

## ICA: SERVING THE WORLD-WIDE NEED FOR LOCAL SELF-DEVELOPMENT

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This 1980 programme report is presented by the Boards of Directors, staff and volunteers of the Institute of Cultural Affairs. For 26 years the ICA has been concerned with the human factor in world development. We are convinced that people can effectively participate in directing the course of the future in their family, their workplace and their community. **This report is a palette of pictures and stories which illustrate what people working together have accomplished.**

During 1980 a major focus of our work was documenting these accomplishments. This was done in the 43 communities which completed their first phase as Human Development Projects. In conjunction with the residents, the accomplishments and learnings as well as the setbacks were examined. Each community made a new decision about its future work in development planning as well as its future role with the ICA.

In 1980 we experimented with several methods of replicating the development process across a nation or state with emphasis upon training in practical skills and leadership methods.

Throughout the year training forums were offered to a variety of audiences. Leadership Effectiveness and New Strategies (LENS) continued to be a valuable planning process for private business and organizations as well as governmental agencies. Programmes for communities, women and youth were expanded; the Women's Advancement Module was used extensively in India and Kenya.

A major research project was launched in 1980 with six regional multi-sector consultations. The purpose of the ten-day programmes was to discover effective directions for human development in the 1980s.

In a time of general economic constraints, we are pleased to report that our overall financial health has improved. Expenses were cut significantly this year without reducing programmes. We believe that the 1980 income reflects people's continued confidence in the importance of human development at the local level.



## SHAPING HUMAN DEVELOPMENT IN THE '80s

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This past year has seen the expansion of opportunities for service. . . . such as documenting the accomplishments in forty-three Human Development Projects; experimenting in replication in Kenya, India, USA, Indonesia, Malaysia, South

Korea and the Philippines; holding training modules and Community Forums for urban and rural communities, agencies and corporations; exploring the mandates and directions for the '80s through pilot regional consultations.

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*Stonehenge was a symbol of human community. Fifth City, Chicago, was the first Human Development Project. Comprehensive community development models were tested in twenty-four communities around the world. Replication of demonstration projects is now underway.*

### Demonstration



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*Early methods of training passed on a community's heritage and expertise. Imaginal Education methods are the basis of ICA training programmes, held in over forty nations. Training formats which teach practical methods and skills provide a key to future leadership development.*

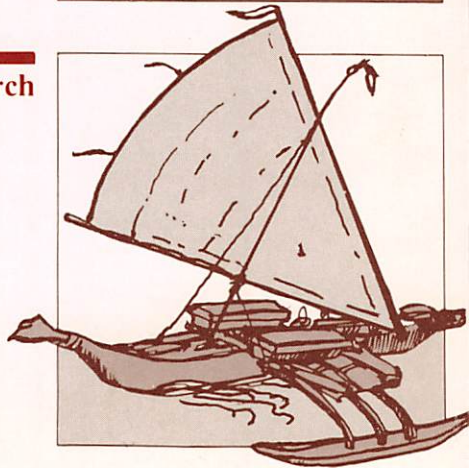
### Training



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*Early Pacific people charted unknown waters. The social process chart was created to analyse the dynamics of society. Continuing research explores myths and symbols which nurture the human spirit in a new age. Practical research helps create methods to meet the underlying challenges faced by groups and individuals.*

### Research





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The Institute's International Training Center, a gift of the Kemper Insurance Company is located at 4750 N. Sheridan Road, Chicago, Illinois 60640. Tel. 312-769-6363.



## INCOME AND EXPENDITURES STATEMENT

(For the year ending Dec. 31, 1980)

### INCOME

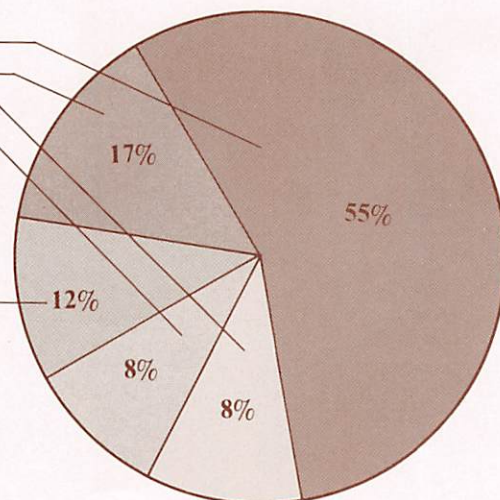
#### *Public Support*

Individual contributions .....	\$1,395,469
Corporations and Foundations .....	422,363
Religious groups .....	211,226
Government grants .....	208,639
Subtotal .....	2,237,697

#### *Revenue*

Training Programs .....	199,565
Community Forums .....	30,693
Other .....	48,124
Subtotal .....	278,382

**Total Income .....** **\$2,516,079**



### EXPENSES

#### *Program Services*

Human Development .....	\$676,668
Community Forums .....	113,520
Training .....	626,583
Community Programs .....	417,109
Subtotal .....	1,833,880

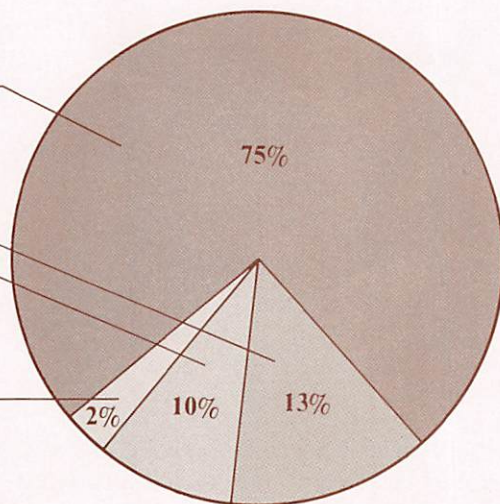
#### *Support Services*

Management and General .....	332,346
Fund Raising .....	235,053
Subtotal .....	567,399

**Total Expenses .....** **\$2,401,279**

Adjustment on 1979 real estate gain..... 53,052

**Excess of Income over Expenses .....** **\$61,748**





**T**he Institute of Cultural Affairs is incorporated in the state of Illinois as a private, not-for-profit corporation. It is a charitable organization eligible for deductible contributions under Section 501(c)(3) of the Internal Revenue Code and not a private foundation under Section 509(a)(2). Financial statements and accounting procedures are audited annually by a major international auditing firm and are available upon request. The Institute conforms to the legal requirements for private and voluntary organizations of all the nations where it operates.

Gifts from individuals are the main source of the Institute's support in the United States, comprising 55% of the cash income for 1980. This was an increase of \$157,889 over 1979. Corporations and foundations contributed 17%, religious groups 8%

and government grants 8%. Revenues from program were 12% of the 1980 income, an increase of \$30,401 over last year.

The reduction of expenses by \$513,227 as compared with 1979 was a significant accomplishment this year. The trend of controlling fund-raising costs continued with a 9% reduction in those expenses. This careful use of financial resources produced an excess of income over expenses of \$61,748.

Contributions of goods and services equivalent to \$170,000 increased the effectiveness of the ICA's work and made use of surplus goods. Staff donated more than 548,000 hours of direct service, and other volunteers contributed an even greater number of hours in program activity.

## MONETARY GIFTS

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.

**Deferred Giving.** Gifts may be designated today for future use in the work of the Institute. 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. Following is the legal terminology required for the ICA to become the beneficiary of a legacy:

*I give and bequeath to The Institute of Cultural Affairs, or its successor or successors, the sum of \_\_\_\_\_ dollars for uses and purposes of said corporation.*

## A REPRESENTATIVE LIST

A list of companies, foundations, agencies and organizations which supported ICA programs during 1980 follows. The Institute also acknowledges the support of individual and family contributors.

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## THE INSTITUTE OF CULTURAL AFFAIRS 1980 FINANCIAL SUMMARY USA

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In 1980 many people worked on behalf of local communities all over the world as illustrated in our 1980 annual program report. The ICA takes this opportunity to acknowledge the colleagues and friends who invested their time, expertise and money in training and development programs in the United States and in other countries.

This 1980 Summary is our financial report to our contributors, volunteer consultants, program advisors and advocates. We are pleased that expenses of the Institute were \$500,000 less than in 1979. This was accomplished without curtailing program and was accompanied by an increase in program revenue. Although total income remained approximately the same as 1979, contributions from individuals, our main source of income, increased this year.

Many contributors have faithfully supported the work of the Institute every year. In 1980 this pattern of regular giving was formalized in the Annual Appeal. In September every active donor was asked to make an annual commitment to the Institute's program and operating costs. The response was gratifying: 1122 pledges totaling \$922,179 were received. We deeply appreciate these commitments and encourage others who wish to make a pledge to contact our development office in Chicago or the office located near them.



David P. Wood, Jr.  
President,  
Board of Directors



Rodney E. Wilson  
Treasurer,  
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## THE ICA's MISSION

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The ICA is a catalyst for grassroots participation in improving the quality of life by serving the world-wide need for self-development in local communities and organizations.

Local groups are co-operating to achieve significant social and economic changes. They are revitalizing their urban neighbourhoods and small towns, modernizing their villages, improving the working environment in their corporations and other organizations.

The ICA encourages community spirit—a commitment to the common good. People learn practical, problem-solving methods which help

make their communities self-sufficient, self-reliant and self-confident.

The ICA does not impose cultural, religious or economic standards on a group. Instead, the people themselves determine their own directions, drawing up and implementing the plans through their own efforts.

With the combination of research, training and demonstration, the ICA is helping people help themselves — getting them involved in shaping their own futures — and thereby helping to build tomorrow today.

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## THE BACKGROUND OF THE INSTITUTE OF CULTURAL AFFAIRS

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The Institute of Cultural Affairs originally operated as a programme division of The Ecumenical Institute, Chicago. Urban research started in a west-side neighbourhood in Chicago in the mid-sixties, and became the pilot programme for socio-economic development.

As the demand for community development programmes increased, the Ecumenical Institute decided to distinguish between its services to religious groups and those for secular organizations.

Consequently, the ICA was set up as a separate entity in 1973 to work directly with local community groups, corporations and government agencies. Its programmes in more than 40 nations

are carried out by local volunteers and full-time staff members of The Order: Ecumenical.

The Ecumenical Institute seeks to help religious groups increase the effectiveness of their services to the world. It offers seminars in imaginal education and religious studies, a three-week International Training Institute for clergy and lay people, and an eight-week Global Academy.

The Order: Ecumenical provides the full-time, self-supporting staff for the activities of the Institute of Cultural Affairs and the Ecumenical Institute. The members are from many different national and religious backgrounds. They volunteer to live a life of service based on their concern for creative renewal.



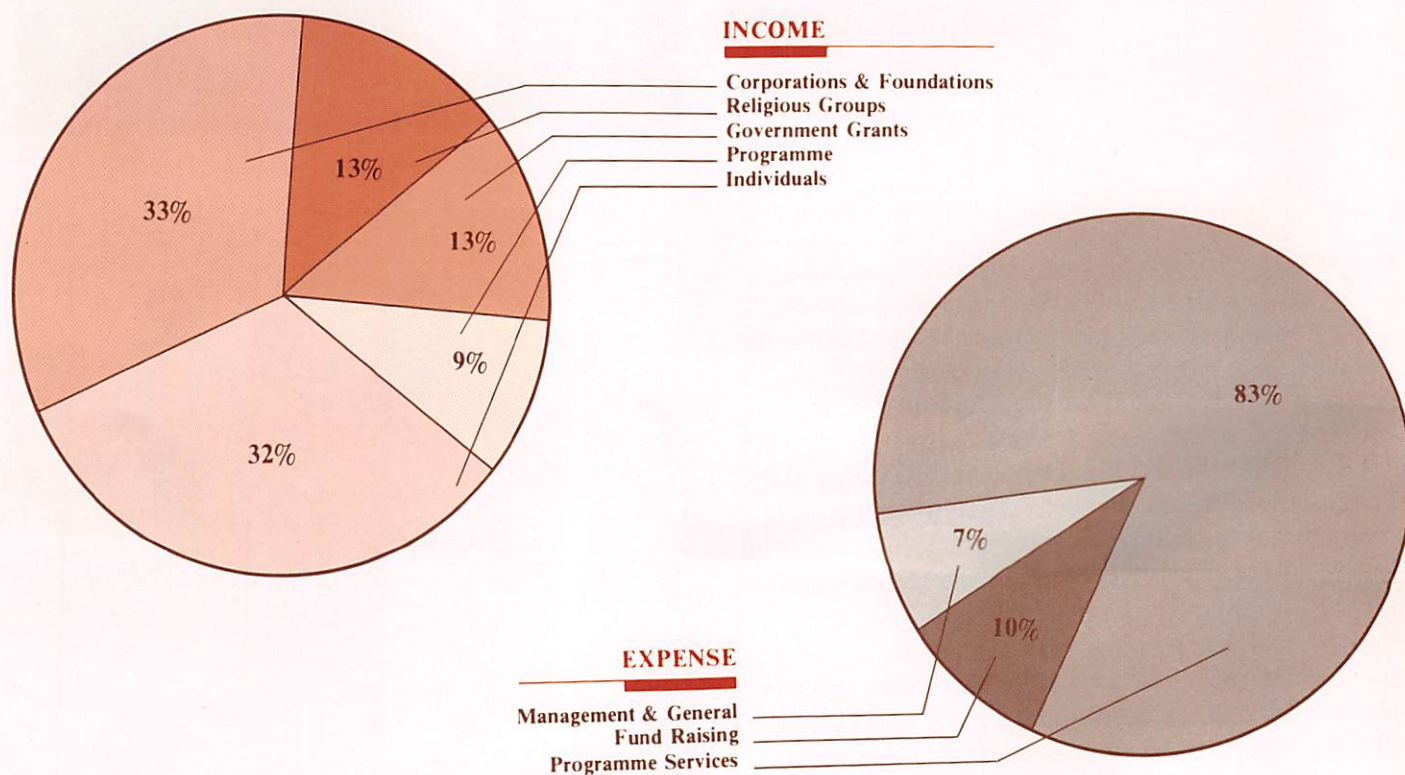
## COMMITMENT TO HUMAN DEVELOPMENT

### GLOBAL FUNDING

The Institute of Cultural Affairs conforms to the legal requirements for private and voluntary organizations in the nations where it operates. Its Boards of Directors, advisors and consultants give their time and expertise to ensure appropriate programme direction within their nations.

Funds raised world-wide in 1980 totalled \$5,027,000. Financial statements are prepared according to national policies and procedures and are available locally upon request.

Programmes and fund raising are co-ordinated through the five international centres. Around the world, individuals continue to be the main source of financial support. Other contributors include corporations and foundations, religious groups and governmental agencies. Programme fees provide an increasing proportion of total income. Pictured here is a composite of world-wide percentages of income and expenses in 1980.

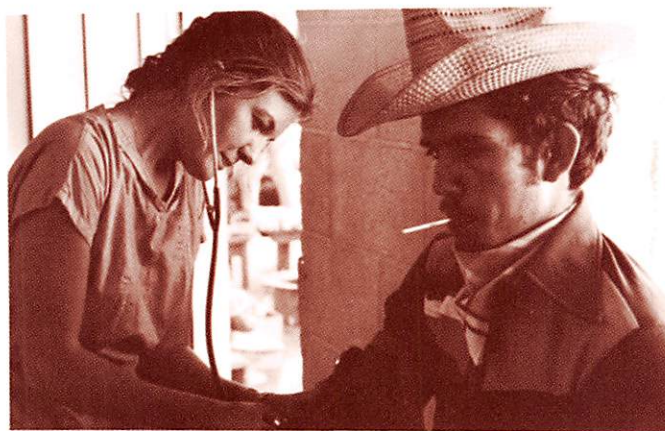




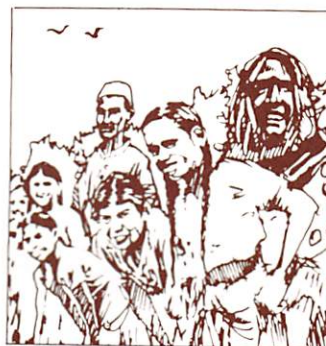


“The people we call Guardians paid their own way to come here and worked long hours and gave of themselves. There’s no way to thank people like that: we just welcome them to **Those Who Care.**”

From *The World of Human Development*, an ICA film.



**J**aya Dethe, a retired architect from India, was warned by his doctor to slow down after a serious heart attack. Then Maliwada villagers invited him to help design low-cost housing, and that was just the beginning. Since then he has served as architectural consultant to 52 HDPs in 14 nations. Mr. Dethe’s professional skills are enhanced by his ability to discern what people really feel they need. He said, “Whenever I arrive in a new village, I plant my feet on the ground, sniff the air and listen to the people. Then I begin my initial drawings, working with the people throughout the whole process.” Mr. Dethe renders plans which capture community pride and unique identity, and then he designs beautiful, inexpensive housing which utilizes local workers and materials.





## THE KEY TO THE FUTURE: PEOPLE MAKING A DIFFERENCE

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Finally people make the difference. In every nation there are those who care about the world and its needs. These men and women are willing to share what they have — their time, their expertise, their money and their resources. While some spent the entire year in full-time service, others gave days, weekends and evenings to work for local self-development. Some travelled to other countries, but the majority worked in their own communities and regions. *All these people working together have created a global service force of care and concern.*



**M**onique Le Guillou, a young French woman with a degree in international law, has worked extensively in Europe and Latin America. While backpacking through India in 1977, she encountered the Maliwada Human Development Project. Upon her return to Paris, she volunteered full-time service with the ICA and spent a year leading Community Forums across France. Later she was assigned to Azpitia HDP in Peru, and she worked with villagers to improve roads, transportation and health services. This year she co-ordinated programmes in Montreal, Canada. As one of the ICA's full-time staff, Monique is available to serve anywhere her skills are needed.

**T**wenty-seven students from DePauw University, USA, volunteered two weeks of service in Conacaste HDP, Guatemala. Accompanied by a health team, a civil engineer and the university chaplain, they worked with the villagers on health programmes and a new water system. During their stay more than 900 people received medical and dental care. To initiate the water system, they used hand tools to carve an 18,000 gallon storage tank out of the mountainside. On the last evening the students and villagers worked past midnight by the light of kerosene lamps to complete the task. One student commented, "First I thought I was here to help the villagers. Then I was glad the villagers were helping me because they could dig faster. Finally I realized no one was helping anyone — we were working together for a common goal."







## CHART OF THE FUTURE: RESEARCHING RESOURCE LINKAGES

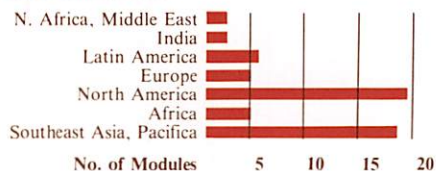
*Most people are cut off from the resources needed for effective change. ICA research focuses on developing resources and refining methods for effective planning and action.* This year the Regional Consult was a pilot programme in multi-sector planning for comprehensive local development. It was tested in the following nations: India, the United Kingdom, Peru, Zambia, the USA, and Indonesia. To further this research on the future linkages of regional resources 80 consults are scheduled during 1981.

At the consult in Lima, Peru, the participants representing the private, public, voluntary and local sectors analysed socio-economic trends influencing the region's future. During the opening symposium they pinpointed six fundamental blocks to human development in the Lima region. They drafted three mandates for change: strengthening the basic economy, designing practical human education and pursuing continued comprehensive development. In four days of field research 30 people visited 40 towns and five urban neighbourhoods to investigate regional needs and options. Then they compiled data and formulated regional plans for the next four years as the product of the ten days. Two of the conclusions reached during the consult were: first, resources should be allocated to alleviate human suffering and bolster economic development. Second, Azpitia Human Development Project does demonstrate a viable alternative to top-down development and can serve as a model for other villages in Peru.



### COMMUNITY EXTENSION MODULES another mode of research in 1980

Local residents and ICA staff at 43 Human Development Projects documented accomplishments and designed plans for extending their learnings to other communities.



### RESEARCH COLLOQUY Brussels, April, 1980

Fifty-two people analysed challenges, proposals and community stories from 1,000 Community Forums held across Europe in the last five years.

Participants came from:

Belgium	Netherlands	France	West Germany	Spain
Italy	Zimbabwe	Egypt	United Kingdom	Nigeria
Denmark	United States	India	Indonesia	Malaysia







## TOOLS FOR A NEW AGE: TRAINING THE LEADERSHIP

*In Community Forums, seminars and Human Development Training Schools people learn leadership skills. Practical training programmes are the keystone everywhere.* This year in the community of Bayad, Egypt, people documented the results of training toward local leadership.

The catalyst for their training was an event in 1977: pure water flowing from the new well. For the first time Bayad had a way to conquer bilharzia, a snail-borne disease affecting 90% of the people living along the Nile. Intensive health training underscored the need to stay out of the infested canals which had been the only source of water. Seventy men organized neighbourhood stations where everyone received medical treatment. The incidence of bilharzia was reduced to 30% which, coupled with nutrition education and supplemental food programmes, occasioned a startling increase in general vitality. Now the community could direct its attention to job-related skills, preschool teacher training, literacy training and other leadership development.

With the revitalization of their community and their new skills, they were ready to work with nearby villages such as El Alelma. Two landmark events occurred. A team from Bayad helped the men drill a well which gushed with pure water. Meanwhile, a Bayad woman approached El Alelma elders to request permission for a women's meeting. Two hundred women met in the mosque for the first time in the village's history. It was women from Bayad who led the workshops on ways to participate in the community.

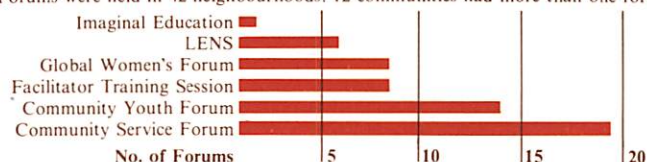


### WORLD-WIDE TRAINING PROGRAMMES: 1980

<b>Forums</b> (One-day events for women, youth, organizations and communities) .....	2261
<b>LENS</b> (A management decision- making process) .....	93
<b>Human Development Training Schools</b> (3-6 weeks intensive training) .....	14

### URBAN PROGRAMMES CHICAGO, U.S.A.

LENS, Imaginal Education Seminars, as well as forums for youth, women and local leadership were offered to groups and agencies within Chicago's 76 neighbourhoods. Forums were held in 42 neighbourhoods; 12 communities had more than one forum.







## USA: EXTENSION ACROSS A RESERVATION IN THE DAKOTAS



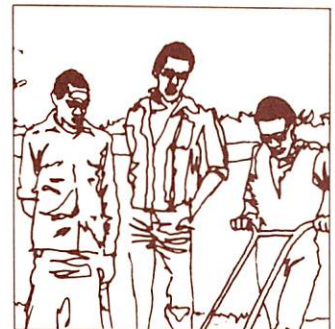
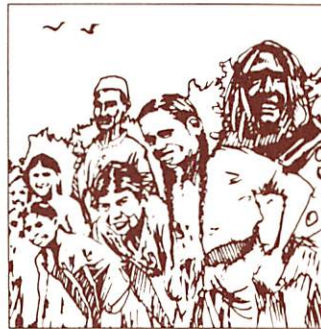
The accomplishments of Cannon Ball HDP, one community within the Standing Rock Sioux Reservation, sparked the resolve to launch *a reservation-wide development plan*.

These four-year accomplishments include 32 jobs in three new businesses owned and operated by the locally-based nonprofit Community Development Corporation. The CDC's government-subsidized salaries were reduced from 42% to 7% and sales were quadrupled. Replication plans emphasize the development of primary resources—land and water—and involve co-operative efforts of tribal leaders, Cannon Ball HDP, Standing Rock Community College, Rural Venture, Inc., Bureau of Indian Affairs and the ICA.

## LASTING SOLUTIONS COME FROM A COMPREHENSIVE APPROACH

The ICA's 26 years of development experience in urban and rural communities has revealed six guidelines for effective socio-economic renewal:

- Local people can create and implement action plans when trained in practical methods.
- A concrete picture of their own community's future and the decision to serve in the development of other communities are the key to sustaining long-term motivation.
- Lasting solutions require giving attention to all the problems of the entire community.
- Comprehensive planning deals with contradictions which underlie the surface manifestations of the issues.
- Effective proposals are the unique directions of a particular local situation, not a blueprint of goals imposed from outside.
- The co-operative efforts of the private, voluntary, public and local sectors are critical to the support and implementation of the development plan.



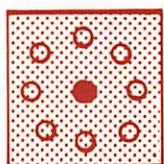


## A PEBBLE IN A POND: WIDENING IMPACT THROUGH REPLICATION

When a model for local self-development works in one community, it can be shared with others. This process, done systematically, is replication. The pilot demonstration project is the catalyst for extending comprehensive development across a broad area. As a sign of hope, it makes an impact that ripples throughout a region. This year the ICA tested various approaches to replication. *Each experiment has created a unique operating design.*

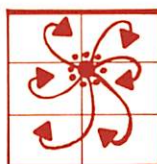


### INDIA: FROM MALIWADA TO MAHARASHTRA STATE



Five years ago the residents of Maliwada worked on renewing their own village. Since then their accomplishments inspired similar efforts in 232 other villages throughout Maharashtra. In 1980 the strategy shifted from replicating individual projects to developing demonstration village clusters. Human Development Projects (HDPs) in Chikale, Jawale and Sevagram became centres for three Block Development Demonstrations. *A cluster of ten villages around each centre serves as the base for sharing self-development with approximately 100 other villages.* Training centres in each block focus planning and leadership development. Replication has been staffed by 1700 young Indian men and women who attended the Human Development Training Institute in Maliwada and subsequently volunteered full-time service for as much as four years.

### KENYA: CLUSTERS FOR A NATION



In Kenya the human development demonstrated in Kamweleni HDP is being carried across the nation. During 1980, 14 village projects were initiated, eight of which are spread nation-wide. *Six projects are concentrated in the Machakos District; Kamweleni, one of these six, began a cluster experiment with five nearby villages.* A wide variety of training formats created new leadership: Village Leader Institutes, Women's Advancement Modules, Implementation Modules and Health Training Modules. Work across Machakos and the nation will expand to include other village clusters.







## THE SHAPE OF COMMUNITY: DEMONSTRATING LOCAL DEVELOPMENT

*Many people doubt the possibility of lasting local development because they have never seen it in operation. A Human Development Project (HDP) demonstrates people's capacity to change their lives and shape their future.* This year Sudtonggan celebrated four years of community effort. The people of Sudtonggan in the Philippines are a remarkable sign of hope to the villages of Mactan Island.

Sudtonggan's power rests in its comprehensive approach. The community demonstrated economic self-sufficiency, social self-reliance and human self-confidence. Using local skills and resources, the villagers established a buri furniture factory, an abaca macramé crafts enterprise and a rock-cutting industry employing 140 people. Family income tripled in the village.

In addition, one quarter of the profits were re-invested in the village social programmes. The preschool provides supplemental meals and trains parents in nutrition. Before the project, 85% of the residents suffered from malnutrition; this has been reduced to 24%. A new health clinic was built, equipped and staffed. Nine women, trained as health caretakers, teach others to care for the health needs of nearby families.

As residents planned and worked together, public and private sector support hastened the improvement of basic services. The community electrified all industrial buildings and 45% of the homes, widened the road, capped wells and celebrated the construction of a public elementary school. Sudtonggan residents now provide leadership for self-development across Mactan Island.



### FACTORS AFFECTING SANITATION in 13 Human Development Projects in Southeast Asia-Pacific September 1975 to October 1980

*40% of deaths in developing nations  
are related to sanitation.*

Projects holding regular health classes .....	11
New clinics or dispensaries .....	44
<i>(includes 36 dispensaries across the Marshall Islands)</i>	
Trained health care workers .....	140
New or capped wells, new water taps .....	165
New toilets .....	301

### ECONOMIC DEVELOPMENT: GIBSON HUMAN DEVELOPMENT PROJECT June, 1978 - October, 1980 Gibson, North Carolina, U.S.A. Pop. 700

COMMERCIAL DEVELOPMENT	JOB AVAILABLE	CAPITAL INVESTMENT
New Businesses - 4	1978 - 75	Private Sector ... (USD)\$1,091,600
Renovated Businesses - 3	1980 - 134	Public Sector .....
New Industry - 1	New Jobs - 59 (78% Increase)	Total .....
		\$1,149,600





## ICA LOCATIONS 1980

★ District Projects \* Human Development Projects

### China, Republic of

Hai Ou\*  
Taipei

### Denmark

Copenhagen

### France

Paris

### Germany,

Federal Republic of

Berlin\*  
Frankfurt

### Guatemala

Conacaste\*

### Hong Kong

Hong Kong  
Nam Wai\*

### India

Athwad\*  
Badodha\*  
Bombay  
Borgaon\*  
Calcutta  
Chikhale\*  
Dabhad\*  
Dasarkhed\*  
Delhi  
Deolali\*  
Gorthan\*  
Jawale\*

Kalambhir\*

Kendur\*

Khujgaon\*

Kolambi\*

Male\*

Maliwada\*

Mangrul\*

Nadlapur\*

Nandapur\*

Pandur\*

Rajapur\*

Sevagram\*

Shelgaon\*

Shivni\*

Sikror\*

Tasgaon\*

Temburwahi\*

Uti\*

Vaviharsh\*

Wavadade\*

Indonesia

Bontoa\*

Bubun\*

Jakarta

Kelapa Dua\*

Italy

Rome

Termine\*

### Ivory Coast, Republic of

Abidjan

### Jamaica

Woburn Lawn\*

### Japan

Fukuoka

Osaka

Oyubari\*

Tokyo

### Kenya

Chororget\*

Eldume\*

Gatuto\*

Kaani\*

Kalwani-Shamalogo\*

Kamweleni\*

Kaongo\*

Kawangware\*

Kilisa-Kyamue\*

Kitandi\*

Kituni\*

Kipsianan-Koisamo\*

Kyuluni-Kivalusa\*

Maikuu-Muthungue\*

Mugumoini\*

Muputi\*

Muuni-Mwanyani\*

Nairobi

Nguluku\*

Nyakoora\*

Samutet-Chemabei\*

Ulutya\*

Vwevwesi\*

### Korea, Republic of

Kuh du E Ri\*

Kwangyung II\*

Seoul

### Malaysia

Kuala Lumpur

Sungai Lui\*

### Marshall Islands

Majuro\*

### Netherlands

Amsterdam

### New Zealand

Auckland

### Nigeria

Ijede\*

Lagos

### Peru

Azpitia\*

### Philippines, Republic of

Langub\*

Manila

Sudtonggan\*

### Spain

Madrid

### United Kingdom

Tai'rgwaith\*

Glasgow

London\*

Manchester

### United States

Anchorage

Asherton\*

Atlanta

Boston

Cannon Ball\*

Charlottesville\*

Chicago\*

Cincinnati

Cleveland

Cusick\*

Dallas

Denver

Detroit

Gibson\*

Houston

Indianapolis\*

Indianapolis

Kansas City

Kinney\*

Lorimor\*

Los Angeles

Memphis

Mill Shoals\*

Milwaukee

Minneapolis

Minto\*

New Orleans

New York City

Orlando

Pace\*

Philadelphia

Phoenix

Pisinemo\*

Pittsburgh

Richgrove\*

Rochester

San Francisco

Seattle

Starks\*

St. Louis

Washington D.C.\*

Widen\*

### Venezuela

Caño Negro\*

Caracas

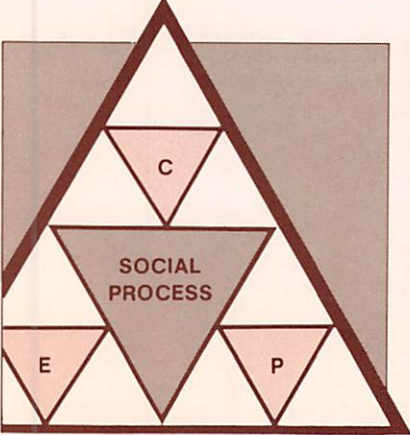
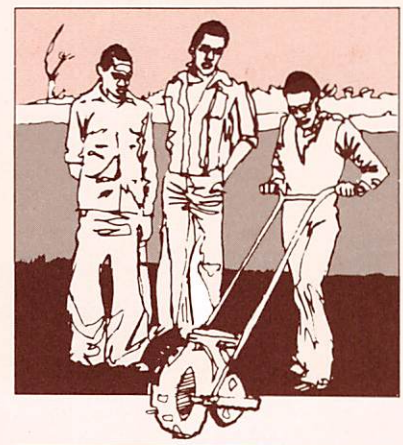
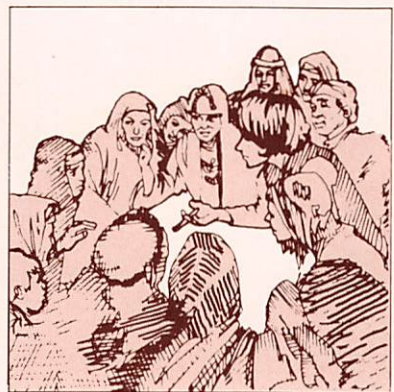
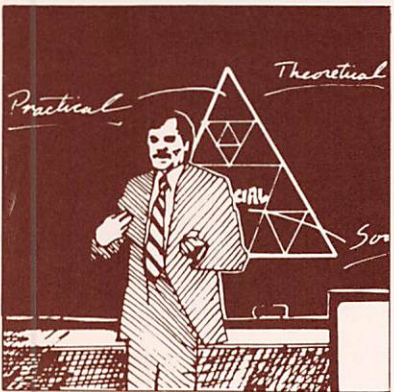
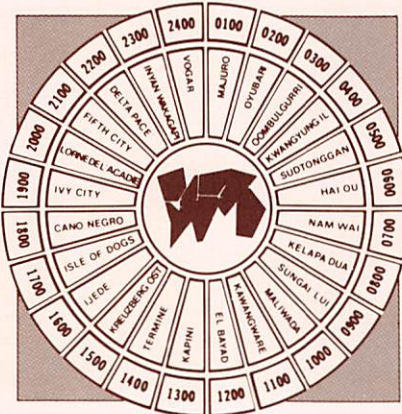
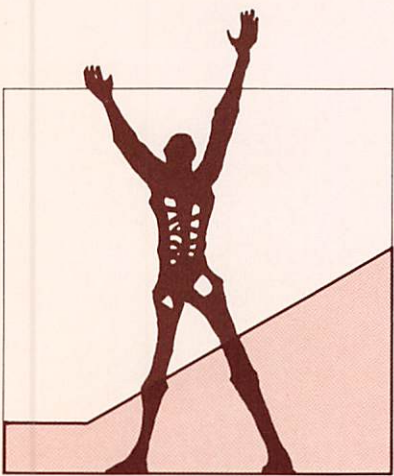
### Western Samoa

Salani\*

### Zambia

Kapini\*





- Arab Republic of Egypt
  - Bayad\*
  - Cairo
- Australia
  - Adelaide
  - Brisbane
  - Melbourne
  - Murrin Bridge\*
  - Perth
  - Sydney
- Belgium
  - Brussels
- Brazil
  - Bananeiras\*
  - Rio de Janeiro
- Canada
  - Edmonton
  - Lorne\*
  - Montreal
  - Ottawa
  - Saskatoon
  - Toronto
  - Vancouver
  - Vogar\*
  - Winnipeg
- Chile
  - Sol de Septiembre\*





**The Institute of Cultural Affairs 1980**

*concerned with the human factor*