moffett  
Treasurer  
Mr. Rodney E. Wilson

#### MEMBERS AT LARGE

Ms. Audrey Ayres  
Mr. Raymond Caruso  
Ms. Kathryn F. Cole  
Ms. Mary A. Coggeshall  
Mr. Donald P. Elliot, M.D.  
Mr. Sheldon Hill  
Mr. George McBurney  
Mr. Donald R. Moffett  
Ms. Lela Mosley

#### MEMBERS OF THE BOARD

Mr. Jay Antenen  
Mr. Victor J. Axelrod  
Ms. Elinor Bedell  
Mr. David W. Calhoun  
Msgr. John J. Egan  
Mr. Paul E. Ertel, Jr.  
Mr. Bernard Frankel  
Mr. Robert W. Lamson  
Mr. Martin G. Pesek, D.D.S.

Mr. James E. Phillips  
Mr. Richard E. Seacord  
Mr. Richard W. Shealey  
Mr. Floyd Stanley  
Ms. Martha Lee Sugg  
Mr. Verdell Trice  
Mr. Thomas L. Whitsett, M.D.  
Ms. Ruth D. Wilson

**“Only mummy could have  
made them so well!”**



The wholesome goodness of  
the best ingredients mixed with love  
and baked with care for that  
special 'Mummy's-made-them' taste.

**NEW**  
**BRITANNIA**  
**Good Day**<sup>TM</sup>

**THE INSTITUTE OF CULTURAL AFFAIRS : INDIA.** ICA : India is concerned with the human factor in development. Through its programmes, the Institute enables others to recognise and to respond to the real opportunity that all people have for creatively shaping the future. The Institute works to provide people with practical ways to renew their communities and to transform their organisations in response to this challenge.

The Institute is registered in New Delhi under the Societies Act of 1860 as a private, non-profit organisation. Income for the Institute's work comes from programme fees and contributions from organisations in India and abroad. Contributions to the general work of the Institute are tax deductible under Section 80G of the Income Tax Act. Two training centres are being constructed in Maharashtra in Panvel and Khandala blocks and donations to the building fund are deductible under Section 35CCA of the Income Tax Act. The overall work is overseen by a Board of Directors and the on-going activities are planned by the staff in the various locations.

Similar organisations have been formed in countries around the world. In Africa, North and South America, Europe and throughout the Pacific, autonomous, coordinated groups carry out activities similar to ICA : India. The Institute of Cultural Affairs : International is registered in Brussels, Belgium, and has consultative status, Category II, with the United Nations Economic and Social Council.

**BOMBAY OFFICE :**

13 Sankli St.  
Byculla  
Bombay 400 008  
Tel. : 397751

**PUNE OFFICE :**

P.O. Box 244  
Pune 411 001  
Tel : 60503

**CALCUTTA OFFICE :**

3B Ahiripukur Rd.  
1st Lane  
Calcutta 700 019  
Tel : 448788

**CHIKHALE OFFICE :**

Chikhale Village  
Raigad District 410 206  
Tel : C/o Panvel 2504

**JAWALE OFFICE :**

Jawale Village  
Satara District 412 810  
Tel : C/o Shirwal 41

**DELHI OFFICE :**

P.O. Box 57  
New Delhi 110 001  
Tel : 311934