

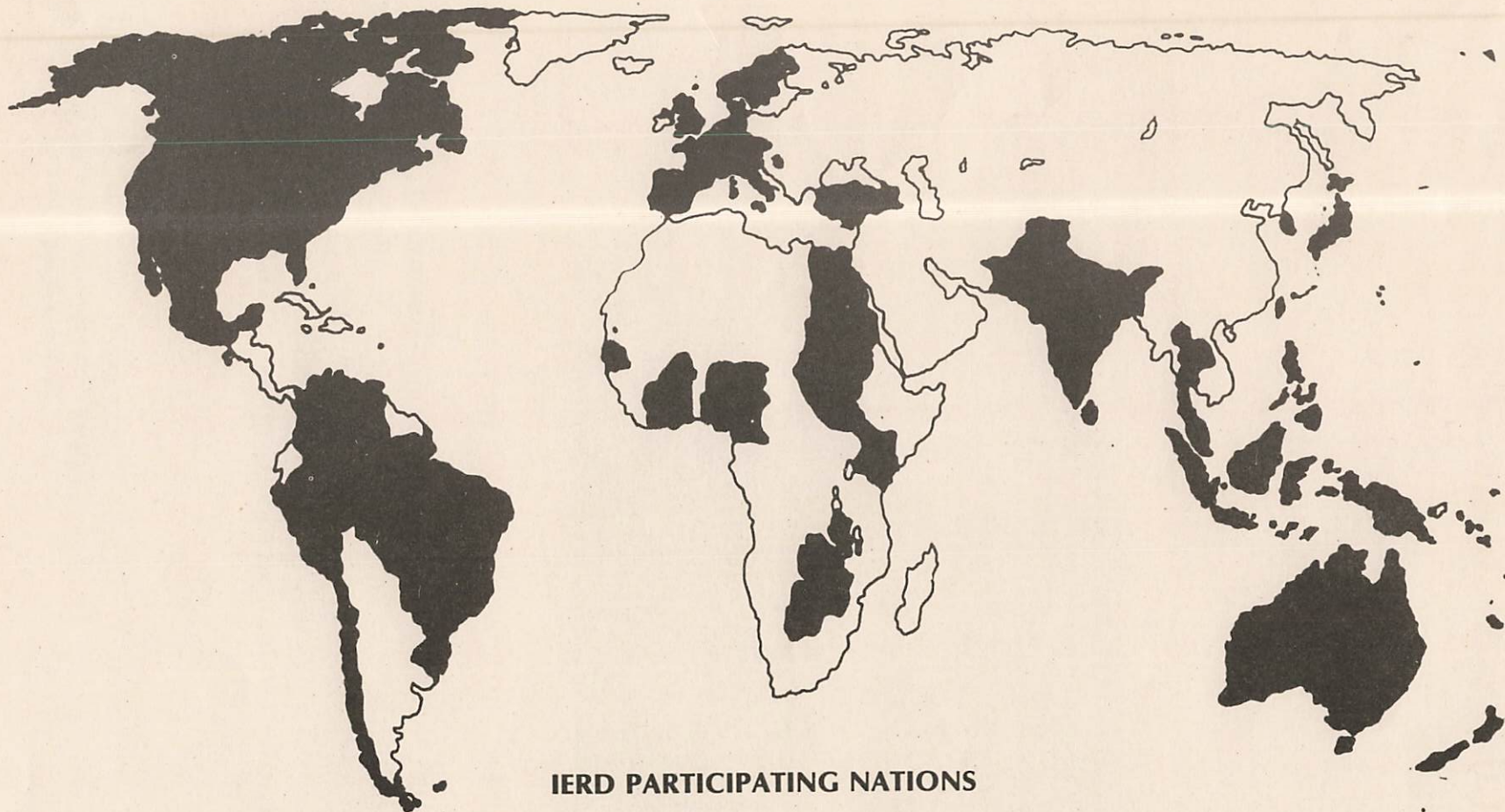
**The**  
**Institute of Cultural Affairs: India**  
introduces

A  
Network  
of  
**HUMAN  
RESOURCE  
DEVELOPMENT  
CENTRES**



“Rural Development, being a complex process, can be brought about only by the combined efforts of the Government, the people and the voluntary organisations. More importantly, the voluntary organisations can address themselves to the task of imparting technical skills and providing training to a large number of unemployed persons”.

*Secretary: P. Subrahmanyam,  
Department of Rural Development,  
State of Maharashtra.*



### IERD PARTICIPATING NATIONS

Australia  
 Austria  
 Bangladesh  
 Belgium  
 Bhutan  
 Brazil  
 Canada  
 Chile  
 China: Taiwan  
 Egypt  
 Fed. Rep. of Germany  
 France  
 Ghana

Guatemala  
 Haiti  
 Honduras  
 Hong Kong  
 Hungary  
 India  
 Indonesia  
 Ivory Coast  
 Jamaica  
 Japan  
 Jordan  
 Kenya  
 Malaysia

Mauritius  
 Mexico  
 Nepal  
 Netherlands  
 New Zealand  
 Nigeria  
 Pakistan  
 Peru  
 Philippines  
 Portugal  
 Rep. of Korea  
 Rwanda  
 Senegal

Spain  
 Sri Lanka  
 Tanzania  
 Tonga  
 Turkey  
 Uganda  
 United Kingdom  
 United States  
 Upper Volta  
 Venezuela  
 Zaire  
 Zambia  
 Zimbabwe

# South Asia Continental Programmes

The six HRDC's in India are serving six nations in South Asia: Sri Lanka, Bangladesh, Bhutan, Nepal, Pakistan and India. All six nations were involved in the Central International Event in February 1984. Sri Lanka, Nepal and Pakistan have had follow-up visits by The ICA: India staff. The participants in the Delhi event have carried on "Sharing Approaches That Work" activities within their own countries.

## Phase III: Accent on Implementation

The IERD has been a unique endeavor since its inception. In Phase I it was the only one of its kind with its wide mix of projects and organisations in various symposia around the world. Leaders in many fields gave their support to the Global Advisory Board and national steering committees because they glimpsed what the Exposition could do. Phase II was an unusual international conference since few local practitioners ever participate in such conferences.

Phase III holds the greatest uniqueness. Few worldwide programmes have sparked as much local development activity or mushroomed into such a network of combined efforts. Many who have been involved in the process are committed to seeing its findings implemented in local areas around the globe. They intend through their actions to make a difference in the lives of the rural poor and the institutions that serve them.

Delegates, sponsors and organisers of the Exposition have been carrying on the spirit and style of "Sharing Approaches That Work". The notion of sharing approaches across the various "strands" of development activity seems to have struck a chord that resonates in the whole development community.

Specific linkages have been formed following local symposia, so that projects can join to empower efforts. Particular projects and organisations have exchanged development methods and directions to reimage and rechannel their efforts into new and more inclusive arenas. A series of regional and state-level events has begun the process of forming task forces that are catalysing a consensus in ways to restructure society's development process.

## Project Participation

The Directory of Projects is in the process of being published in Brussels. 296 projects are now accessible in the global database. A search for certain selected topics can be ordered. A process has been set up to enable data updating and dissemination through telecommunication.

The eight booklets recording the "Voices of Local Practitioners" have been written, produced and distributed to delegates and participants. These books are being studied and additional "voices" are being included in an expanded second edition. Such book reviews have also set a context for launching local collaborative efforts.

More local Rural Development Assemblies bring the Delhi event delegates together with other projects and organisations. They not only share effective approaches but also plan specific ways to link their efforts together through "ad hoc" networks.

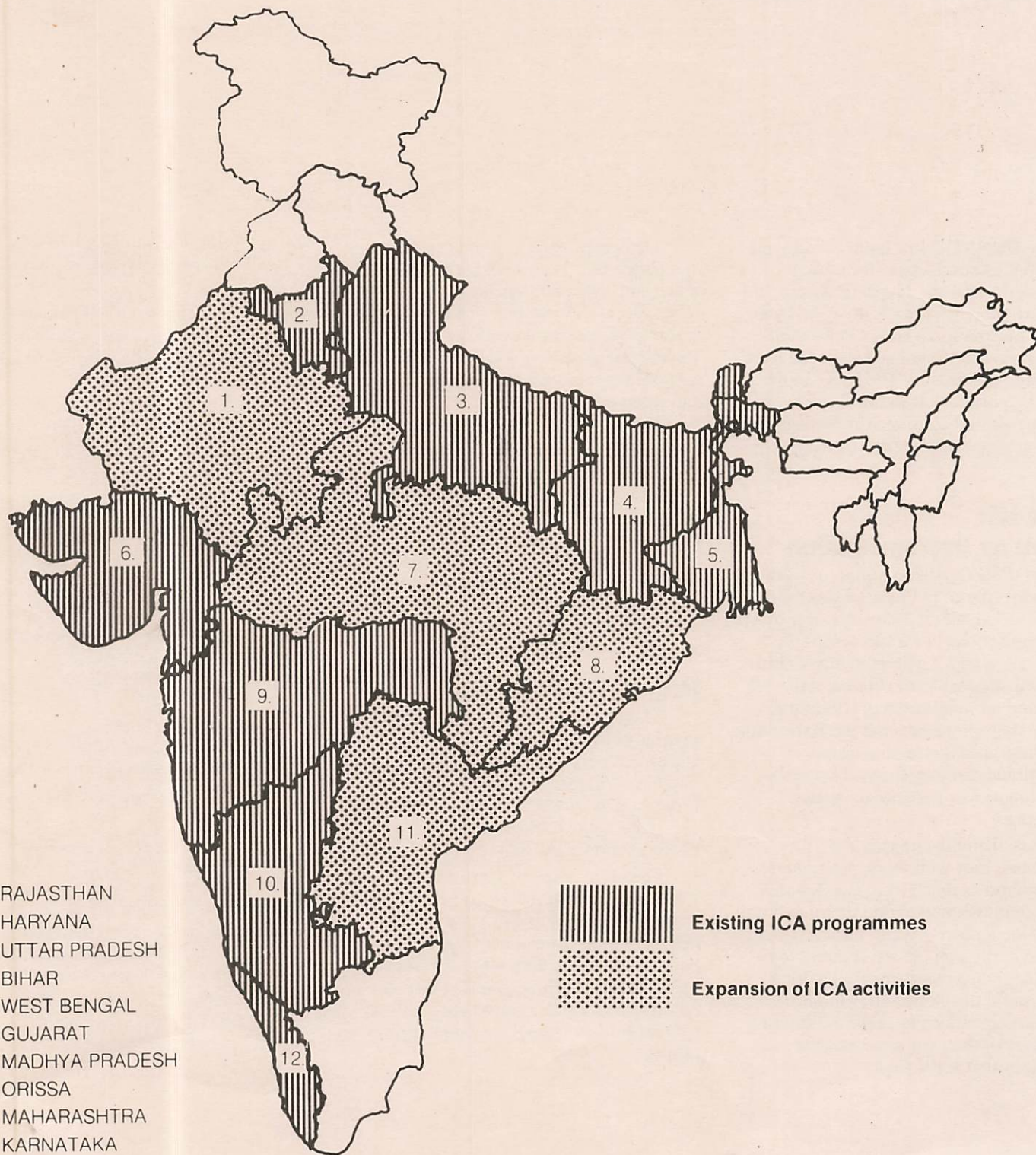
A Task Force Design Conference has been held to determine particular programme foci. Strategic Planning Workshops have been held with organisations and task forces to develop action plans for long and short term objectives.

National Steering Committees have redefined their role from advising and preparing for the Central International Event to facilitating rural development networks, disseminating effective approaches and setting up interchange channels.

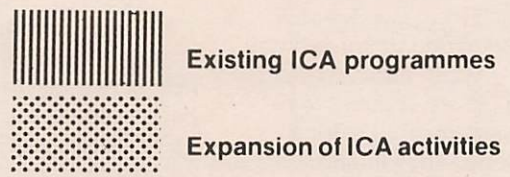
District Level Strategic Planning Programmes with government offices and agencies are being set up to facilitate grassroots up planning and consensus building.

Women in and Development interviews were conducted with rural and urban women to determine their position in development and their efforts towards creating the future. This data provided the basis of a report given at the U.N. Decade of Women Conference in Nairobi last June.

This activity has been significant enough for ICA: International to be awarded United National Consultancy Status.



1. RAJASTHAN
2. HARYANA
3. UTTAR PRADESH
4. BIHAR
5. WEST BENGAL
6. GUJARAT
7. MADHYA PRADESH
8. ORISSA
9. MAHARASHTRA
10. KARNATAKA
11. ANDHRA PRADESH
12. KERALA



# Future:

## **Eight State Downbeat**

In India, "Sharing Approaches That Work" will be emphasized in eight States that span much of the diversity of the nation. From Haryana and Uttar Pradesh in the north to Kerala and Karnataka in the south, from Bihar and West Bengal in the east to Gujarat and Maharashtra in the west, a range of events and programmes are being projected for the next two years.

In Gujarat and Karnataka various associations are planning and conducting events and joint action projects in key development areas. Voluntary organisations, private companies, government agencies and village leaders have begun to exchange models, ideas, approaches, personnel and programmes.

Around Jamshedpur, Bihar, project

planning and coordination has been systematized through workshops conducted with the field officers and project officers of Tata Steel Rural Development Society (TSRDS).

District level strategic planning is projected in Haryana and Karnataka.

Two regions of Maharashtra have held rural development assemblies to bring together a network of organisations: Thane-Raigad districts near Bombay and Wardha District near Nagpur. A Pune assembly has been proposed by delegates who attended the Delhi event.

Local development projects facilitated by ICA: India are moving into a new phase of collaboration with other development structures. The rural village cluster projects of Maharashtra and Haryana focus on

in-the-field training programmes in conjunction with existing schemes. The urban bustees in Calcutta are training local school teachers and community workers.

## **Plus Five States**

Another five states are projected as regions where invitations and needs have indicated the possibility of extending participation in the Exposition. Agencies in Rajasthan have requested Sharing Approaches workshops. A "Women in Development" event is being scheduled in Andhra Pradesh. Madhya Pradesh and Orissa are being recommended as States whose projects are ready for future participation, perhaps within the next 6 to 12 months.

আপনার আশা  
আকাঙ্ক্ষার ঝুঁকিগুলি  
পিয়ারলেসের  
স্বস্ত্য প্রকাশের মাধ্যমে  
অনুপম ফুল হয়ে  
ফুটে উঠুক



স্থাপিত ১৯৩২

দি পিয়ারলেস জেনারেল  
ফাইনাম্স এ্যাণ্ড ইনভেস্টমেন্ট কোং লিঃ

রেজিষ্টার্ড অফিস : পিয়ারলেস ভবন  
৩, এসপ্লানেড ইন্সট, কলিকাতা-৬৯

ভারতের বৃহত্তম নন-ব্যাঙ্কিং সঞ্চয় প্রতিষ্ঠান



The  
changing  
picture

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needs and welfare of the community. Education, housing, health-care. And even civic amenities like proper roads, drinking water, power and gardens have been our first priority.

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# The Institute of Cultural Affairs: India

## A Network of Human Resource Development Centres

### **The philosophy**

The philosophy behind the Human Resource Development Centre is that our human resources are the most important of all, and yet are the most neglected in their development.

There is a new global society emerging that requires new methods of thinking, planning, acting and cooperating. The programmes of the HRDC are not designed to propagate any particular political or religious ideology, but rather to equip organisations and individuals with practical skills to determine their own destiny. It is also not designed to replace any academic or technical training, but rather to complement such training and empower those who have received it with a multi-disciplinary learning approach that releases self-confidence to be effective within societal roles.

The Human Resource Development Centre does provide a living demonstration of its own philosophy through its residential and non-residential staff of families and individuals from many backgrounds and traditions. Their lifestyle of cooperation, service and voluntary simplicity points to a new kind of vocational possibility for today.

### **The programmes and functions**

The Human Resource Development Centre (HRDC) serves as a multi-faceted collaborative approach to serving the needs of both rural and urban India. The HRDC

network is designed to provide urban-rural linkages as well as linkages to the rest of the world. The HRDC will serve as a multi-purpose Centre providing training towards individual development, consultative services for organisational effectiveness, access to global development interchange, and New Age research and education.

The HRDC serves as an Information Exchange Centre by providing both on-site and extension training and planning services. The HRDC also serves as a Global Access Centre providing opportunities, through the ICA's worldwide network, for participation and support in efforts elsewhere in the world.

The programmes and functions of the HRDC are designed to move in the following four directions:

- I. Towards Individual Development
- II. Towards Organisational Effectiveness
- III. Towards Development Interchange
- IV. Towards New Age Exploration

## Introduction

For almost thirty years the Institute of Cultural Affairs has been pioneering educational methods, curriculum design, participatory problem solving techniques, and demonstrating the possibility of effective, responsible action. The ICA is a private, non-profit, voluntary organisation engaged in research, training and demonstration programmes that help people help themselves, involve them in shaping their own future and, thereby, help build a better world. Financial support for the ICA's programmes comes from corporations, individuals, foundations, governmental agencies and programme fees.

Out of a concern for rural development, the Institute's major work in India since 1975 has been in village development in the state of Maharashtra. The methods of human development were extended from the original pilot village to 25 district demonstrations and then to over 200 villages across Maharashtra. During this time, over 1700 men and women trained and participated for one or more years in a full-time voluntary service corps. A major shift took place in 1980 from single-village development and expansive coverage, to multiple-village concentrations in a number of strategic locations. During this period, similar projects have been conducted in villages near Faridabad, near Bangalore and with busteas in Calcutta.

Based on its practical engagement in rural development in India and other nations, the ICA organised and conducted the International Exposition of Rural Development, a three year project which included the Central International Event held in Delhi, February 1984, in which over 600 local practitioners from 54 nations participated. A major result of this effort has been the linking of extensive national and international networks of people involved in development.

## The need

The Human Resource Development Centre utilises a multi-faceted approach to address the ethical crisis of our time. This crisis is manifest in both organisational structure and individual lives. First, how does my organisation or community effectively interface with others in the planning and implementation process of development in a time of rapid change? And second, how, within my organisation or community, does commitment, teamwork and leadership emerge to cope with the increasing complexity and need for integrated action?

In individual lives, this crisis is experienced as not having adequate practical methods to cope with the rapid changes and human complexity within today's society. How does one effectively lead when values and perspectives are so varied? What is the responsibility beyond the routine for human lives in the workplace, and how is genuine motivation evoked and sustained in this setting? This is the contextual and practical gap that the HRDC is out to fill.

India is at a very unique time. The future has radically opened. There is an emerging sense of confidence in determining its own destiny. What this has done is to place a new sense of responsibility and urgency on concerned people in all sectors of society to shape and sustain economic growth, establish political stability, and accelerate social development. Organisations, corporations, government departments and local communities need to obtain methods to involve all their people in generating initiatives which respond to the issues and challenges they face. These groups are seeking ways to develop effective and responsible leadership and engage in new patterns of interaction and collaboration. Within this, particular attention is being called for in enabling both formal and informal education modes to be responsive to the changing demands. The HRDC sees this as one of its greatest challenges.

## The perspective

Just as there are many needs, there are also many possible responses. However, since our concern is for the human factor in world development, our strategy is built around people, people who care. In the arena of local human development, the challenge is to form cadres of concerned persons from all sectors. These cadres create the ways in which every person in any location has a way of participating in local decision-making and has access to the appropriate resources.

These cadres will provide the opportunity for partnerships among those who are concerned about creating new forms of humanness as we move into the next century. Their individual efforts within their structure or community would be amplified as they become part of an expanding force for humanizing change. As a result, the spirit of transformation would be sustained, organisational

interaction will be enhanced, new modes of catalysing change will be expanded, and local initiative will be empowered.

There are concerned people in all arenas of society and many have formed themselves into organisations and movements. The ICA is focusing on four communities or networks for building coalitions or Guilds as a way of linking them locally and globally. The four networks are:

1. The Development Network
2. The Economic Network
3. The Education Network
4. The Planetary Unity Network

In each of these communities or networks, there is a particular need to call forth concerned people and equip them to be effective managers of change within their communities as well as to become part of the multi-sector core or cadre involved in local development.

**The Institute of Cultural Affairs: India has initiated a new era in India with its primary learnings from the IERD. In all six of its locations across India it is launching Human Resource Development Centres in both urban and rural locations. This network of centres is seen as a multifaceted collaborative approach in meeting urban-rural needs toward:**

**I. Individual Development:**

An educational effort to enhance individual effectiveness through

1. Mass Awakening Events – Short term events, such as Forums, Exhibitions, Camps, and Modules with a particular subject or audience focus. The intent of these events is to encourage local people to use approaches to decision-making, appropriate technology, and concepts relevant to their local situation.

2. Functional Skills Trainings – Informal training courses that provide both motivation and fundamental skills in arenas such as health, nutrition, agro-technology, dairy, irrigation, as well as in the basic skills of communication and small business practices.

3. Leadership Methods Seminars – Provide methods of integrated village or bustee development as well as training in basic life-skills, such as leadership effectiveness, communication, and fiscal management for local residents and practitioners. Programmes include Women's Advancement Institutes, Local Practitioners Training Schools, Village Leaders Training Institutes, and Social Method School.

**II. Organisational Effectiveness:**

A consultative effort to facilitate and provide training in participatory management in public, private and voluntary organisations through

1. Strategic Planning Processes – Corporate planning and decision-making processes which build consensus and develop motivation by creating practical action plans.

2. Participatory Management Programmes – Training in skills such as corporate and individual problem-solving, communication, report preparation and presentation, information analysis which equip participants with new skills and confidence in the work environment.

3. Conference Design and Facilitation – A service to organisations and associations in the public, private, voluntary and local sectors, including conference design, orchestration and facilitation of group consensus process, workshops and other planning meetings.

**III. Development Interchange:**

A collaborative effort to share and implement approaches that work through

1. Information Exchange Systems – A global and local information network compiled and documented during the International Exposition of Rural Development. Extension programmes and publications are part of this exchange.

2. "Approaches That Work" Forums – A series of assemblies, forums and workshops that will identify trends and challenges and clarify collaborative actions to be undertaken by the participating organisations in order to accelerate local development.

3. Project Engagement Schemes – Engagement of local expertise and personnel exchange of projects with common aims to expand perspectives and increase motivation. Special programmes are available for National and International Volunteers for short or long term involvement in village and bustee projects.

**IV. New Age Exploration:**

An innovative approach to identifying and transferring images and technology emerging in society today through

1. Global Consciousness Expansion – A series of courses that explore the changes in 20th century worldview and the implications for ethical decision making and postmodern life styles.

2. Appropriate Technology Access – Research on the application of current technology, such as computer and appropriate technology, to local communities, in conjunction with demonstration and training where applicable.

3. Participatory Research Mechanisms – A series of Think Tanks, Creativity Workshops and Research Assemblies designed to engage a wide range of participants in analysing trends and challenges, in order to project future directions and implications for local communities.

# Selected courses offered by the various Human Resource Development Centres of the Institute of Cultural Affairs: India

## **LENS (Leadership Effectiveness and New Strategies):**

LENS is a programme based on the assumption that the expertise and experience needed to resolve the issues facing an organisation are to be found within the organisation itself. This in-house problem solving and planning workshop takes three days, during which participants articulate their common vision and work through the contradictions they face in order to build a working consensus for a 90-day action plan. LENS is for managers who want strategic action planning that leads to implementation.

## **Design Conference**

This three hour workshop helps companies and communities analyse their specific planning and training needs. Through the Conference, participants identify their specific challenges and formulate a series of programmes to suit these.

## **Village Planning Consult**

This six day event provides an occasion for village residents to share their common vision. It helps them thrash out their problems and work out an implementation plan based on an integrated approach for development. The consult combines local wisdom and outsiders' objectivity to produce a four year vision and a set of two year proposals. The Village Planning Consult is for communities ready to cooperate with each other and with existing networks to improve their quality of life.

## **Women's Advancement Institute**

The Women's Advancement Institute is designed to meet need for working directly with the village women and integrating their efforts into the overall

development activities of the vicinity. The five day module focuses both on awakening to the changing role of women in today's society and also to women's roles in the practical implementation of development programmes. Attention is given to the registration and functioning of the Mahila Mandal, the establishing of women's industries, dairy development, literacy classes, preschool, nutrition, hygiene and preventive health.

## **Leadership Development Forums**

These one day events make people aware of new possibilities and new responsibilities.

- 1) Gram Sabha: Here villagers decide new directions to be taken and plan how to achieve these new goals;
- 2) Women's Advancement Module: Women respond to the needs of their community and plan a new role in community life;
- 3) Youth Forums: Young people build constructive plans for the betterment of the community at large.

## **Human Development Methods (HD-I)**

This course acts as a catalyst for broad based development work and includes workshops on practical implementation. The five-session course transfers skills in planning methods, community organisation and the leadership styles necessary for sustained self-reliance. The Human Development Methods course is for anyone interested in rural development: companies, organisations and village leaders.

## **Local Development Practitioners School**

This two week residential school combines elements of the Institute's other development courses into an intensive

introduction to all facets of local development. The LDPS provides the methods and images for effective local initiative. On completion of the training, participants are equipped to help catalyse their communities to self-sustaining development.

## **Imaginal Education Seminar**

This seminar is designed for teachers in all levels of schools as well as pre-school teachers and adult educators. The three day teaching introduces an innovative pedagogical method which emphasises relevant curriculum content, holistic child development, creative teaching techniques, student motivation, classroom style and team lesson planning.

## **Project Journey Lab**

This three day research activity is for project and village leaders. The Project Journey Lab helps the community describe in detail the journey of their project and the resultant social change. Participants discern what was learnt and its significance for their future. The Project Journey Lab is for communities who have completed several years' work and are now ready to begin a new phase.

**The courses offered by the Human Resource Development Centres may be conducted in the Institute's facilities or those of the sponsoring organisation. The sponsors of the course are responsible for: the on-site expenses, the teaching supplies, and the travel expenses and faculty honoraria.**

# THE HUMAN RESOURCE DEV

Using a multi-faceted collaborative approach

## INDIVIDUAL DEVELOPMENT

*through*

### MASS AWAKENMENT EVENTS

- Local Forums
- Exhibitions & Camps
- Focus Modules

### FUNCTIONAL SKILLS TRAINING

- Motivity Methods
- Social Practices
- Business Abilities

### LEADERSHIP METHODS SEMINARS

- Practitioner Schools
- Communication Techniques
- Fiscal Management

## ORGANISATIONAL EFFECTIVENESS

*through*

### STRATEGIC PLANNING PROCESSES

- Corporate Projections
- Consensus Formations
- Practical Consultations

### PARTICIPATORY MANAGEMENT PROGRAMMES

- Group Problem-Solving
- Team Building
- Corporate Culture Creating

### CONFERENCE DESIGN & FACILITATION

- Sector Services
- Meeting Orchestration
- Programme Facilitation



# DEVELOPMENT CENTRE NETWORK

Work in meeting urban-rural needs towards:

## DEVELOPMENT INTERCHANGE

*through*

### INFORMATION EXCHANGE SYSTEMS

- Global Data Base
- Local Networks
- Collaborative Schemes

### “APPROACHES THAT WORK” FORUMS

- Regional Assemblies
- Designated Forums
- Joint Action Workshops

### PROJECT ENGAGEMENT SCHEMES

- Expertise Application
- Local Motivation
- Volunteer Involvement

## NEW AGE EXPLORATION

*through*

### GLOBAL CONSCIOUSNESS EXPANSION

- Study Series
- Personal Growth Exercises
- Postmodern Exposure Programmes

### APPROPRIATE TECHNOLOGY ACCESS

- Computer Usage Models
- Community Application Demonstrations
- Technical Training Sessions

### PARTICIPATORY RESEARCH MECHANISMS

- Alternative Think Tanks
- Personal Creativity Workshops
- Strategic Direction Assemblies





# Chikhale Human Resource Development Centre



Located in the village of Chikhale, 8 km east of Panvel and 2 km off the Bombay-Pune highway, this centre serves the villages in the transition area south of New Bombay. Such a location provides a unique opportunity to establish urban-rural linkages. Initially a project working with the single village of Chikhale, it expanded to cover a 12 village cluster in 1980 and now serves a larger area specially for primary health care coordination. The major emphasis is on finding ways to involve villagers in planning and implementing their own development, and to link them with various schemes, training programmes and other services provided by the public, private and voluntary sectors. A Human Development Association (HDA) consisting of village leaders and representatives of the other sectors identifies needs, helps formulate and implement plans, and provides a regular forum for reporting and evaluating progress.

Major programme activities include a variety of short term events, such as animal

camps, health and nutrition programmes, agricultural workshops, etc. Practical training is provided in vocational skills such as masonry, sewing and electrical repairs. Leadership development is provided through both short and long term programmes. Special focus programmes for youth and women respond to the particular needs of people and organisations. The centre sponsors and facilitates various development interchange events enabling a broad spectrum of development workers to "share approaches that work". Collaborative development projects are encouraged.

# Jawale Human Resource Development Centre



The Human Resource Development Centre at Jawale is located in Khandala Taluka, Satara District. Sixty kilometres from Pune, the Centre is easily accessible from the Pune-Bangalore Highway. The region is drought-prone and has thus become the scene for numerous innovative development schemes by both government and private organisations.

The main function of the Jawale HRDC is to provide leadership development opportunities for project personnel and community leadership in the region. Regular residential programmes are being scheduled, such as the Local Development Practitioners School held from 1-15 December, 1985. In addition, on-going training events will offer shorter workshop formats emphasising particular leadership skills.

The Jawale HRDC is serving as a catalyst for networking the development efforts in the Khandala block. Frequent interchange forums are being used to strengthen common actuation priorities and

promote a spirit of cooperation among the various development agents in the area.

The HRDC is providing its expertise on a consultative basis to regional based business associations, educational institutions and private industries. Programmes range from strategic planning sessions to seminars on New Age management approaches and learning processes.

The Human Development Association, an ad hoc body representing a broad spectrum of regional development interests, provides an advisory role in strategic programme direction and curriculum development of the Jawalale HRDC.

# Bombay Human Resource Development Centre



Located in Byculla, the transportation hub of Bombay, the Bombay HRDC is ideally situated for local and global access. With Bombay a major industrial centre, many of the services are focused on corporations. At the same time, a major emphasis is on establishing urban-rural linkages, particularly with the villages around Chikhale. Various collaborations have been established and are being coordinated between the Chikhale Cluster Human Development Project and service organisations, trusts and companies in Bombay. The Bombay HRDC is organised and functions to serve in three arenas: 1) Corporation Services 2) Community Services and 3) HRDC Support.

Corporation Services include specially designed strategic and operational planning workshops, industrial relations through a participatory management approach, creativity workshops and think tanks and participatory management skills training for a variety of organisations and individuals.

Community Services consists of identifying and involving the various sectors in the development process through releasing their resources for effective action. Channeling financial and human resources, linking schemes and programmes with local development and sharing approaches that work are catalytic actions that involve the public, private and voluntary sectors in coordinated efforts.

HRDC Support includes local programmes, such as think tanks, study seminars, and regional assemblies, coordinating urban-rural collaborations and the HRDC network, and providing access to global interchange. A major emphasis in this service is to research and communicate New Age consciousness and technology both locally and throughout the network.

# Pune Human Resource Development Centre



Located just beyond Ghorpurigaon, the Pune Centre is the most recently designated HRDC. It was initially established to provide various services to the HRDC network and then to develop the programme capability to serve the Pune region with particular focus on the urban-rural linkage with Jawale and on the education community. The three functions that are presently performed in this centre are: 1) fiscal and legal services for the network, 2) curriculum development, and 3) an experimental residential supplemental education programme for middle-school age children of the ICA staff. An underlying intent in each of these functions is to develop models that empower the HRDC network and are applicable to organisations and communities in India.

The focus of the fiscal and legal services is to design and implement models that ensure financial accountability, self-sustaining programmes and residential units. Values that guide the financial systems include equitability, self-support

through services, long term staff care and programme flexibility.

The focus of curriculum development is designing programmes and structures that serve the needs of both rural and urban community structures and individuals. Values that guide this development include responsiveness to New Age consciousness and emerging patterns, with an emphasis on the human factor as the key to local and world development.

The focus on the experimental education programme is to develop structures and activities that equip children to function independently and to realize their full potential. Values that guide the development of this programme include; developing practical skills, good study habits, global awareness, social relationships and individual responsibility.

# The Delhi Human Resource Development Centre



The Delhi HRDC comprises both an urban and a rural centre. The urban centre is situated in Janpath Lane close to the centre of New Delhi, and is concerned with enlisting the support of the government and the private sector in its village work and with providing a wide range of training programmes to equip people with leadership skills. Its programme offerings include.

**LENS (Leadership Effectiveness New Strategies):** a unique course designed to facilitate effective decision making within an organisation using maximum participation of its members.

**RURAL DEVELOPMENT SYMPOSIA:** a look at trends, indicators of success and challenges in rural development today.

**FACILITATOR TRAINING:** methods on how to work with small groups and motivate them to effective action.

The rural centre is based in Dhauj, a village in the Faridabad district of Haryana. It conducts programmes in

5 surrounding villages in the following arenas:

- 1) **WOMEN:** organised demonstrations in basic health and sanitation programmes, and the establishment of sewing and skills centres.
- 2) **HEALTH:** regular health clinics and immunization camps organised.
- 3) **WATER:** introduction of irrigation and hygienic well systems.

As the nation places a greater emphasis on human resource development, the institute seeks to serve that process by expanding its programme offerings in both rural and urban areas of Northern India.

# Calcutta Human Resource Development Centre



The Calcutta Human Resource Development Centre is located in Beck Bagan bustee. Its work is focused on self-sustaining bustee development. Its programmes emphasize training local leadership, networking bustee organisations and linking existing resources to specific community needs. During September through December 1985 the Calcutta HRDC is working closely with a group of "bustee faculty" which has emerged from the past years training programmes. ICA and bustee leadership are setting up and leading a series of "Bustee Sabha" meetings. In these three-hour participative events, bustee residents look at their vision for the future and draw up an action plan to deal with the real obstacles to the development of their community. The first series of meetings involves bustee communities and organisations across Calcutta and Howrah. In a parallel effort, the Calcutta Centre is researching ways in which the public, private, and voluntary sectors can effectively collaborate in

assisting bustee development programmes. In cooperation with other HRDCs the Calcutta Centre also provides planning and training programmes for the workplace.

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# The Institute of Cultural Affairs: International

## An Evolving Story

### Our planet in need of healing

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

difference to this world in crisis.

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

The Institute of Cultural Affairs has developed methods to release local initiative during thirty years of work with

villages, urban neighbourhoods and organisations worldwide. It has two approaches to the critical task of human development:

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

### Our planet in need of reconciliation

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

For four decades all of us have lived with the awful knowledge of the destructive potential of nuclear power. This makes our lives qualitatively different from those of any previous generation. Our very survival

depends on the ability of humanity to bring together the alienated groups, to build bridges across the divisions, to share our common humanity. The powerful image of spaceship Earth beckons us to begin reconciliation within our own local communities. People are inventing ways to dialogue and to open channels of understanding. Numerous groups are furthering the desire of a great many people to live in a community characterised by mutual support and self-respect. Organisations which bring a different perspective to common problems can act as a catalytic influence in bringing this about.

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

- organising the International Exposition of Rural Development, now in its

implementary phase, and continuing to share approaches that work among development practioners from 53 countries;

- promoting women's advancement in society;
- building bridges between separate groups through development education, volunteer programmes and by working with other organisations with similar objectives.



# Our planet in need of caretakers

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

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

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

organisations in response to this challenge to be caretakers.

1973 saw the formation of the Institute of Cultural Affairs as a distinct organisation. Its purpose was to further the application of methods of human development to communities and organisations. Human development projects, based on the learnings of the Fifth City project in Chicago, sprung up in many countries. In the Indian State of Maharashtra, a scheme to replicate the success of the pilot project, Maliwada, marked the beginning of a multi-community approach to development which was later expanded and refined in a number of other countries. Town meetings were held in thousands of communities in many parts of the world, ranging from small rural villages to crowded urban neighbourhoods. The LENS (Leadership Effectiveness and New Strategies) seminar was developed as a planning method for various audiences in the public, private and voluntary sectors.

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

The sponsoring of participatory research programmes, such as "The

Planetary Connections" conferences in Chicago and a similar programme in Brussels, has provided occasions where the Institute has been able to work side by side with a variety of people from different backgrounds and perspectives to create common training and development programmes for the future. At the same time, the Institute has come to see itself, as a community, to be a living laboratory for testing out new patterns of individual, family and community life appropriate to the demands of our emerging global society.



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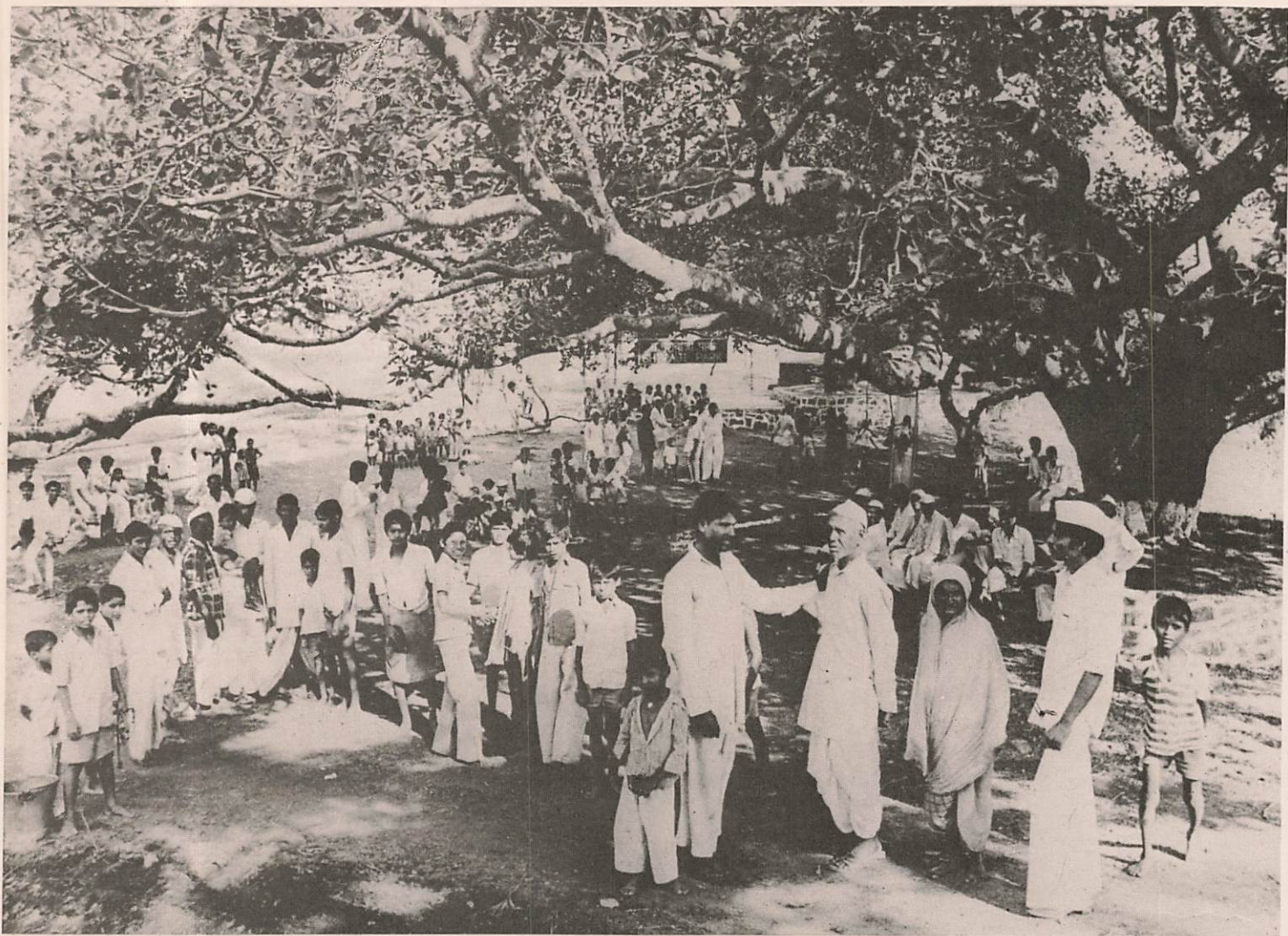
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