

I. CONTINENT NAME AREA REPORT

AREA CAIRO

II. CONTINENT BLACK AFRICA AREA REPORTS

AREA ABIDJAN  
AREA LAGOS  
AREA KINSHASA  
AREA NAIROBI

### THE SOCIOLOGICAL REALITY

Egypt is at a kairotic time. In 1952, a new era was ushered in. The Military Coup ended some 3000 years of foreign rule. Egyptians were once again freed to determine its own destiny and build structures to care for the future. During these 30 years, the nation has focused on dealing with three major contradictions. 1st was the creation of a new image of independent, self reliant people after 3,000 years of subservience and dependency on foreign rulers. The 2nd was redistribution of the resources and decision making in order that all the citizens could participate rather than the landed, ruling elite. 3rd was to concentrate on reforms at every level of life when the Israelies were a constant source of threat and attack. During the 1st 20 years of this era, the new image was forged and care structures built. This was notably done by agrarian land reforms, building of the Aswan High Dam theirby upgrading the self-sufficiency of the farmer. During this time, Cooperative units were built at every local unit level (cluster of 6 villages). These included administrative offices, health clinics, agricultural co-ops and primary schools. This was largely enabled by using the X-kings amassed wealth. The nation was also redistricted and the markaz (administrative unit of 5-7 local units) came into being. The third contradiction consumed the past 10 years. With the peace treaty and final return of the Sinai in April, Egypt finds itself released to focus on its domestic development. President Muborak said "Today, the banner of peace is fluttering all over Egypt---- but we must surge forward to a future in which reform extends to every field of endeavor."

The nation has responded to rural development through large economic projects that depend on foreign aid and rarely involve the local villagers in initiation or administration. During the past 10 years, it has adopted an "open door" policy inviting Governorate (state) import-export exchange. Decentralization continues to be pushed. USAID is facilitating this with leadership and management training along with the Basic Village Services program and funding. This training is being done with the appointed and elected leadership of the cluster. Working with broad-based citizen participation and leadership development has largely been unsuccessful and untapped.

### THE MOVEMENTAL RESPONSE

In 1976, the ICA began its work in Egypt in the village of Bayad. Bayad was an isolated village on the desert with 50% Muslim and 50% Christian inhabitants. The major accomplishments during the 1st phase of the Human Development Project were:

1. Village installation of a water system. Belharzia was reduced from 80 % to 30%.
2. Formation of a Community Development Association which currently manages the water system , preschool, sewing class, literacy classes and nutrition program.
3. Launching a desert reclamation project and small industries.
4. Building the Bayad Community Center which provides a common space for weekly planning meetings.

In 1980-81, the Human Development Project expanded to the five surrounding villages. Village meetings for men and women were held. Water systems were built by a Bayad consultant team and local village volunteers. The method of installation was improved and two were completed during the year. The other major accomplishment for that year was the Minia Regional Consult. Registration as a not-for-profit Egyptian organization of the ICA was applied for in April and is still pending.

Although the assassination of Sadat in Oct. 1982 threw the nation into a guarded political state, the mood and stance relaxed through the year especially after the return of the Sinai. In the cluster, 3 new water systems were installed. Preschool expansion was initiated in two villages. Small industry demonstration in Bayad was given a new substantial base to ensure regular, long range management. With government permission, a training center was initiated and is over 1/3 completed. The most important happening in these villages was the initiation of regular circuits. During Qtr. III, Consults were held in 5 villages which produced a village grid and a 1 year plan which was documented in Arabic /English. Continuing circuits focused on implementation and leadership development. A Cluster Consult enabled planning and common focus for the unit.

#### THE MISSIONAL BREAKTHROUGHS

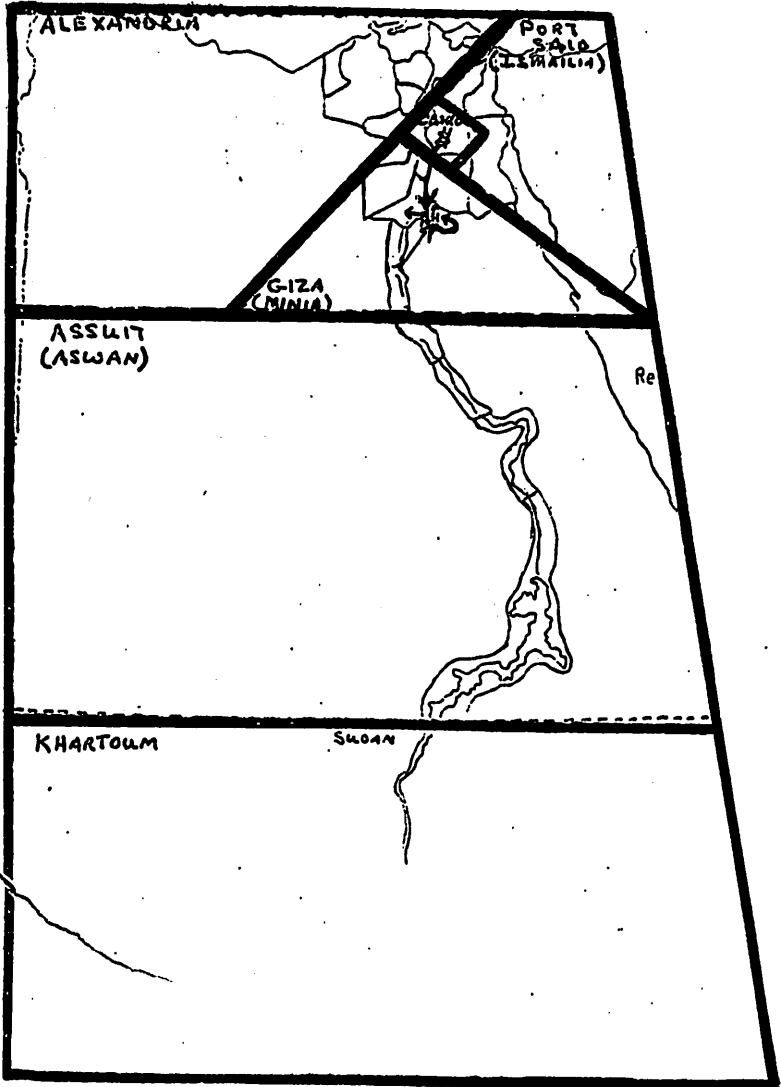
1. Establishing a regular circuit model has enabled regular local implementation and planning as well as cluster interchange. Leadership have vocalized their delight of personal and village change.
2. Authorization at the national and local level has provided a challenge in a nation where expansion must have the explicit endorsement of the government. Yearly contracts with the government and monthly written reports in Arabic are required. Getting clear on the Egyptian system of operation, allowed us to satisfy their requirements and at the same time elicit their facilitation of projects and introduce new images of local development.
3. The IERD trek provided a new face and story to cultivate national and regional framing. The president of the Beni Suef markaz has shown support and openness since that trek and is receptive to working out a new contract for expansion into the west bank next year. The president of the Governorate has scheduled a site visit to Bayad in the next 2 months. The chief of the national organization for rural development (ORDEV), said "Yes" to being on the Global Advisory Board. A meeting of a cadre of established rural developers met with Sir James and talked about what this event might mean for Egypt. This group will most likely be the National Board.
4. Work with the cluster this year has revealed that engaging the women is a separate programmatic tactic. Great care must go into working with village women so that she is not put into a position that would bring disgrace to her male family members .

A health caretakers program involving all cluster villages is being set up. This will not only provide health services but broad based participation in community development. Funding has gotten an initial nod and door to door health survey is being conducted.

**THE FUTURE IMPLICATIONS**

Isolation on the east bank has been a gift and an ungift. Securing a cluster demonstration on the west bank and beginning to expand in the rest of the markaz, could unlock images of development for Egypt. Intensified training in conjunction with expansion is necessary for formulation and staffing. The plan is to do two clusters on the west bank next year and a Human Development Training School as well as other training modules. Intensive Beni Sufi authorization cultivation is required to win with this move. In order to continue the Bayad HDP and Cluster development, keystone projects and regular circuiting and training are planned. The advantage that the IERD has placed us in is to develop national and regional boards to prepare for participation in the Exposition. Continued linkage with Minia University will provide valuable members of the regional team and further collaborative efforts in rural development. The key to the future is securing strong government endorsement of ICA programs and development approach.

STRATEGIC DESIGN FOR EGYPT - 1982-1984				
BROADENING THE DEMONSTRATION IMPACT				
DEVELOPING THE NATIONAL PRESENCE				
ESTABLISHING THE CLUSTER EXPANSION				
NO. UPPER EGYPT PLANNING DISTRICT (Extensive)	I.E.H.D. PARTICIPATION (Undergirding)	DEMONSTRATION MARKAZ (Intensive)	FORMATION ENTRES (Probes)	REGIONAL PLANNING DISTRICTS (Flanks)
REGIONAL FRAMING	NATIONAL FRAMING	HUMAN DEVELOPMENT TRAINING CENTER	MINIA UNIVERSITY PARTNERSHIP	AREAL FRAMING
		WEST BANK DEMONSTRATION		
TRAINING SEMINAR PARTICIPATION	EGYPT STEERING COMMITTEE	LOCAL/REGIONAL FRAMING	AREA GUARDIAN FORMATION	NATIONAL HUMAN DEVELOPMENT CONFERENCE
		EXPOSITION PROJECT DEMONSTRATION	MARKAZ IMPACT	
AGENCY PLANNING METHODS	GLOBAL DEVELOPMENT OPPORTUNITIES	BAYAD CLUSTER KEYSTONES	INTENSIFIED STAFF DEVELOPMENT	PLANNING REGION CONFERENCES
		DEMONSTRATION FUNDING		



The Sociological Reality Area Abidjan has twelve nations with approximately 50 million inhabitants. It is mostly rural, subsistence farming. The average per capita income is about \$300. Six of the world's "poorest of the poor" nations are in the area.

The Movemental Response 1981-82 was imaged as a year of positioning for the HDZ. This year included the preparation of registration in the Ivory Coast, formation of the Regional Teams, training programmes, doubling the Abidjan facility, opening the Regional Office in Accra, securing a training center in Brobo (Ivory Coast cluster), establishing communications, polishing and expanding the Village Development Clusters, building and engaging a Guardian network, activating a sojourner and Order Internship programme, establishing a working relationship with international and national public and private institutions.

The Missional Breakthroughs

- French speaking programmes and staff.
- Sojourn/Intern programme (3 new interns/ 6 sojourners).
- Ghanaian Faculty did Human Development Course and Village Mtgs.
- English courses marketed broke through self-support contradicts.
- World Bank joint probe initiated.
- House space doubled.
- A letter of introduction from the Director of Community Development in Ghana enables us to work in that nation.
- The religious perspectives and the development perspectives of the regional team in Ghana were merged to enable the building of a powerful team that focused on the mission in that region.
- Brobo cluster expansion.

The Futuric Implications The implications for 1982-83 fall into at least four arenas: the team; models and strategies; global relations; action in other key Areas.

The team: Development needs to be a full-time operation; a heavy training schedule needs at least two experienced pedagogues; strong leadership to move intensively in the Brobo sous-prefecture and in Region Accra to accelerate the momentum and visible commitment to the first Village Development Clusters in the Area is crucial. The base of self support must be expanded and skillful circuiters fielded to assure a balanced strategic thrust.

Models and Strategies: The models, strategies and operating relationships worked out require sufficient quality so as to serve as a replicable mode anywhere in the Institute's context, as well as the World Bank's, or the government's, or other agencies.

Global Relations: A significant increase in coordinated actions and interchange is needed to insure a broadened finan-

cial base, global input into models which are emerging and strategies being designed, and a special intensity to the training designs.

**Key Areas:** There needs to be an intensified relationship with other French speaking Areas (Montreal and Paris) in order to strengthen the volunteer programmes, broaden development links, and undergird the French speaking training programmes in all of these Areas.

**REPORT OF THE REGION ACCRA REGIONAL TEAM:**

Fifteen village meetings have been held in 4 of the 9 Administrative Regions of Ghana. (2 others: North and Upper have people trained).

There have always been regular roundtables held by the team every Wednesday.

To increase the numerical strength of the core, a 3-day Human Development course was organised to train 30 participants. This, in fact, has raised our core membership to 60 strong Human developers and the possibility of one decided to intern.

A cluster of 6 villages in Avernorpeme, about 140 km. from Accra has been initiated. Associated with this cluster is the setting up of a 5 acre community demonstration farm to produce maize, beans and vegetables. A health care centre is under construction. A fully operational day care centre is to be opened on the 15th of June with the training of two daughters of the village as day care attendants at the National Day Care Training Centre. They graduated on May 31. With assistance from the National Geological Survey Dept. all is now set for the setting up of a brick and tile factory in the villages. The ICA has succeeded with assistance from the Ghana National Enterprises Development Commission in developing a hand pump for irrigating the dry farm lands of the villages.

Ghana currency has lost credibility in the international exchange so we all had to raise \$5740U.S. for our trip to Nairobi for the AALD. Eight people attended.

**Learnings:** The importance of our vocational base is very crucial to the success of our work. The shift from the theological to the practical is difficult. The need for multiple coverage of commitments. The need for strengthening our communication links both internally and externally. The value of effective participation in team work. Transportation is important in getting the work done. There are potentially many more people who can be involved in human development if they are properly exposed to it. The local people are willing to learn and implement new methods of development.

GLOBAL COUNCIL CHICAGO		AREA STATISTICS				Area <u>ABIDJAN</u>	
STATISTICS		ABIDJAN	ACCRA				TOTAL
D E M O G R	Region size (Sq Miles)	128,800	100,000				
	Population	8 M.	12 M.				
	% Rural/% Urban	88 12	90 10				
E V E N T S	Formation Colloquy # LEWS						
	# Forums	28	15				
	# Other Courses	12	1				
	Councils/#	1	1				
M O V E M E N T	Day I Movement Strength						
	Day II Movement Strength						
	# of Cores	1 core of 15 people	1 core of 60 people				
F I S T A B L E	Development Income Target	\$18,000					
	Development Raised	15,096	14,087				
	# Development Donors	6					
	Programme Income	5,950.	-				
	Self-Support + or -	-	-				
H O U S E  P E R S O N N E L  D A T A	# Assigned	5					
	# Youth	-					
	# Assigned into Region	-					
	# Assigned out of Region	2					
	New Interns	3					
	Sojourners	1					
	Current # Individuals	7					
	Current # Couples	1					
# Working In	4 1/2						
# Working out	2 1/2						



### THE SOCIOLOGICAL REALITY

Area Lagos is comprised of 3 nations; Niger (Niamey Region), Benin (Cotonou Region) and Nigeria (Lagos, Ibadan, Kaduna, and Onitsha regions). The former two countries are French speaking and two of the poorest of the poor nations. No program is being conducted in either of these regions. Nigeria's 100 million people make it the most populous nation on the continent of Africa and represents 40% of the human resources of Black Africa.

Geosocially the nation experiences itself as 3 distinct entities referred to as the East, West and North. The East, formerly known as Biafra, is dominantly Christian, the Igbo tribe and the Nigerian People's Party. The North is dominantly Muslim, the Hausa tribe and the National People's Party. The West is a mixture of Christian, African and Muslim religions, the Yoruba tribe and the United Party of Nigeria.

Politically, the nation is a multi party (5) civilian republic modelled on the system of the USA. It has a strong executive president, two federal houses (the senate and House of Representatives) and 19 states each with an elected governor and house of assembly. Today Nigeria is wrestling with the optimum number of states as well as the size and number of local government areas (LGA's) to most effectively serve the needs of its massive population.

Economically, Nigeria is a member of OPEC and has participated in the benefits and traumas of the global oil economy. In the past 10 years agricultural production has declined so that it now imports rather than exports agricultural products. Federal funding has gone into massive public works projects such as electrification, roads, bridges, airports, and the new Federal capital being built in Abuja. Great emphasis has also been placed on technical industrialization within an aggressive, competitive economy.

Culturally, Nigeria embraces great diversity with 600 language groups and cultures. There is a healthy relationship between the Muslim and Christian traditions the demoninant religious influences of the Nation. The rapid development and economic growth have not been without their challenges however. The oil boom has conveyed an image of national wealth that has eroded local initiative. People look more to the government for aid than to their own resources and self-help projects. Migration from the rural to the urban has greatly strained the basic systems and services in the urban centres. The population still living in the rural areas strongly feels the loss of vital and active leadership resulting in lowered agricultural production, deteriorating social structures and a sense of having been left behind.

Today in Nigeria there is a growing awareness that the future will be determined by their response to the current challenges. More and more we have experienced the emphasis on stimulating local initiative and developing the human resources, Nigeria's greatest asset.

#### THE MOVEMENTAL RESPONSE

The movement in Nigeria has placed a heavy emphasis on being a catalytic response to the national needs. Rather than looking for individual locales to work in this year the movement has sought our key networks to work through. During this year we have actively marketed a wide variety of programs across the 3 areas of the country. In the marketing, we were specifically looking for joint-venture collaborative efforts in which we could do demonstration and training programs. Organisations worked with included: World Health Organisation, University of Lagos, Dept. of Adult Education, Local Government Areas, Lagos State Community Development Officers, Social Clubs, and Religious Orders. Programs offered were LENS, I.E., HD-I, One-day Community Planning Forums to the tactic or implementary levels and Health Forums.

In terms of movement formation circuits, councils, guest nights, speaking engagements, special forces task forces, movemental events, a Human Development Training Program and development were utilized to engage and build the regional team.

#### THE MISSIONAL BREAKTHROUGHS

1. Out of past programs the Nigerian Rubber Board (NRB) requested of us a proposal to assist them in organising and establishing rubber producing cooperatives at the village level. This has implications for not only NRB but also for work with the Cocoa Board, Groundnut Board and the Ministry of Agriculture.
2. The Ijede Management Committee and the Community Development Committee are taking responsibility for local projects while the NICA works with them primarily in a consulting capacity. This has freed us from direct implementation responsibility in Ijede..
3. The trustees and guardians see themselves as responsible for and taking the lead in securing the NICA visa quota.
4. Metal Box, Nigeria LTD. has offered to sponsor 5 Nigerians to the IERD in 1984 and 6 people have agreed to serve on the National Steering Committee.
5. Guardians making personal contributions to the NICA programs broadening our base of support and opening up untapped resources;
6. An active marketing campaign called "The Africa Challenge" generated strong interest and support in sponsoring local development projects from all 4 sectors.
7. Expanding the package of programs we have to offer including traditional courses, forums, and consulting. At the same time we revised the forum format to put more emphasis on timelined action.

#### THE FUTURIC IMPLICATIONS

Both the large population and potential role of Nigeria in Black Africa and the globe indicates a need for a strong movement and Order presence in Nigeria. Program receptivity and intern potential is greatest in the East and indicates the need for a residential presence in the East as well as in Lagos.

The interest of the Lagos State Community Development Officers is a structural way through the government to the village community development committees throughout the State. The invitation of the Nigerian Rubber Board and the positive response of the Department of Agricultural Cooperative has potential of tying into the Federal Agricultural effort called "The Green Revolution" and a national priority. The Area strategy calls for catalyzing clusters in the East, West and North that can be demonstrations of comprehensive development and 4-sector coalitions..

Our current involvement with the World Health Organisation training center has implications for all English speaking nations in Africa. Delegates from across the continent participate in 8 - 12 week training programs in Lagos. We are in conversation with WHO to introduce training in forum methods as part of their curriculum. This would enable delegates to take our methods with them to their own countries as well as expanding our contact base throughout the English speaking nations. The strong local interest in health programs has the potential of being a rider for comprehensive development as well as initiating clusters.

The Ghana delegation to the AALD in Nairobi requested a circuiting/sojourn/intern relationship with Area Lagos. This would involve a presence in Ghana for training and planning as well as sojourns/interns coming to live in Lagos. This is a result of the strong ties that exist between Ghana and Nigeria and the common language of English.

Finally, the current visa situation if it is not resolved in our favor, may require a holding action in Nigeria until the Federal elections in 1983. The Area Lagos team is recommending to the globe that expatriate staff should not be assigned unless they hold a valid resident visa. To assign personnel without visas is missionally ineffective and may be very detrimental to our credibility and authorisation.

GLOBAL COUNCIL

CHICAGO

AREA STATISTICS

Area LAGOS

REGIONS		LAGOS	ONITSHA	IBADAN	KADUNA	NIAMEY	COTONOU	TOTAL
D E M O G R	Region Size (Sq Miles)	[ 924,000 Sq. Km				] 1,700,000 3.0m	113,622 2.0m	
	Population	[ 100 MILLION				] 5million	3.4 m	102.4m
	% Rural/% Urban	[ 80% - 20%				] 70% - 10%		
	Formation	[ 5				] 7		
E V E N T S	Colloquy # LENS	1						
	# Forums	14						
	# Other Courses	8						
	Councils/#	2	30					
M O V E M E N T	Day I Movement Strength	[ -				] -		
	Day II Movement Strength	[ -				] -		
	# of Cores	[ 2				] -		
	Development	[ -				] -		
F I S A C T A L	Income Target	[ -				] -		
	Development Raised	22712						
	# Development Donors	48						
	Programme Income	3,356						
	Self-Support + or -	+246						
H O U S E P E R S O N N E L D A T A	#Assigned	9						
	# Youth	-						
	# Assigned into Region	5						
	# Assigned out of Region	5						
	New Interns	-						
	Sojourners	-						
	Current # Individuals	8						
	Current # Couples	2						
	# Working In	7						
	# Working out	1						

## AREA KINSHASHA REPORT

## SOCIO LOGICAL REALITY

Zambia is a landlocked country, located in South-Central Africa, surrounded by Botswana, Angola, Zaire, Malawi, Tanzania, Mozambique, and Zimbabwe. The population is about 7 million with the majority living in rural areas. The cities are being faced with increased migration and shanty towns are beginning to surround the cities. The government has placed priority on rural development in order to diversify its economy from mining to include agriculture and small industries. Zambia has one political party (UNIP) which has been in office since independence. The official language is English, and the tribal languages are Nyanja, Tonga, Bemba, Lozi, Lunda, Luvale, and Kaonde.

## MOVEMENTAL RESPONSE

There are four arenas of the movement's response to the challenges in Region Lusaka.

1. Spotlighting the success of the Kapini, Malekano, Malowa HDP.
2. Engaging the 12 villages of the Diamond of Zambia Human Development Expansion Project in self help projects.
3. Linking the KMM HDP and the Diamond of Zambia Expansion Project to the public, private, voluntary, and international agencies in Lusaka, the copperbelt, and the district.
4. Training programmes, for the village leadership cores, village volunteer workers and for the public and private sectors.

## MISSIONAL BREAKTHROUGHS

1. 109 site visits to the 'Diamond' during the past year strengthened the national frame, enabled the village leaders' self-confidence in working as a team, and put the focus on their accomplishments.
2. A two week Volunteers Training Programme in Dec. for 22 participants brought together the movement from across the region to the RH in Kapini.
3. In kind of a year's supply of sugar, bread, and 10 air tickets kept the operating budget low.
4. The participation of the Member of Parliament, Mrs. Mayunda in the IERD meeting in India has prepared Zambia for actively participating in the IERD in 84.
5. Launching 5 preschools in the Diamond resulted in 2 preschools starting in a village 30 miles away, engaged all the staff in circuiting on a rotational basis, initiated

AREA KINSHASHA REPORT

- 5 village leader cores, willing to assume responsibility for other activities beyond the preschools.
6. Registration of the Kapini, Malekano, Malowa Community Development Association with the government, indicates the village readiness to be in charge of their own development.
7. Relating the economic ventures in the project to the banks through loans or directly to a manufacturer
8. Enabling all national staff to travel outside Zambia, either on assignment or for councils in Nairobi, exposes them to the Kenyan Replication Scheme methods.

FUTURIC IMPLICATIONS

Designing the next phase of expansion, from the present 15 villages we are working with, to include the whole ward (about 50 villages). Components would include the training programmes, involving both village leaders and gov't extension workers; the impact events; and the training of staff.

GLOBAL COUNCIL		AREA STATISTICS					
CHICAGO		Area <b>KINSHASA</b>					
STATISTICS		REGIONS					TOTAL
D E M O G R	region size (Sq Miles)	LUSAKA					
	Population	7 million					
	% Rural/% Urban						
E V E N T S	Exercises 2 weeks	1					
	Continuing Councils # LENS PROGRAM	2					
	# Forums						
	# Other Courses	2 PLCs					
	Councils/#						
M O V E M E N T	Day I Movement Strength	10 - KAPANI HDP BAD OF DIRECTORS					
	Day II Movement Strength						
	# of Cores	2					
F I S A C T A L	Development Income Target	\$65,000					
	Development Raised	\$55,000					
	# Development Donors	50					
	Programme Income	\$6,500					
	Self-Support + or -	\$2,500					
	#Assigned	9					
H O U S E P E R S O N N E L D A T A	# Youth	(2)					
	# Assigned into Region						
	# Assigned out of Region	3					
	New Interns	3					
	Sojourners	22					
	Current # Individuals	6					
	Current # Couples	1					
	# Working In	8					
	# Working out	9					

AREA DATA

Countries in Area: Kenya, Uganda,  
Tanzania & Malawi  
Activated Regions: Nairobi, Mombasa  
Population in Regions: 16,848,000  
Geographical Area, Regions: 583,000 sq.km.  
% Rural: 90%

HOUSE DATA

No. Houses.....26  
No. Adults.....292  
No. Youth..... 3  
No. Children..... 19  
No. Working out..... 1  
No. Guests.....1,982  
No. Sector Visitors..2398

DEVELOPMENT DATA

Local Monies .....766,100  
Bilateral Money.....1,384,500  
Programme Income.....55,300  
Inkind Received.....147,000  
Self Support.....132,300  
Total.....2,484,800

82-83 Money

Committed  
Local.....35,000  
Bi-lateral....1,773,000

Working

Local.....350,000  
Bi-lateral....3,480,000

STAFF DATA

Auxiliary Staff.....286  
Village Volunteers  
Circuits..... 70  
Consults..... 30  
Health Caretakers..... 849  
Impact..... 61  
VLL..... 4

Other Volunteers

	1no.	3mo.	6mo.	9mo.	1yr.
Local	4	-	-	-	2
Foreign (Present)	1	4	-	-	1
(During Yr)	6	10	6	1	1

PROJECT DATA

Projects	1981-82		Total to Date	
	No.	Part.	No.	Part.
Human Development	5		25	
Sub-Loc'n Cluster	7		9	
Location Consult Cluster	3		4	
Location Impact Cluster	5		5	
Total Village Proj	282		349	
<u>Consults</u>				
Cluster	28	2,700	37	6,490
Impact	42	16,300	42	16,300

PROGRAMME DATA

Programme	Year 1981-82	
	No.	Particip.
<u>Village Meeting</u>	121	4,475
<u>Institutes</u>		
Human Dept. Trng. Inst	4	191
Advanced Trng. School	1	62
Village Leaders Inst.	19	925
<u>Modules</u>		
Prog. Implementation M.	25	885
Women's Advancement M.	6	270
Health Trng. M.	24	821
<u>Conferences</u>		
Farmers' Conf.	1	160
Health Caretakers Conf.	1	150
Agriculture Trng. Mtgs.	18	788
Location Officers Conf.	5	65
Women's Planning Conf.	2	81
LENS	4	69
Co-op. Conf.	2	110
<u>Councillor Meetings</u>		
Section	28	588
Project Director	4	141
Area Council	4	233
<u>Village Action Programme</u>		
Stake/Assembly/Guild	16,860	268,050
Leaders' Meetings	2,510	36,870
Workdays	14,480	317,280
<u>Guardians' Meetings</u>		
Luncheons	1	63
Planning Meetings	4	32

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**EXPANSION CENTERS** across Kenya's 90% rural population belt - Kenya Replication Scheme

LOCATION CONSULT CLUSTER PROJECTS					LOCATION IMPACT - TARGET PROJECTIONS			
Project Name	Expanded HDP, Date Initiated	District	Division		Project Name	Date Initiated		
Sub-Location	Date Initiated	Village	Popu-lation	Dens-ity	Sub-Location	Village	Popula-tion	Density
<b>Muputi Location Cluster Project</b>					<b>Machakos District</b>			
<b>Kanweloni HDP 6/81</b>					<b>Central Division</b>			
Muputi	11/80	5	3557	255	<b>Ivoti Location Impact Project</b>	<b>12/81</b>		
Kaani	2/81	6	2654	137	Misukwani	6	5376	613
Rivundini	3/81	5	2848	165	Kallioni	4	4965	328
Ritunduni	4/81	4	3059	374	Itharuni	5	4539	320
Kiima-Kiuse	5/81	4	6406	386	Korbu	4	4812	471
Kimutwa	5/81	6	6229	158	Kaawa	7	5889	495
					Kasinga	5	6465	1114
6	30	25,350		212	Iveti	4	3132	393
					Mungala	3	4864	374
					Kiandani	5	5581	614
					9	43	44,923	505
<b>Tiriki So. Location Cluster Project</b>					<b>Hitaboni Location Impact Project</b>			
<b>Kalwani-Shamalojo HDP, 4/82</b>					<b>Hamisi</b>			
Senende	3/81	6	5696	791	Thiru	4	3744	1107
Hamisi A	10/31	6	6178	695	Muse	4	5020	493
Gisumbi	11/81	6	4312	545	Ngoleni	5	3393	483
Lumbi	12/81	5	3889	570	Mimbuni	4	4312	242
Jepkoyai	2/82	6	6528	572	Maeleni	5	7318	282
Tigoi	2/82	6	5767	758	Motituni	7	7278	994
6	30	32,656		680	Mitaboni	0	7397	202
					Kathiani	4	3116	499
					Kalani	4	2682	254
					Ngini	4	4320	577
					10	47	43,832	370
<b>Muthithi Location Cluster Project</b>					<b>Musii Location Impact Project</b>			
<b>Mugumoini HDP 4/82</b>					<b>Kigumo</b>			
Glathaini	10/81	4	5915	522	Kathungaini	5	3829	116
Gitombe	11/81	3	3625	543	Vyulu	6	6222	196
Kigu	12/81	4	4339	544	Mithini	5	3032	107
Munguini	3/82	5	2534	277	Utithini	6	3500	157
Kandani	3/82	5	3671	344	Muani	5	1650	115
Muthithi	4/82	5	4007	589	Erbui	6	2734	120
Gikarungu	4/82	5	7943	337	6	33	11,027	137
7	31	32,054		421				
<b>Chonyi No. A So. Locations Cluster</b>					<b>Kilifi</b>			
<b>Project</b>					<b>Project</b>			
<b>Wovwesi HDP 4/82</b>					<b>Project</b>			
South					Kwakata	4	1660	50
KIZingo	3/81	4	7658	386	Kyamutula	5	2005	98
Mwarukaya	10/81	5	4524		Kanguluni	4	2346	88
Pingilikani	11/81	4	3285	78	Kyavungo	6	2204	119
North					Kilentwa	3	1313	54
Chasimba	1/82	5	4665	136	Kwabiti	4	1956	65
Kitsoueni	4/82	4	3991	109	Kallina	5	2103	79
Ziani	4/82	C	6660	185	7	31	4,577	??
5	28	30,783		152				
TOT:	25	120	120,743	273	TOT:	37	171	119,893
<b>LOCATION TOTALS: 291 Vill. Proj., 62 Sub-Loc Proj, 9 Loc. In J., 270,635 People</b>								

**EXPANSION CENTERS** across Kenya's 90% rural population  
belt - Kenya Replication Scheme

RURAL DEVELOPMENT PROJECTS			SUB-LOCATION CLUSTER PROJECTS	
Human Development Project	District		Project Name	District
Date Initiated	Population	Division	Expanded HDP, Date Initiated	Division
			No. Vill. Projects, Populat'n	Density
Kawangwari-Kabiro HDP 8/76	1500	Nairobi	<u>Nakuswi Sub-location Project</u>	Machakos
Kamwani HDP 2/78	300	Machakos Central	Kilisa-Kyamae HDP 1/81 6 vill. projects	Eastern 192
Mutya HDP 1/80	1150	Machakos	<u>Kamwala Sub-location Project</u>	Machakos
Kilisa-Kyamae HDP 1/80	1540	Machakos Eastern	Kyuluni-Kivalusa HDP 9/81 5 vill. projects	Northern 178
Kyuluni-Kivalusa HDP 1/80	1500	Machakos Northern	<u>Thunge Sub-location Project</u>	Machakos
Maikuu-Muthengua HDP 4/80	1180	Machakos Kilwezi	Maikuu-Muthengua HDP 9/81 7 vill. projects	Kitwezi 34
Muuni-Mwanyani HDP 4/80	1400	Machakos	<u>Rongo-Nyika Sub-location Proj.</u> (none) 1/82	Taita 73
Kitandi HDP 4/80	1000	Machakos Western	4 vill. projects	11,498
Kipsiran-Koisano HDP 6/80	1600	Nakuru	<u>Okongoina Sub-location Project</u>	Kisii
Mguluku HDP 6/80	1620	Kwale	Nyakoora HDP 3/82 3 vill. projects	515
Kalwani-Shamalogo HDP 6/80	1400	Kakamega	<u>Masin Sub-location Project</u>	Machakos
Choroiget 10/80	1200	Elgeyo- Marakwet	Muuni-Mwanyani HDP 5/82 5 vill. projects	Makueni 80
Kusa HDP 10/80	1600	Nisuru	<u>Kithambe Sub-location Project</u>	Machakos
Kituni HDP 10/80	2000	Bungoma	Kitandi HDP 5/82 5 vill. projects	Western 236
Catuto HDP 10/80	1400	Kirinyaga	<u>Kanongo Sub-location Project</u>	Moru
Vavwesi HDP 10/80	1600	Kilifi	Kanongo HDP 6/82 6 vill. projects	5197 145
Samutet-Chemaboi HDP 1/81	1800	Kericho		
Nyakoora HDP 1/81	2200	Kisii		
Eldam HDP 1/81	800	Baringo		
Matindiri HDP 1/81	1200	Nyandarua		
Mugambini HDP 1/81	1610	Murang'a		
Kanongo HDP 1/81	1700	Moru		
Hawinga HDP 1/82	1800	Siaya		
Ikuyuni HDP 4/82	1100	Kitui		
Saboti-Naikara HDP 5/82	950	Trans-Nzoia		
25 Projects, 19 Districts, 35,440 People			<p><b>GRAND TOTAL</b></p> <p>337,600 People 349 Village Projects 70 Sub-location Projects 9 Location Projects</p> <p>located in 84 Sub-locations 31 Locations 26 Divisions 20 Districts 7 Provinces</p>	

I. Movement Response

A. Replication

1. Four new Human Development Projects launched in the strategy of establishing an HDP in every District of the 90% rural population zone.

2. Seven new Sub-location Clusters initiated. This process involved a total of 51 villages in seven week-long cluster consultations, followed by regular DOOP (Do Our Own Project) circuiting.

3. Three new Location projects launched (Total of 84 villages). This process involved a series of Sub-location cluster consults initiating all 17 Sub-locations of these three locations. There were then location-wide consults to make the two year plan for the location as a whole. These locations were then circuiting with monthly planning events in each village, each sub-location, and the location level.

4. One Division Impact Project launched (171 village) The Impact Programme involved use of a shortened one-day consult model whose end product is a 2-year first quarter and first month development plan.

This model was used to initiate 5 entire locations, one at a time, completing initiation of a Division. Impact of each Location was a week-long event where all villages held a one-day Village Development Meeting and then each sub-location held a two-day Sub-location planning event. Finally, each of the locations had a Location Assembly, a Village Leaders Institute (Training) and a Location Officers LENS. Initiation was followed up by regular circuiting at the village, sub-location and location levels.

B. Training

5. Takeoff of Village Leaders Institute. There was a successful downbeat on enabling local leadership methods through the week-long Village Leaders Inst training structures. In all, there were 19 VLIs involving 925 leaders.

6. Staff training included 4 HDTI's (Human Development Training Institute), seven weeks long, one six weeks long and were held during the year, training 191 new staff. Also, an advanced staff training school was held for 62 of our staff.

7. Health Caretakers Training. A total of 1146 village volunteers were trained as stake health caretakers of which 849 were selected as Health Caretakers. This network was established for 22 projects, involving 116 villages. The health caretakers enabled large scale implementation of home sanitation practices such as toilets, dishracks and compost pits.

C. FORMATION

8. Formation of Location Officers Cadres . A series of two and half day LENS Conferences were held for four of the initiated Location Projects in Central Division, Machakos. These groups are made of the Chief and Assistant Chiefs and members of the various ministries on the Location level. They planned a two-year development timeline that parallels and injects catalytic action into the villages' two year timeline. Each conference is followed up on a quarterly basis to evaluate activities and revise the timeline.

9. Major Grants Extended. This year has been a good year in bi-lateral funding. We received an initial grant from EEC and have a second accepted. We have received a second year grant from NORAD and SCC which reflects their satisfaction with our work. This is also indicated by Ford Foundation's acceptance of a major second phase grant.

10. Expansion of Private and Public Sector Support. A Board of Advice and Review has been established this past year. In addition, two cabinet Ministers and a Ministerial Director have accepted to serve on the Global Advisory Board of the IERD.

II. MISSIONAL BREAKTHROUGHS

A. Keys

1. Village Leaders Volunteer Participation. In Chonyi Location of Kilifi District, the Locations of Central Division of Machakos District, an experiment was launched to regularly involve village leaders in movemental activities outside their village in other parts of their location and in other locations as well. Invitations were extended to volunteers. Two meetings were held. 233 village leaders attended these events and as of June 1982 an estimated 176 had responded to specific activities requiring leadership roles.

2. Division Impact as a strategy. This model for initiating whole locations in a one-week series of events gave us a way to see the possibility of doing the Nation.

3. Team spirit and maturity. Especially out of the experience of nationwide participation in Division Impact, a new sense of teamhood emerged in the staff and also among the village leaders involved. In addition, 69 staff passed their 2nd anniversary of movement engagement and there was a new maturity in Project Directors.

4. Breakthrough in village actuation. There seemed to be a quantum leap in actuation for a number of reasons. (1) villages moved into later phases of their timelines and had many successes in doing the hard projects involving the economic, construction and cluster-wide activities, such as road building. (2) the stake structure proved imaginatively effective, engaging five work groups per village, each usually more active than the whole village had been before, (3) local training in farming, soil conservations and health was translated into enormous actuation accomplishments.

5. Section Houses established. The area operating structure was decentralized through establishment of 3 "Section Houses". These houses enabled a new maturity and responsibility for issues concerning the whole movement, as opposed to a single project focus.

B. LEARNINGS

1. The key to actuation is working at the self-generating level, of the location and phasing of the VLI, Location Assembly, Officers Conference, inputs, circuits, etc.

2. Village Leaders are ready to volunteer themselves for local development, both within and beyond their own Location.

3. Competitive nature of location cluster aides self-development.

4. The Circuit structure frees the village to do its own development rather than building dependency.

5. Circuiting of the village, sub-location and location combined with the DOOP Model are key to depth human development.

6. Material inputs to HDPs do not necessarily catalyze more participation.
7. Project development is faster in clusters.
8. The village health caretaker structure at the stake level provides a catalytic role.
9. Village Leaders hip Institutes give confidence to village leaders for comprehensive development.
10. For the Location, Cluster "Impact" is as effective as the "Cluster Consult" for catalyzing an immediate response.

C. Comments

1. District Commissioner: "I don't want to make a speech. I want to listen to the plenary."
2. A Village Leader: "The key has been the organisation in the village to do local development."
3. District Officer: "Why not do a VLI for the whole Division?"
4. Villager sitting on top of Iveti Hills: "We have been expecting you. We have been watching Muputi actuation become visible, clear across the location."
5. A volunteer agency representative: "The reason we give you money is because you make a difference. You produce results."
6. A funding organisation representative: "You may have heard we came to inspect you. Not true. We came to learn from your methods."

III. FUTURIC IMPLICATIONS

A. Edge Thrusts

1. Village Leaders Movement Formation. This thrust has begun with the Village Leaders Institute and has continued with Leadership Conference, Guild Conferen. leadership role brooding, Village Leaders Conferences, voluntary leadership assignments, special training functions and leaders spirit sustenance experimentatn.
2. Large Scale Catalysis of the Rural. This image has grown out of the great response of the villagers to local development and the increasing ability to catalyze that response with ever increasing participation by village leadership. This is seen in 16,200 people events in Division Impact Programme, initiat'n of their 1st quarter timeline in one month and an imaging of 40 auxiliary staff and equivalent village

leadership circuiting 201 villages with a population of 175,000.

3. Image of Continental Strategies. This image came from the Project Directors, most of whom have completed their initial commitment of 2 years service and have elected to continue in the global movement. They brooded on which projects in Africa they would like to work in. In addition, their reflections on serving the poorest of the poor led to imagining a new project in one of the depressed nations in Africa. Their thinking on the desirability of a Nexus in Africa and other continental strategies was heightened by preparat'n for the AALD.

B. CONTRADICTIONS

1. Unclearly on imaginal and structural shifts needed to facilitate a large movement response in village leaders participation and leadership.
2. Unsystematic approach to informal staff training leaves training opportunities overly subject to particular relationships, assignments or initiative.
3. Undevised methods for the strategy of engaging the three sectors as team members in doing local initiatives rather than just donors of aid and service.

The following models are not yet listed on the Global Index and are available upon request:

1. Kenya Replication Scheme:  
Four Year Strategies, 1980-84
2. REPORTS:  
Area Nairobi, 1981-82 Report  
Urban Centers  
Impact Statistics
3. HISTORY  
History and Work in the Machakos District
4. PILLARS AND PRINCIPLES  
Implementing Design  
Replication: Pillars and Principles  
Cluster Projects Strategy Pillars
5. Operating Models  
Event Matrix
6. Local Nurture  
Eight Steps on the Human Journey
7. Philosophy  
Replication Process  
Four Sector Relations
8. Health Caretakers Manual
9. Impact Set-up Manual
10. Sub-location Cluster Impact Procedures  
Village Development Meetings  
Sub-location Impact Assembly Meeting  
Location Impact Assembly Meeting