

DEVELOPMENT BY THE PEOPLE

THE INSTITUTE OF
CULTURAL AFFAIRS
1985-1986



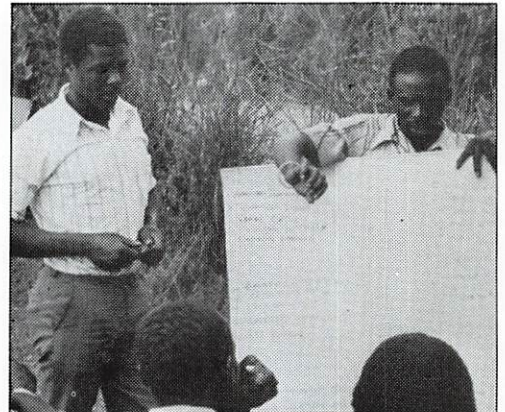
THE BEGINNINGS

FROM HUMAN DEVELOPMENT PROJECTS TO VILLAGE CLUSTERS

The Institute of Cultural Affairs is a nonprofit organisation, a registered society in Kenya under the Ministry of Culture and Social Service. For the past 10 years the Institute has been working in the field of rural development to facilitate local people to be self-reliant, self-sufficient and self-confident through training in planning methods and implementation of their own development plans.

KAWANGWARE 1975

The first pilot human development project in Kenya was launched in a squatter community in the outskirts of Nairobi called Kawangware. This project directly and indirectly resulted in locally based industries, a health centre, a training and education centre for 50 adults and 900 children, a clean drinking water system, improved drainage, a nutrition programme, and a child spacing programme.



KAMWELENI 1978

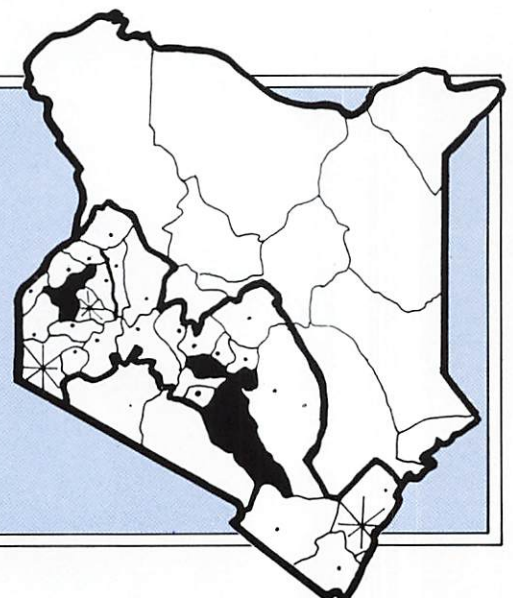
After the success of the Kawangware project, a rural project was launched in Machakos District in a village called Kamweleni. A training centre was built which enabled the training of over 300 young Kenyans to become ICA volunteers. They were trained in leadership methods which they in turn have taught to villagers in 26 districts around the nation. This initiated the Kenya Replication Scheme and the New Village Movement.

“One of the things about African development is that it is very locale specific and yet we know that what has been successfully done in one part of Kenya could be done somewhere else. For instance, the Village Movement of the Institute of Cultural Affairs has shown that it is the spirit of being able to do things on your own that is really the key factor.”

Goren Hyden, author “No Shortcuts to Progress”.

VILLAGE CLUSTERS 1980 - 84

All the villages in a sub-location, location or a division were involved in regular planning sessions and workshops. Over 1400 villages in 26 districts were involved, and linked into a network of national replication. A village leaders network was trained and government officers were involved in seminars to review and assist the villages' development.



TODAY'S APPROACHES

TRAINING FOR LOCAL PARTICIPATION

"From 1982 to 1984 the ICA initiated intensive health and agricultural training programmes with community leaders in over 750 villages. Survey results indicated significant change due to the training and utilisation of village leaders in the health and agricultural programmes."

Evaluation for the Ford Foundation - 1984.



Health care Training

Basic Health Training (sample)

1. Give rehydration fluids to a baby who has diarrhoea.
2. Dig latrines and use them.
3. How to stop TB.
4. Immunisation prevents measles.
5. Balanced diet prevents kwashiokor (malnutrition).
6. Cover/keep out dirt if a child is burnt.
7. Give child with fever aspirin.
8. Treat water.

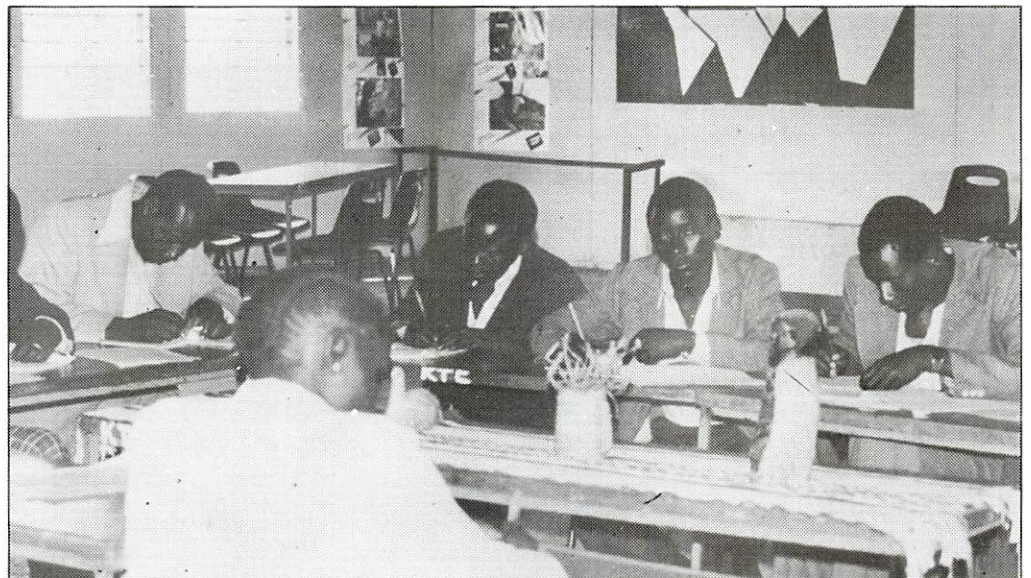
PEOPLE'S PARTICIPATION IN DEVELOPMENT

- Belong to women's groups
- Participate in workdays to build terraces
- Plant trees to hold soil
- Talk with agricultural officer
- Talk with neighbours about farming matters
- Have health training in the village.



Water tank construction

"When villages are organised and the will and motivation of their people harnessed, villagers themselves will find the ways to feed their children, build their roads, educate their families, and save their land."



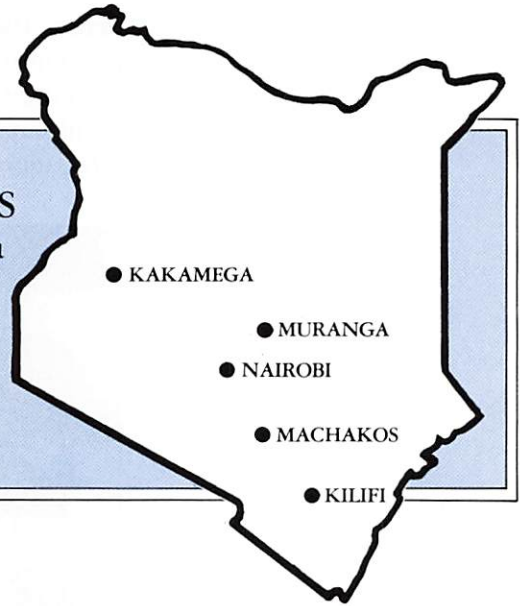
Village Leaders' training.

TODAY'S APPROACHES

FIVE TRAINING CENTRES TO CATALYSE LOCAL DEVELOPMENT

FIVE DISTRICT CENTRES

- | | |
|--------------|------------|
| 1 Serem | — Kakamega |
| 2 Vwevvesi | — Kilifi |
| 3 Mugumoini | — Muranga |
| 4 Kamweleni | — Machakos |
| 5 Kawangware | — Nairobi |



DISTRICT FOCUS TRAINING

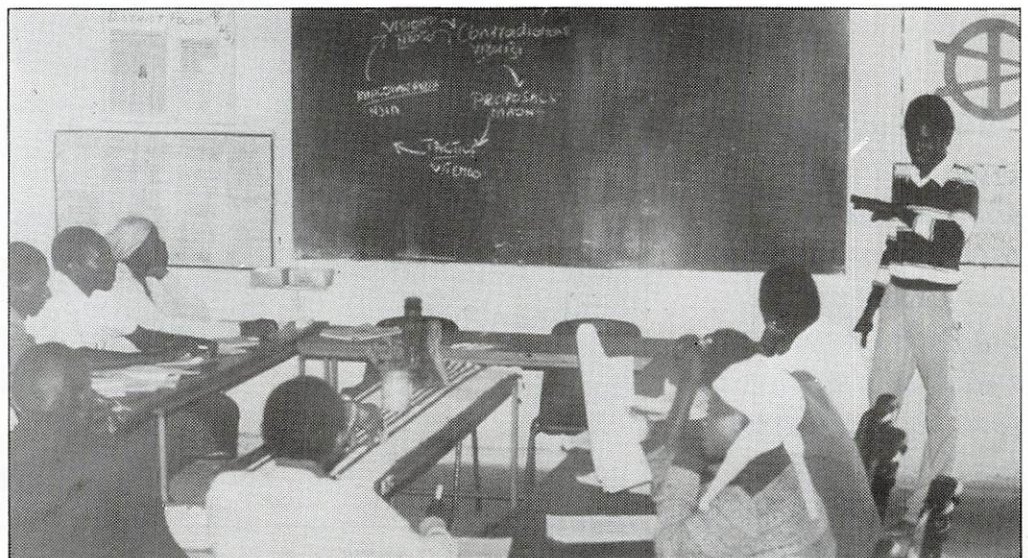
Following the national plan to focus development efforts at the District level, we were requested by the Office of the President to conduct District Focus training. Through this programme we are conducting a Sub-Location Development Training Institute for members of sub-location development committees. In this first phase committees are trained to do development activities more effectively to assist the self-help groups in their sub-location. The second phase assists sub-location district committees and other leaders to build a 4 year action plan for their sublocation. The third phase is a Leaders Conference to bring leaders, and local ministry officers to share ideas of effective rural development.

SHARING APPROACHES THAT WORK.

Through this programme ICA began collaborative work with the Kenya National Council of Social Services. In 1985, 19 successful self-help groups across Kenya were documented who are involved in development of their villages and communities. These 19 groups came together during the Nairobi Show to share their approaches with other people and organisations. This programme will continue with other groups including some in the nomadic areas.



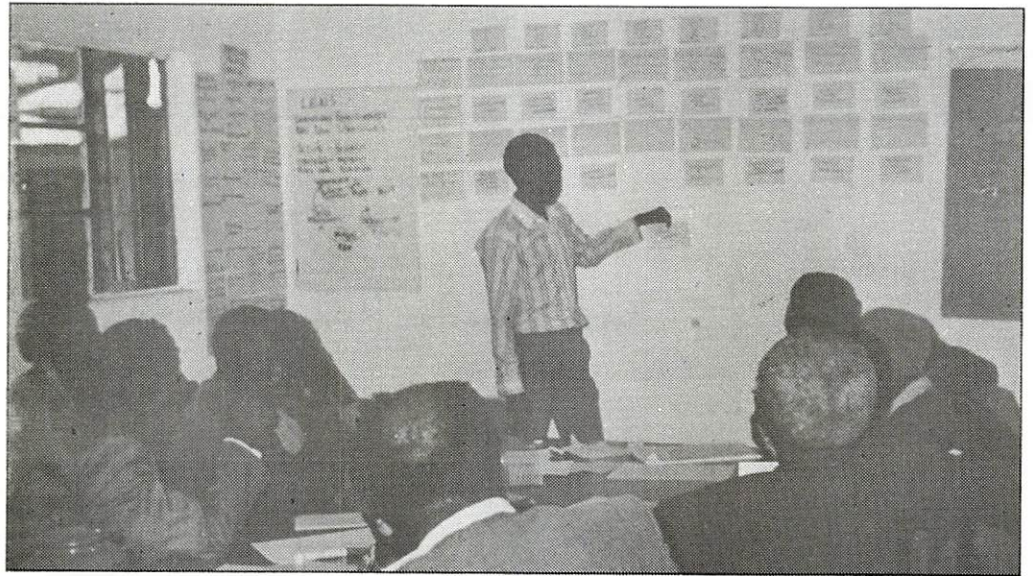
“Those in this world who have the courage to try and solve in their own lives new problems of life are the ones who raise society to greatness.”



TODAY'S APPROACHES

TOOLS FOR INCREASING COOPERATIVE INVOLVEMENT

LENS "Leadership Effectiveness and New Strategies" is a participative planning seminar facilitated by the Institute of Cultural Affairs for businesses, co-operatives, government officers, and non-government organisations. In this decision-making workshop participants create a consensed upon action plan that can produce visible results in the first 90 days of implementation.



LENS is based on the assumption that expertise, experience and motivation to resolve the issues facing an organisation are to be found within the organisation itself. The process is designed to maximise the use of the human resources of the participant group and to strengthen the human factor within the organisation. Because the people who take part in the planning process

are the ones who will be responsible for carrying out the resulting plan, LENS can tap enormous motivation and energy at all levels of an organisation.

In 1985 The Institute worked in collaboration with the Kenya National Federation of Co-operatives to share the LENS method with co-operatives in three districts of Kenya.



"LENS helped us to work in cooperation with one another and it helped us to be deep thinkers. Through LENS, teamwork spirit has been injected again into the cooperative movement."

*Machakos District Union
Chairman*

PROGRAMME SERVICES

The Institute designs programmes and conferences to meet particular needs of organisations. Programme services of the I.C.A. have included:

- project evaluation and documentation
- action research community surveys
- supervisors' training
- conference facilitation



MAJOR CLIENTS OF I.C.A. PROGRAMME SERVICES IN 1985:

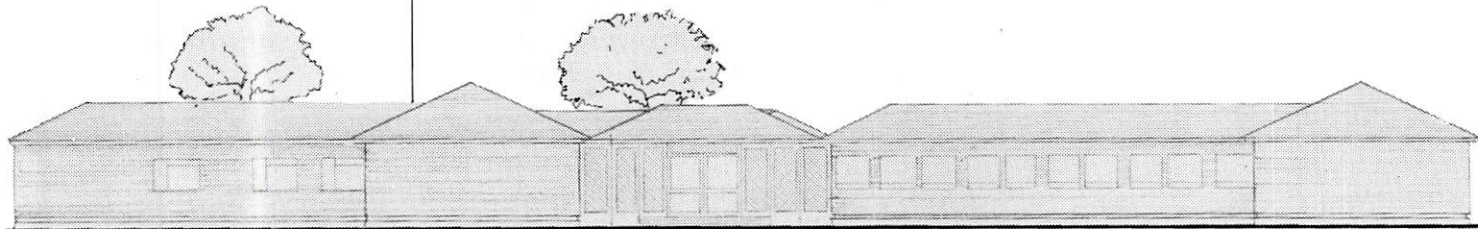
The following organisations participated in LENS seminars, assisted with Sub-Location Leaders' Training Institutes, and used I.C.A. staff to document successful development projects and survey self-help groups in a division of Kenya to help measure the self-help potential of the area:-

- Deutsche Gessellschaft Fur Technische Zusammenarbeit (G.T.Z.).
- Kenya National Council of Social Services
- Machakos Integrated Development Programme
- Netherlands Child Welfare Foundation

BUILDING FOR TOMORROW

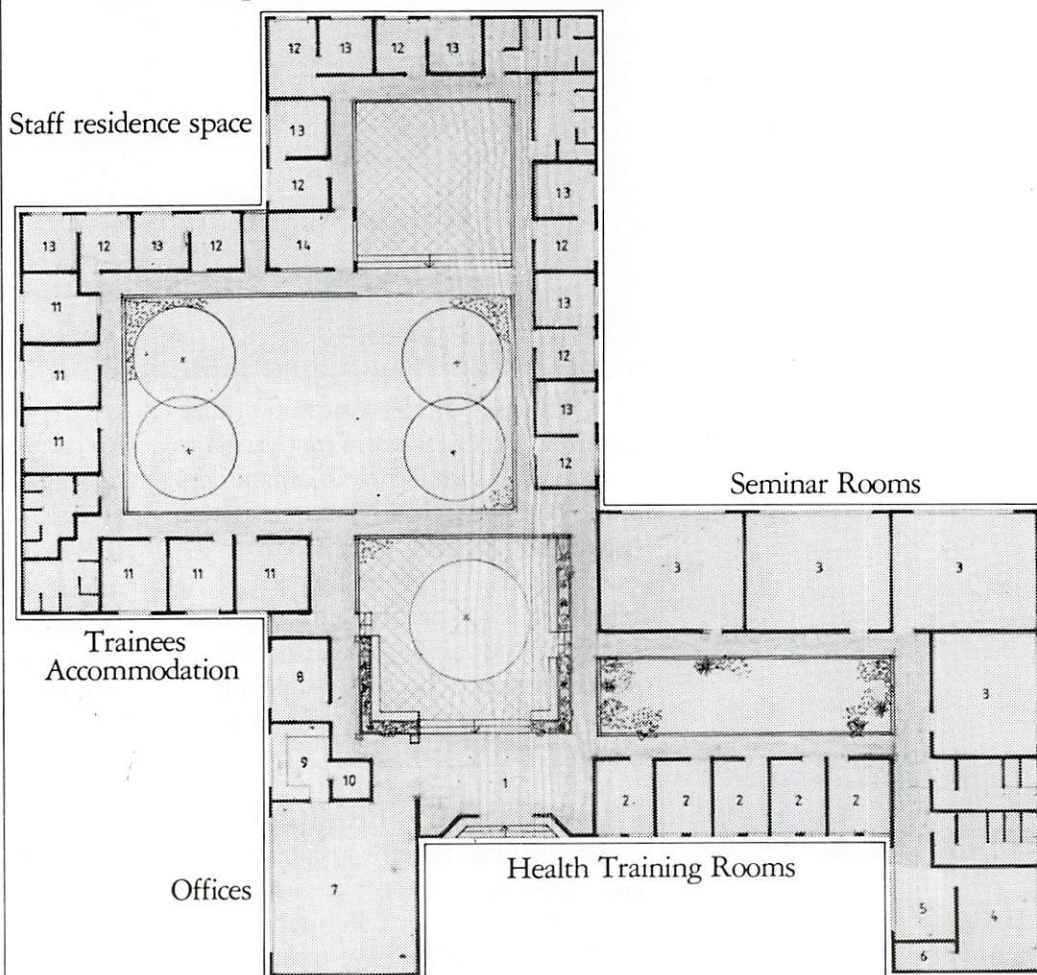
CENTRES FOR HUMAN DEVELOPMENT

A new Centre for Human Development is proposed as a training facility for training in Family Home Management and Human Development methods. The centre is to be built in Kawangware.



Kawangware

Proposed Plan for Kawangware Centre



"I think that groups like the ICA who are concerned with the human factor in development have an important role in terms of allowing people to develop self-confidence. Self-confidence is necessary in order to enable groups to do things they thought they couldn't do or were wrongly expecting that others would do for them."

Goren Hyden, author "No Shortcuts to Progress", Heineman Educational Books, U.C. Press 1983.

Kamweleni

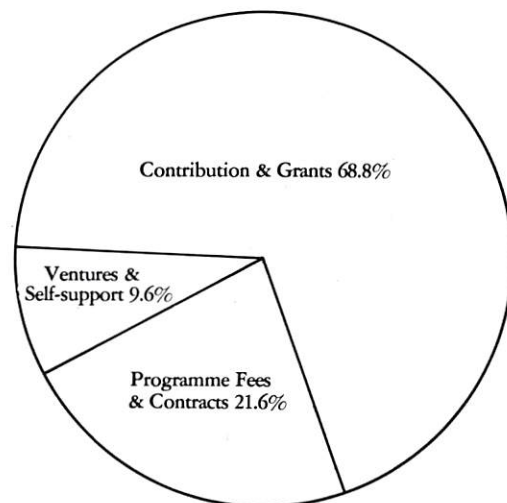


These are ICA staff and village leaders at Kamweleni Training Centre, Machakos, who are training others in effective local development methods for the future.

FINANCIAL SUMMARY 1985

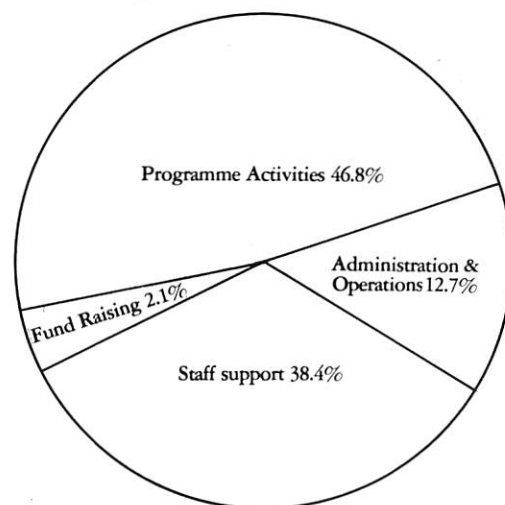
The Institute of Cultural Affairs raises funds from businesses and private individuals, foundations, aid agencies and government ministries. Donations are received both in cash and in kind. Income is also generated through programme services and self-support ventures including employment of staff members in other work. In addition programme fees and contracts are received for training and methods consultancies.

Income KShs. 3,228,852/-



The Institute's expenditures on programmatic activities include village training and development, project documentation, and methods consultancy. Administration and Operations includes communication, printing and materials expenses. Staff support includes accommodation in the training centres, health and education expenses, and a small living allowance. Fund raising includes the costs incurred in securing donations and marketing the Institute's programmes.

Expenses KShs. 3,203,861/-



MAJOR SPONSORS OF DESIGNATED I.C.A. PROGRAMMES IN 1985:

The following organisations provided major financial assistance for village leadership training, water tank construction, and family life training in specific geographic areas related to I.C.A.'s five training centres:

- Africa Now
- Australian High Commission
- Caritas Italian
- Corn Products Corporation
- Divine Word Fathers
- Family Planning International Assistance
- Swedish Co-Operative Centre
- Vereeniging tot Weldadigheid van den Allerheiligsten Verlosser
- Water Aid.

THE INSTITUTE OF CULTURAL AFFAIRS is a private, not-for-profit organization concerned with the human factor in the development of local communities of the world. Working in 35 nations, the 160 field offices are served by coordinating centres in Brussels, Chicago and Hong Kong. The ICA has been working in Kenya since 1968. It is registered under the Societies Act and has approximately 65 Kenyan citizens on its staff.



LOCAL DONATIONS TO THE WORK OF THE I.C.A. IN 1985 INCLUDED CONTRIBUTIONS OF CASH OR IN KIND FROM THE FOLLOWING:

MAJOR SPONSORS:

B.A.T. Kenya Limited
Caltex Oil (Kenya) Ltd.
East African Industries Ltd.
Esso Standard Kenya Limited
Firestone E.A. (1969) Ltd.
Ken-Afric Charitable Foundation

SUSTAINING DONORS:

Algemene Bank Nederland N.V.
American Businessmen's Club
Associated Battery Manufactures (E.A.) Ltd.
Carbacid (CO₂) Ltd.
Factory Guards Ltd.
General Motors Kenya Ltd.
Kenya Glass Works Ltd.
Kenya Wine Agencies Ltd.
Leyland Kenya Limited
Lions Club of Thika
Put Sarajevo General Engineering
Union Carbide Kenya Ltd.

AFFILIATE DONORS:

Achelis (Kenya) Ltd.
Aqua Agencies Ltd.
Autair Helicopters (E.A.) Ltd.
Block Hotels
CPC Industrial Products (Kenya) Ltd.
Car & General (Kenya) Ltd.
CIBA-Geigy Co. Ltd.
Citibank N.A.
Comhard Ltd.
Comp-Rite
Cooper Motor Corp. (Kenya) Ltd.
Datini Mercantile Ltd.
Diversey East Africa Ltd.
Furniture Master Ltd.
Health & Beauty Products Ltd.
Heritage Insurance Co. Ltd.
Housing Finance Co. of Kenya Ltd.
Joseph Juma
Kaeler Africa Ltd.
Kenya Cannery Ltd.
Longman Kenya Ltd.
Lonrho East Africa Limited
Mackenzie (Kenya) Ltd.
Magadi Soda Co. P.L.C.

J.B. Maina & Co. Ltd.
National Industrial Credit (E.A.) Ltd.
Nyumba ya Chuma Ltd.
R.H. Paroo Trust
Pioneer Building Society
Premier Construction Ltd.
Reckitt & Coleman (Industries) Ltd.
Shipmarc Ltd.
Sunflag Spinning Mills (E.A.) Ltd.
Textbook Centre Ltd.
Theosophical Society
Timber Merchants Ltd.
Twiga Chemicals Industries Ltd.
Wellcome Kenya Ltd.

PARTICIPATING DONORS:

African Electronics
Africa Tea Brokers
Allied Industries Ltd.
Auto Electric Services Ltd.
Automotive Tools & Parts Ltd.
Bantaram & Co. Ltd.
Beeline Printing Ltd.
Capital Construction Co. Ltd.
Cargo Clearing & Forwarding Co. Ltd.
Carousel Ltd.
Chasco Ltd.
Chai Ltd.
Classic Printers & Stationers Ltd.
Commercial Corporation (Kenya) Ltd.
Crown Paints & Building Products Ltd.
Equator Bottlers Ltd.
Fine Wood Works Ltd.
Flamingo Bakeries Ltd.
Food Specialities Kenya Ltd.
Fransco Forwarders
W. Gouder & Co.
Hardware Centre Ltd.
Hawkins Butchery Ltd.
Hogg Robinson Kenya Ltd.
Hotel Embassy Ltd.
Inter-Offset Printing Ltd.
Joe Hardware Ltd.
Karsam Serviettes Co. Ltd.
Kenya Cold Storage (1964) Ltd.
Kenya Industrial Plastics Ltd.
Kenya Litho Ltd.
Kenya Marble Quarries Ltd.

Kenya Millers Ltd.
Kenya National Capital Corp. Ltd.
Kenya Stationers Ltd.
Kharman Juthalal
Khetshi Dharamshi & Co. Ltd.
Kicomi (1983) Ltd.
Kodak (Kenya) Ltd.
Lapkenko Ltd.
Lion of Kenya Insurance Co. Ltd.
Longonot International Ltd.
Mercantile Finance Co. Ltd.
Modern Business Communications Ltd.
Montedison (E.A.) Ltd.
Murgian Transport (Kenya) Ltd.
Murphy Chemicals (E.A.) Ltd.
Nairobi Flour Mills Ltd.
National Cereals & Produce Board
G.K. Ndunda & Co.
New Blue Posts Hotel Ltd.
Phoenix of E.A. Assurance Co. Ltd.
Power Hydraulics
Proost Paper (E.A.) Ltd.
Prudential Printers Ltd.
REMCO
Sadolin Paints (E.A.) Ltd.
Safeway Butchers
Samaki & Tilley Butchery Ltd.
Scope (E.A.) Ltd.
Shah Flour Mills
Sigma Surface Coatings Ltd.
Skyway Trading Company Ltd.
Star Printers (1975) Ltd.
Stationery & Office Supplies Ltd.
Statprint (K) Ltd.
M. Sullivan & Sons
Supreme Hotel Ltd.
Switchgear & Controls Ltd.
Thika Rubber Industries Ltd.
Three N Body Builders Ltd.
Titanic Transport Co. Ltd.
Transformers (Kenya) Ltd.
Twiga Stationers & Printers Ltd.
Vaja Manufacturers
Valley Vegetable Market
Venpro Ltd.
Werrot & Co.
Wigglesworth & Co. Kenya Ltd.
Woodventure (Kenya) Ltd.



THE INSTITUTE OF CULTURAL AFFAIRS

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AFRICA OFFICES

Nairobi ● Lusaka ● Abidjan ● Cairo

GLOBAL COORINATING CENTRE

rue Amedee Lynen 8, 1030 Brussels, Belgium

Abidjan Primary Unit
NIGERIA

Socio-social Situation

After having experienced two coups in the last 40 months and a rapid demise of its oil-based economy, Nigeria is now being looked upon as an African role model for free-market changes and responsible government. Recently, the government of President Babangida took the unusual step of refusing an IMF loan to help it out of its troubles. Instead, it devalued its currency from one naira to the dollar to four, doubled international air fares, tripled the price of cars and quadrupled the cost of fees for studying abroad. Instead of favouring the urban elite, it turned its attention to rural development. Nevertheless, in this country of 105 million people, the average per capita income continues to be 25% less than in 1974.

ICA Programme

The Nigerian Minister of Health recently announced a new programme of primary health care to be carried out in the 304 Local Government Areas (LGAs) of the country. Based on his knowledge of our work in Ibadé between 1977 and 1982, he invited the ICA to be one of the programme's implementing agencies. A sum of \$125,000 has been allocated and initial site visits have been done, resulting in the selection of the LGA Nodkwa, 400 km east of Lagos. Three of Nigeria's delegates to the IERD event in India come from this area, chief among them being Felix Akpe, Deputy General Manager of the United Bank for Africa and Chairman of NIRADO, Nigeria's IERD Phase III organisation. The project is envisaged to take three years and will involve a staff of four experienced African ICA members (2 families) and 12 locally recruited and trained staff. They will be serving a population of 300,000 spread over 42 villages and will be working closely with local health structures as well as village people.

Strengths

- Strong authorisation at the national and local levels
- Support and interest from NIRADO members
- Commitment of up-front funding from the Nigerian government
- Good track records in primary health care delivery in Cote d'Ivoire
- Reputation of NICA as a competent development agency, based on Ibadé
- Opportunity to demonstrate a strong African-based development effort

Weaknesses

- Need to raise foreign funds to meet off-shore costs because of blocked Nigerian currency
- Distance between Abidjan and Nodkwa makes interchange difficult and expensive
- Need to get around 6-month visa regulation for non-Nigerian staff
- Need to upgrade skills of Nigerian staff to take on the training and management of a 16-person team

Recommendations

- Owolola and Elikan Olatunji, with assistance from Alex Shanta and Felix Akpe, do research and set-up of the project over next 3 months
- Gill Norton visit Nigeria in June to assist with baseline survey
- Brussels and New York assist in securing funding for off-shore costs
- An effort be made to recruit a second African family with health programme experience
- Take up offer to use courier service between Chevron Trading Company (Abidjan) and Gulf Oil (Lagos) to expedite communications
- Market LENS/MFF to co-operatives and voluntary associations

Abidjan Primary Unit
COTE D'IVOIRE

Geo-Social Setting

The Ivory Coast continues to be regarded as one of Africa's post-independence success stories. Cote d'Ivoire is the world's largest producer of cocoa and the third largest coffee producer. Nevertheless, like most African nations, it is faced with the prospect of increasing food shortages and a growing dependence on imported goods. Its traditional close relationship with France is sometimes seen as a factor inhibiting self-reliance. There is an ever-increasing number of educated unemployed in the country, coupled with a growing influx of people from rural areas into affluent Abidjan.

ICA Programme

ICA has been working in the 29 villages of the Brobo Sous-Prefecture since 1981 and has acquired a good reputation for working at the grass-roots level, especially in health and agriculture. Its main activities have centered around the training of pharmacy box workers and the training of women in modern methods of agriculture using the INADES curriculum. A demonstration farm using biological agricultural methods is due to commence shortly. A close working relationship has been established with UNICEF and requests have been received from several other organisations for ICA to extend its work to other parts of the country. A key to this is will be working with the network of Village Associations and GVCs (village cooperatives).

Strengths

- UNICEF's offer to build ICA into their budget for the next three years to the tune of \$25,000 - \$30,000 per year
- Team of competent and dedicated staff in both Brobo and Abidjan with facilities and equipment to enable them to do a professional job
- All programmes funded through December 1987 and staff support through September 1987
- Global communications hook-up through EOCNET
- Core of committed people in Abidjan to assist with programmes and with whom special programmes could be done, e.g. roundtables

Weaknesses

- Need to increase the bilingual skills of all staff
- Possibility that new programmes in Nigeria and other areas of Cote d'Ivoire will detract from the effort needed to continue the demonstration centre in Brobo
- No affirmative story regarding the diversity of traditions and practical considerations represented in the differences between village and urban based lifestyles.
- Heavy dependence on grants
- No long-term health care coverage of ICA staff
- Need to increase the formal training of current staff and to define job descriptions
- How to facilitate recruitment and training of a small number of new staff in Cote d'Ivoire

Recommendations

- Carry out staff training to allow all members to acquire specialised skills through both theoretical and practical projects, enabling them to obtain certification upon completion of the course
- Abidjan pursue proposals for continued funding of programmes over the next four years
- Brussels assist Jan-willem Bijl to secure funding for a 4-5 year stay to work as a professional in the demonstration farm
- Take up the offers to work in Mbatto and Bondouli areas by way of short-term consultancies rather than starting up new projects
- Start up development roundtables in Abidjan with local core

ORDER FOUNDATIONS

About 18 months ago Jonas Salk spent an afternoon at the Chicago anchor house, gave an hour-long talk and then held a discussion with about a dozen of us, including the Panchayat. In my reading in preparation for his visit and in his presentation, I was deeply impacted by his biological and evolutionary imagery. I was doing some brooding at that time about how some of my basic life metaphors were shifting and this added grist. I was also struck by a comment he made later to Ray Spencer and Justin Morrill that we were obviously going through a "molting" process - the process in which a bird loses all its feathers and looks rather ugly until the new ones have grown in. He was cautioning us to wait on some of our initiatives until this molting process was over.

As part of my training to become a Journal consultant (Progoff), I had become conversant with the Life/Study procedures by which you enter into the life of another person and allow yourself to "be educated" by its depth evolution. So I decided to do a Life/Study for the Order - I did this mainly during Sunday discontinuity. It was a fascinating experience, some results of which I shared with the Panchayat last February. Then in the pressures of Global Grants and formulating the proposal for the international development community (now IDF team), I set it aside.

I was aware during Bilbao and later in the fall, that further shifts were occurring in my consciousness around the concept of social justice. During the Research Symposium in New Jersey these began to come into focus more clearly. This February, after my files arrived in Brussels and I had a chance to go through them here, I found last year's work and I shared it rather tentatively with the IDF team. The reflection it stirred in them encouraged me to share it again in Toronto and then in Caracas and Lima. When I returned from Latin America, I read the talk by Martha Crampton on Psychosynthesis as applied to community work and it helped clarify some of my initial thinking. It is not the totality of my brooding by any means and is not systematic and coherent, but is a few of the nuggets that keep cropping up.

First, has to do with the order's identity. I feel that behind the many changing strategies we have employed there is a unity of purpose which keeps manifesting itself. We have always been about probing the spirit deeps - whether it was through all of the solitary office experiments we did; the creation of the New Religious Mode and Other World charts; the work with St. Teresa's Interior Castle, St. John of the Cross's Dark Night of the Soul, Ignatious of Loyola's images of Christ; the spirit talks in every order council; the Exemplars and Profound Humanness work; or the Saint, Journey to Ixlan, Kazantzakis, the red Journal. Our work today with meditation and other consciousness methods has a strong foundation under it. I cannot remember a time in our history when we have not either corporately or individually been probing the edges of the human spirit.

Likewise, we have always been engaged in initiating people into the worldview of the times. From the first collegium studies in Austin to create RSI, the Daily Office, the Housechurch celebration onward we have tried to keep abreast of the emerging weltbilt and to forge it into images which could be easily communicated to common people. One remembers fondly the Life Triangles which were the basis for the RS and CS curriculum which first we offered on a weeknight basis and later became the Global Academy; the early research into education which became the Imaginal Education course, the Preschool curriculum, Training Inc.; the corporate research reading project which led to the Social Process Triangles, LENS, Town Meeting and the consult process. Who else do you know that's trained hundreds of thousands of church leaders, teachers, community leaders, college students and rural youth - sharing with them state of the art thinking available in only the most avant gard of universities?

And none of this was considered valid without social application. Our laboratory may have moved from the university campus to the urban ghetto to the rural villages of the world, but we have always insisted all theory must be tested in the crucible of social reality. Combining both the Aristotelian and Platonic approaches, we took systems analysis from business and applied it to the complex reality of the local community. We distilled the action research in Fifth City, Mowanjum and the Marshall Islands into a comprehensive integrated approach to development which is still at the front of development praxis. Who would have thought the Maharashtra 232 would end up as 1400 Kenyan villages awakened to self-development? That the IERD would become the watershed event for global acceptance of peoples participation as key to self-sustaining development?

And today we're surprised to hear Dee Dickinson talk about different learning styles or Jean Houston about the importance of the spirit dimension or Joep Von Arendank about the purpose of human development or Marty Seldman about listening to your client? Are we really surprised or are they waking us up to our own greatness, our own history, our own identity - all clouded over by the here-we-go-again molting process we have known before and will know oh-so-many-more times in the future? And do we remember that before them it was W. Jack Lewis, Bishop Jim Mathews, the President of Yale University and many others who called us to our greatness? to get on with it - the business of living, of being, of giving?

This identity we have clothed temporarily in a variety of strategies. The permanent housechurch early in our study of religious orders talked of being a contemplative, teaching and serving order. Later as the Ecumenical Institute we talked about Spirit Remotivation, Contextual Reeducation and Community Reformulation. And when we turned to the world with the Institute of Cultural Affairs we said we were a research, training and demonstration group concerned with the human factor in world development. Today our emerging strategies appear to be - spiritually sustaining Those Who Care, whoever they may be; transferring our methods to the four communities; and initiating social transformation in groups and organizations of every type - and all of this on a global scale some of us never really expected to see in our lifetime!

I still remember Joe Mathews' excitement when he came back from the World Council of Churches meeting in Upsalla in 1968. Here we were about to send out our first Religious Houses in North America, and he dropped on us the "One World" concept! And what did we do with it? We gridded the world down to three spheres, nine continents, fifty-four areas, and 324 regions. And how were we going to care for the One World? Knowing that "history rides on the back of the religious" - by putting a religious house in every region, beginning with SEAPAC!

And how would we fund such a massive expansion strategy? With self-support of course. How many others of you joined an international school faculty to support the first religious house in a region of Seapac or India? And isn't it wonderful, how far that first guinea pig experiment, expansion strategy and funding mode brought us toward the One World for which we longed?

And hardly were we launched into this expansion plan, than we discerned a new experiment to try on ourselves - the human development project - dropping a mustard seed into a ripe community and catalyzing rapid social change. And nothing would do but there must be one of these miraculous things in every timezone of the globe! You could train people til you were blue in the face, but finally we knew that it was structures that held their consciousness in place and you had to change those structures at the most basic level, in the community.

Now we were no longer training church leaders, but the wretched of the earth, the lost and forgotten people in diverse and unknown exotic villages. Shangrila, Joe said, when he prepared our consult team for Shantumbu in Zambia. Bullshit - a guerilla war field from which the police graciously exited us! And how would we pay for this global spread? With grants from government, from industry, from foundations, from movement guardians. And those of us who had never heard of framing, or written a proposal, or accounted for a grant were off and running into a wild future that led to many mine fields, botched psyches, and cultural explosions. But also to a phenomenal global network that makes people who want to make a difference in society today slobber over it. Sure it's worth seven million dollars, and a helluva lot more!

And what is the experiment we've dropped on ourselves today? The primary unit - a pluriform community of diverse skills large enough to care for the total geography of a whole cultural reality. We haven't exactly discerned how many of these it will take to care for Spaceship Earth, but give us time, we will! And isn't it great that Brazil says they'll be ready by 1988? And we're not going alone this time. We're going with many others to create those self-conscious cores in every nation of the planet. Knowing that evolution proceeds through cooperation and communication, we're connecting with other networks, others who care.

Collaboration is the name of the game and we're learning all over again to be sensitive to social realities and to choose our partners with care. We don't yet have the "collaboration partner" selection criteria to match the site selection screen of yesteryear, but we're discerning it as we go and we know a lot today we didn't know three years ago when the IERD swept us off our feet and up into the Cloud of Unknowing. And would you believe it, we have a new funding mechanism, too. Programme contracts and organization consultancies are taking us to Thailand and Singapore, to Tanzania and Uganda, to Bolivia and Ecuador, to Jordan and the Sudan and many more we can't keep track of.

And our consciousness is expanded and now we're thinking not just of the worldwide but the history-long. Our imaginations have shot out into the future and we've come to see that the oppressed are those who are not yet with us - the future generations for whom our lives will be whatever legacy they have. Knowing that humanness itself is threatened by nuclear annihilation, we reach out to identify and empower all those groups working toward planetary unity.

Whereas the atrocities of the two world wars once stimulated our decision to change history - make it go a different way, today we see that we are charged with saving the planet. We see that the resources of this earth are being thoughtlessly ravaged, threatening the sustenance of future generations. And we see that it is the economic structures which maintain this pattern. And so we are committed to working in the economic community to altar the values of corporate culture.

Whereas once our study of Franz Fanon's Wretched of the Earth and Paul Frero's Pedagogy of the Oppressed catapulted us into empowering the oppressed, how do we empower the unborn? We must midwife the evolutionary journey. And how is this journey endangered? We see that women, the poor, and traditional and aboriginal cultures are being excluded from decisions which shape our planetary culture. Without their values, future generations will be weakened. And so we are committed to working in the development community to bring these peoples into the mainstream of society.

Whereas once it was RSI that gave us the courage to venture into cultures of which we knew nothing to do a task for which we were hardly prepared, today we are no longer the Christian bigots we were. We've lived with Muslims and Hindus and Buddhists and Animists and Agnostics and Cynics and Volunteers and we know in our guts that care transcends all belief systems, that courage comes from a source deeper than tradition, that being willing to change knows no cultural boundaries. And so we stand as this pluriform reality we are simply as "the religious" - those committed to that which is greater than us, the name of which we do not know, but whose reality we have each personally experienced.

And we see that our young are not being prepared for life in the deeps. That all traditions are failing to initiate youth into the meaning of life in an open universe and a planetary culture. And so we are committed to working in the education community to open up new avenues of consciousness and care.

And can you believe that it was the horror of 1984 that put us in this new position? The chaos, the confusion, the bickering, the Safaris, the Holons, the rats in New Delhi, 500 tickets being rewritten, hundreds of thousands of translated pages distributed, the betrayals by those close and far, and bankruptcy in finances and spirit. Yes, it was 1984, but it was much more. It was everything that went before. I have seen this snake called the Order shed its skin at least twice before in my lifetime and each time I was sure we were dying and that I was going crazy. But each time - and this time is no exception - the new skin has been more beautiful than the old. And now I know that the Order has a soul which transcends all strategies and all temporal images, and God loves us for who we are, not what we might become.

IDF Trek to Latin America
March 1987
Donna Wagner

NGO "PEOPLE PARTICIPATION" CONFERENCE

Limuru, Kenya, 11-12 March 1987

BACKGROUND

In December 1985, the International Labour Organisation (ILO) hosted a conference in Arusha, Tanzania, to look at how 'people participation' could be promoted across Africa. During this 5 day meeting, with the ICA participating, a plan of action was developed to begin a serious dialogue in five African countries: Kenya, Tanzania, Zambia, Zimbabwe and Somalia. Unfortunately, the ILO developed financial problems and was unable to fund the program. The ICA Nairobi, with support from the Kenya National Council of Social Services (KNCSS) decided to go ahead and subsequently obtained funding for this first conference from UNICEF.

THE CONFERENCE

Over one hundred people attended the two-day conference representing 70 NGO's and GO's. The first day was given over to a review of 'people participation' by a Kenyan consultant who presented an independent review of the work of three NGO's in Kenya: CARE, the Church of the Province of Kenya (Anglican), and a local community project. The issues discussed were drawn from the analysis and ranged from the Kenyanization of NGO's, NGO's confusing community needs, and how NGO's can work with and support the government's objectives.

The second day was spent on how the NGO community was going to be networked together to be more of a community in dialogue with each other and with the government in forging out development strategies.

It was critical from the beginning that the Kenyan NGO's play a major role. During the opening session a steering group was selected from the total group to direct the conference process and to produce a document. This steering group chaired the small groups on the second day.

NEXT STEPS

1. UNICEF - Although worried that the conference was 'too open' and did not stick to the topic of 'people participation', UNICEF was pleased at the excitement of the NGO's getting their act together, and is willing to fund further activities. We need to visit the Regional Director, Mary Racelis, about doing similar conferences in other African nations.
2. ILO - An ILO representative was present during the whole conference and has written a report to ILO Geneva. We will follow up to discern their interest in supporting similar conferences with ICA facilitating.
3. ICA - Although the Institute's role was very low key, it played a vital part in facilitating the process from conception, arranging the funding, and stepping in at the last moment to smooth out issues between KNCSS and UNICEF. The Institute will continue to play an indirect role in facilitating the dialogue and building of a strong NGO community in East Africa.

REFLECTIONS

-Conferences such as this are ideal means of assuming a new relationship to other NGO's, that of being a support organisation for NGO's work.

-As more NGO's are being called on to play a central role in development, the Institute's work in human development positions us for assisting NGO's and agencies with their concern for 'people participation' in development processes.

KENYA NATIONAL COUNCIL OF SOCIAL SERVICE
WORKSHOP FOR NGO EXECUTIVES AND TOP LEVEL MANAGEMENT PERSONNEL

LIMURU CONFERENCE CENTRE
MARCH 11 & 12, 1987

WORKSHOP THEME: FORMULATION OF PRACTICAL STRATEGIES OF
PROMOTING NGO PARTICIPATORY DEVELOPMENT
APPROACHES AND INTEGRATION OF THEIR PROGRAMMES
INTO NATIONAL DEVELOPMENT EFFORTS.

WORKSHOP PROGRAMME

MARCH 11, 1987

- | | |
|------------------------|--|
| 9.00 - 9.45 a.m. | - Arrival and Registration of Participants |
| 9.45 a.m. - 10.00 a.m. | - Introduction of participants |
| 10.00 - 10.30 a.m. | - Tea |
| 10.30 - 11.00 a.m. | - Official Opening of the Workshop |
| 11.00 - 11.45 a.m. | - Presentation of Working Paper on NGO
Participatory Development Approaches
By Prof. G. G. Mutiso. |
| 11.45 - 1.00 p.m. | - Discussion of Working Paper |
| 1.00 - 2.15 p.m. | - Lunch |
| 2.15 - 3.30 p.m. | - Feedback and Discussion of KNCSS Paper
on Integration of NGO programmes into
National Development Efforts. |
| 3.30 - 4.00 p.m. | - Group Formation and Presentation of Group
Assignments |
| 4.00 - 4.30 p.m. | - Tea and Adjournment |

MARCH 12, 1987

- | | |
|--------------------|---|
| 9.00 - 10.00 a.m. | - Group Discussions |
| 10.00 - 10.30 a.m. | - Tea Break |
| 10.30 - 1.00 p.m. | - Group Discussions |
| 1.00 - 2.15 p.m. | - Lunch break |
| 2.15 - 3.30 p.m. | - Plenary Session for Group Reports
Presentation |
| 3.30 - 5.45 p.m. | - Adoption of Group Reports and Final
Resolutions and Plan of Action |
| 3.45 - 4.15 p.m. | - Tea Break |

(Donors) PRACTICAL MODES OF CO-OPERATION CONFERENCE
Outspan Hotel, Nyeri, Kenya 25-27 March

BACKGROUND

During the CIE in New Dehli, a meeting was held by the donor agencies present to look at the 'future of funding strategies for the rural poor', chaired by Dr. Goran Hyden, then of the Ford Foundaion, and Bernie Woods, of the World Bank. The resulting report was read by the West German's Government Agency for Technical Co-operation (GTZ), which asked if the ICA could facilitate further such dialogue. In June of 1986, near Frankfurt, Germany, a meeting of representatives from SIDA, CIDA, CEBEMO, the Aga Khan Foundation, Swiss Aid, GTZ, and the ICA suggested that a similar meeting be hosted in a Third World country. Since Kenya was a country in which all of the representatives had projects, it was chosen as the pilot location.

THE CONFERENCE

On March 25-27, 10 people representing CIDA (Mike Jenkyns), USAID (Peter Wiesel), GTZ (K. Saidi and E. Weiss), CARE (Raymond Kohut), the Aga Khan Foundation (Azim Rajan), Wateraid (Anthony Waterkeyn), and the ICA (S. Powell, P. Bergdall, D. Alton) gathered at the Outspan Hotel at the base of Mount Kenya. To prepare for this meeting a core group was formed of representatives of the agencies which participated in the European meeting. A list of 24 possible organisation names was drawn up by the core group to invite to an informal gathering of donors. Each person was personally invited, and 15 finally agreed to attend, although all 25 showed interest. Each of the 15 were then interviewed for their concerns, their input into the design of the conference, and their reflections on the outcome. These preliminary interviews were pulled together for the conference to begin the dialogue.

The first day was spent looking at personal backgrounds, directions of development from each individual perspective, and in defining 'what is effective cooperation'. The ICA facilitated this process. The second day was facilitated by a GTZ staff person using the method of the "problem tree" to explore cooperation and begin to look at proposal arenas. The morning of day three focused on proposals and a six-month timeline. The image of a relaxed setting reinforced by plenty of time available for recreational activities pushed the "we-factor" which turned out to be a major accomplishment of the conference. During the three days, most tried out squash, tennis, swimming, table tennis, billiards and bridge.

NEXT STEPS

1. A series of steps have been initiated to continue working on practical steps of co-operation that everyone at the conference has agreed to work on for the next six months. The ICA (S. Powell) has been asked to chair the process. On May 22, the group will meet with Mr. Harris M. Mule, former Permanent Secretary of the Ministry of Finance (now on our GAB) to review their work.

2. The conference will be reviewed with GTZ, Germany, which paid the ICA Nairobi \$3,000 to co-host the conference. The discussions will fcus on how the ICA might facilitate the conference in other countries, including the possibility of another in Europe.

REFLECTION

During the Bilbao Council we said we were out to raise the question of 'development for what' with the development community. This conference has begun this process. It has earned us the confidence of the donor development community; it has certainly placed us in a whole new relationship with the donor agencies, one that might be described as a 'counselor selling' stance that is both refreshing and door-opening for our future.

One extra p.s. -at the end of the conference CIDA offered ICA Nairobi \$25,000

SUMMARY PAPER

MODES OF COOPERATION

-Draft Copy-

On 25-27 March 1987, ten people gathered at the Outspan Hotel to look at the question of more effective modes of cooperation in development. They represented a small cross-section of bi-lateral and non-government agencies. The meeting was an outgrowth of a conference which took place in Germany in June 1986 that was co-sponsored by GIZ and the Institute of Cultural Affairs. Both gatherings were in response to a felt need on the part of many that we need to develop better coordination of our human and financial resources in the process of development. This particular meeting focussed on Kenya and on "cooperation-specific" problems. An emphasis was placed on using ourselves as the starting point; that is, we wanted to look at how those of us who participated could enhance our interactions within the framework of the question, "How can the development community work together to support the development of Kenya?" The meeting was informal in both process and general atmosphere. We knew that the time was limited, and that our results would be limited, but we felt it was a timely discussion to have. We were looking for "emerging conclusions" versus a hard plan of action, and the following paragraphs reflect some of the results and recommendations of this meeting.

The first day was spent getting to know a bit about each other, talking about our understandings of development, the key directions that seem to be emerging, and where we wanted to focus further discussions in

the next day and a half. The shaded areas in Diagram A reflect the focal point of our conversation.

On the second day, we decided that it was important to articulate the core problem we were facing in achieving more effective cooperation. Each person contributed to this process, and we finally consensed on the following problem statement: "Lack of manageable process of effective cooperation at the national level and undefined roles of players." From there, we proceeded to ask ourselves what are contributing causes to the core problem and to examine these at several levels. Diagram B is the "problem tree" and gives an idea of where we went in the discussion. Perhaps the key words in the core problem statement are "manageable process". We realised that the solution was not simply an efficient 'system' of decision-making, but that it was actually a complex, though fairly well-defined, interaction between the many participants in the development process. At Level 5 of the problem tree, we asked ourselves the question of where we would and could focus our attention for action. We wanted to develop some recommendations that would contribute to the eventual solution of certain issues and what could be done by the group that was present.

As we turned to strategy, we saw that there were several major themes that had emerged from our discussion. (See Diagram C.) The main one was that of "sustainable self-reliance," i.e. we felt that effective development leads to the ultimate independence of the beneficiary, be it local or national, and that it is development that can be sustained by the beneficiary. Other themes reflected the need for greater aid coordination

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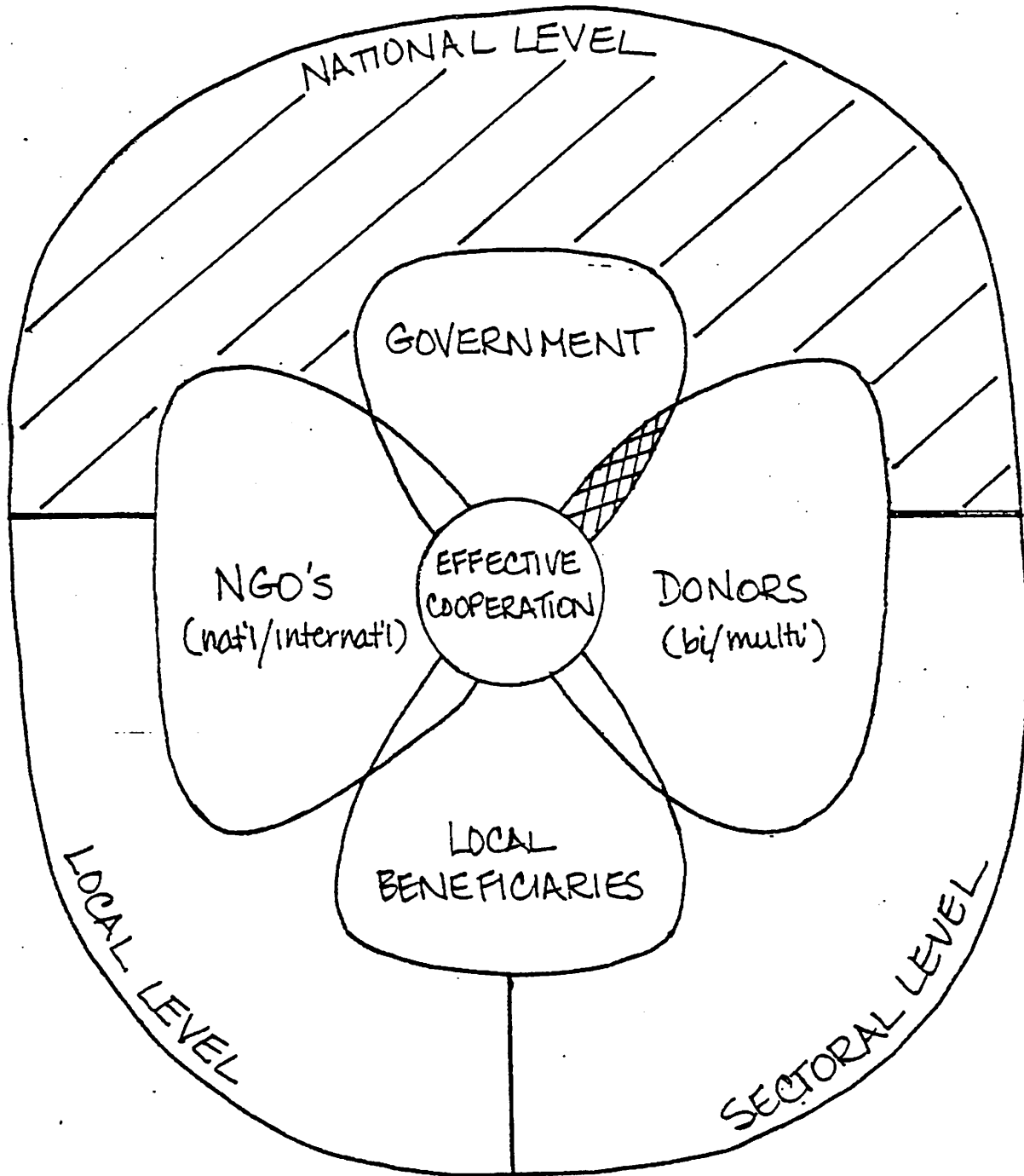
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One extra p.s. -at the end of the conference CIDA offered ICA Nairobi \$25,000 for a typewriter, computer and staff costs to continue the process!

DIAGRAM A



(i.e. coordination of donor inputs by the Government of Kenya) and greater Donor/NGO coordination. A fourth major theme involved Information Exchange, i.e. knowing what was going on, where, with what results, etc.

Out of these major themes emerged two initial proposals:

1. Supporting the creation of an information base.

We felt that there needed to be a coordination of information on projects that were being done throughout Kenya. There have been a number of initiatives already begun in this direction, and a key question for the future is putting these various data bases together in an accessible fashion. We realised that we couldn't answer many key questions, e.g. exactly what information would be most helpful, the logistics of combining data bases, the information that currently exists, etc. We, therefore, feel that the next step is to broaden the discussion to find out where others' needs are and to determine what is actually possible.

2. Assisting ongoing donor/NGO coordination efforts.

We acknowledged the need for continuing efforts in the direction of more opportunities for cooperation, but we felt that this would be best achieved informally at this point.

Both of these proposals are intended to move toward a more manageable process of cooperation, with a special emphasis on the area of "aid coordination."

Finally, we looked specifically at the proposal for supporting the creation of an information base and decided that there were six primary ways to come at this proposal. (See Diagram D.) The *asterisks denote the two areas where we decided to develop practical next steps for implementation by the group. The other four reflect individual initiatives that will be taken as part the overall effort.

We developed a list of people and organisations with whom we would have informal discussions regarding their perceptions of the problems and the necessity (or not) of an information base. We created an outline for this summary paper and some ideas for its use. We also arranged for a couple of follow-up sessions in which we would share what we have learned in these expanded discussions. The group felt the need to test its initial conclusions with a more broadly-based audience and to serve as a catalyst to developing a plan (versus trying to create a plan in isolation).

DIAGRAM C

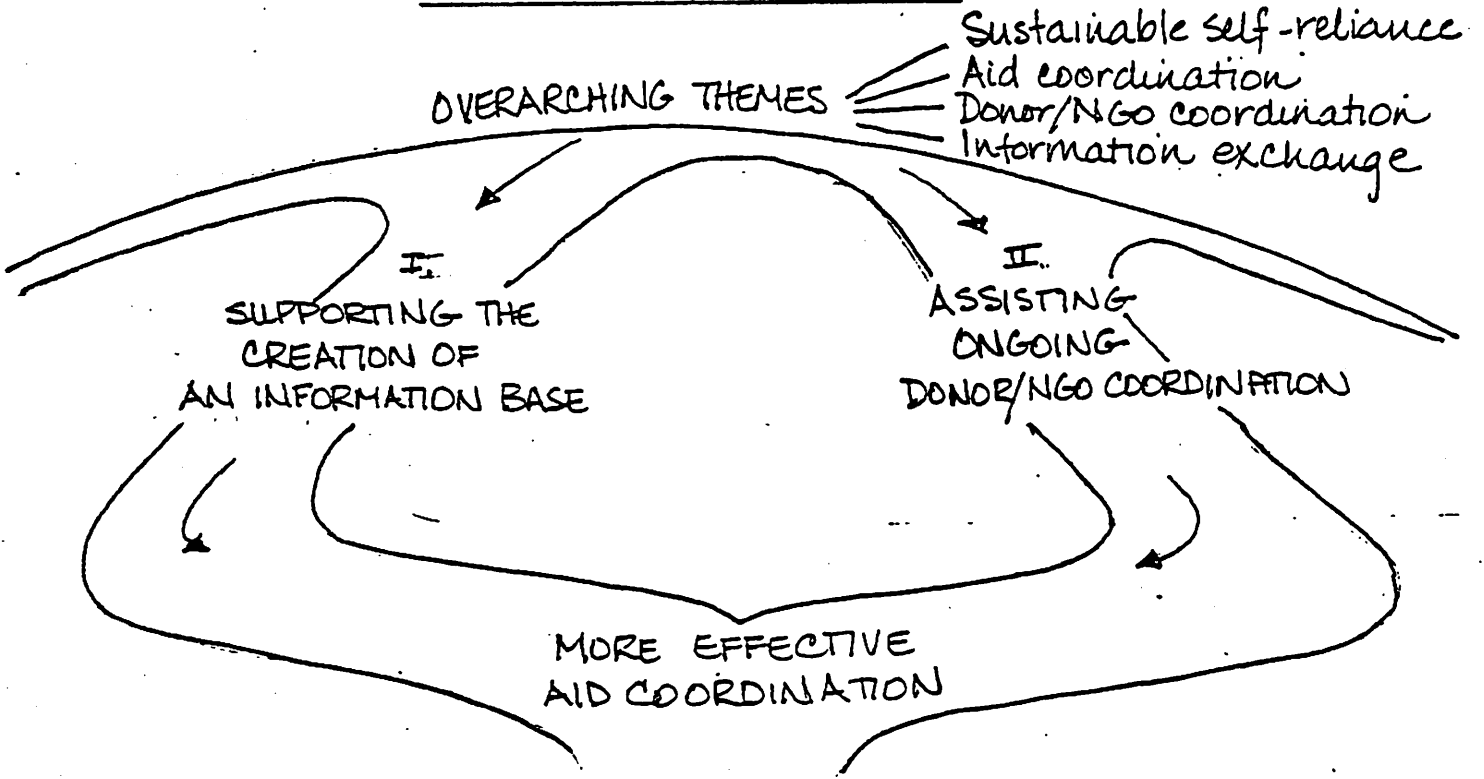
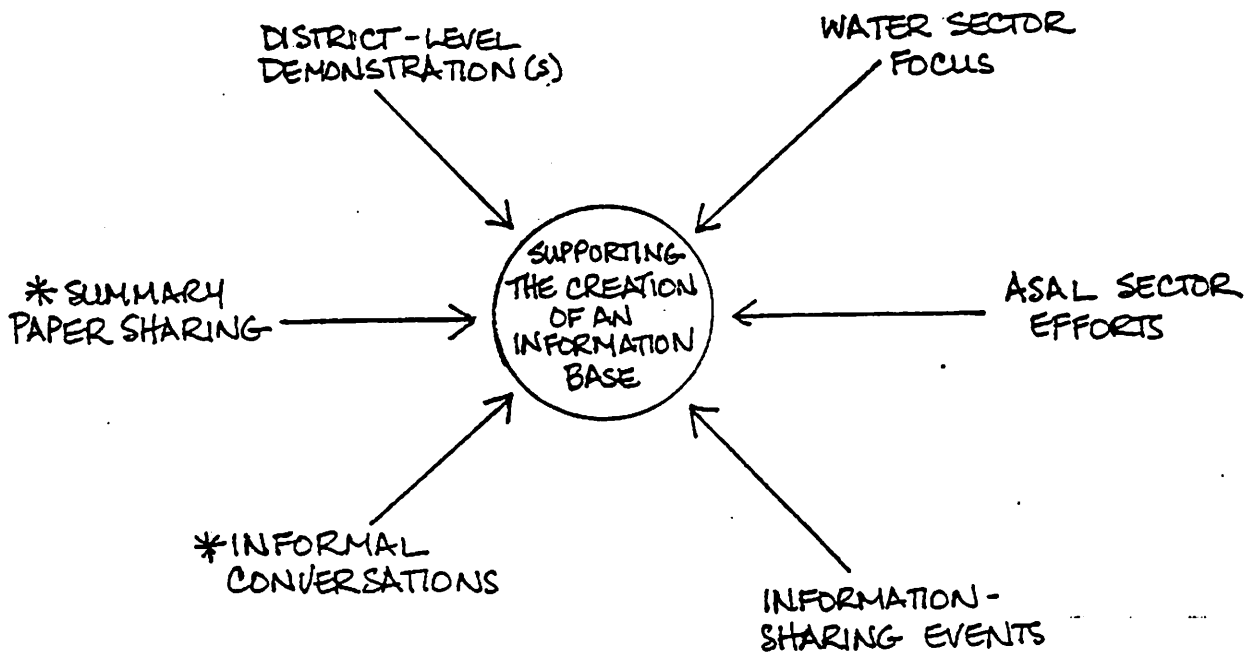
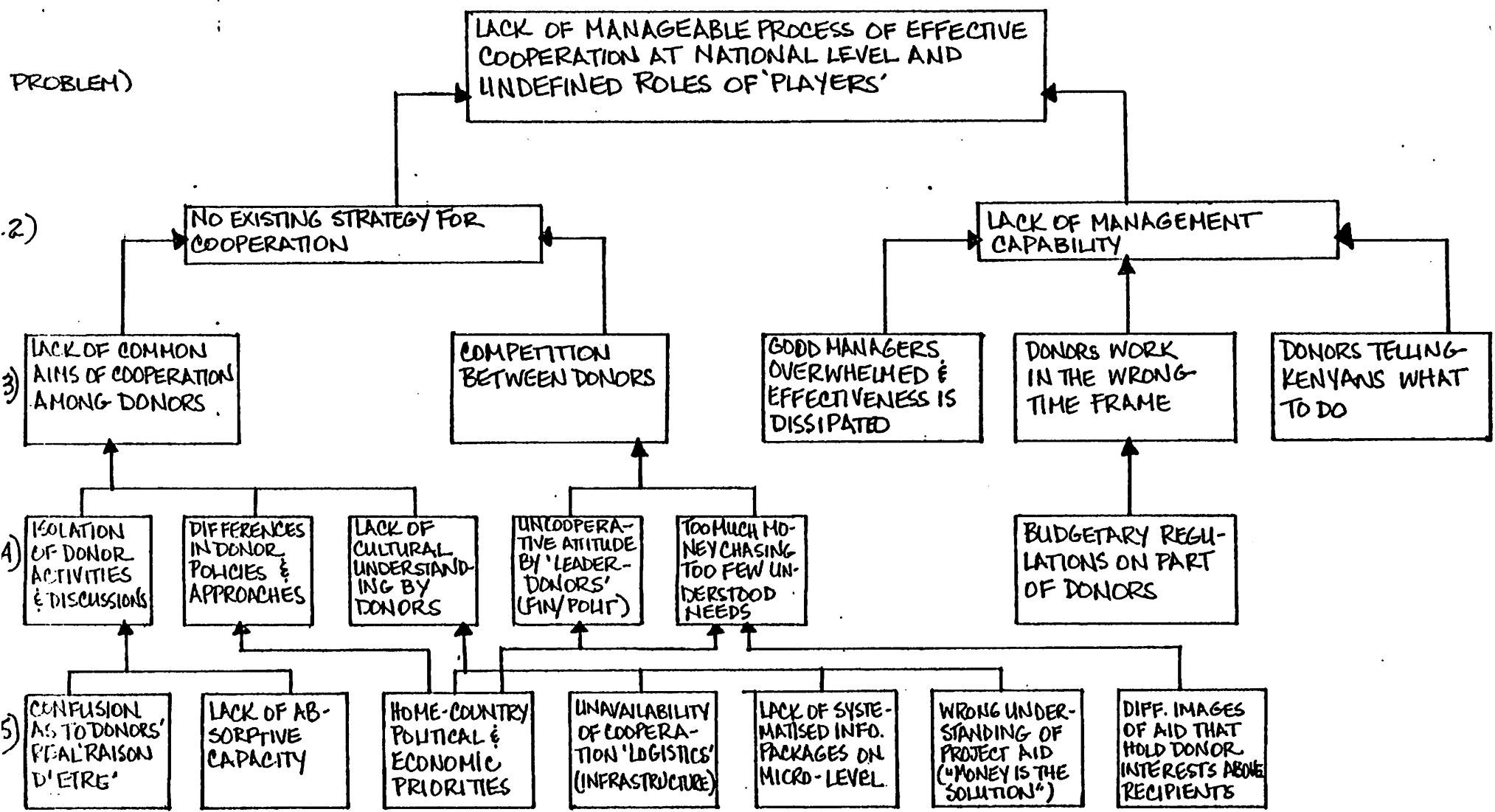


DIAGRAM D





"PROBLEM TREE"
(DIAGRAM B)

REFLECTIONS ON
THE INTERNATIONAL DEVELOPMENT COMMUNITY
APRIL, 1987

The first thing that must be said when we think of the "International Development Community" is to realize that it is a "community." It is not a cohesive structural reality with common purposes, common methods or a common spiritual milieu. Like any "community" it is made up of many realities, operating at many social levels and embracing many social philosophies. These realities often ignore each other, collaborate with each other or fight with each other. Only occasionally does a point of consensus emerge that embraces more or less all of these diverse realities. This diversity and the resulting lack of common purpose and direction is often derided as financially costly, ineffective in its use of human and natural resources and finally as a disservice to those people the "community" exists to serve. Only rarely do we hear about the creativity, cultural adaptation and local social relevance that this diversity enables to be manifest in the work of the "community" (the attached chart is an attempt to hold the diverse dimensions of the development community).

This "community" is a network that spans the globe and reflects the reality of our globe. It is a product of our world and not the cause of our global diversity. A more united "community" will only emerge out of a more united world not vice-versa. The challenge today is to find those modes of collaboration that will enhance the effectiveness of these diverse realities while honouring their integrity and maintaining their uniqueness. These modes of collaboration will enable the "community" to continue to be a "community" while each reality continues to make its unique contribution to our emerging global society.

The second thing we must say about this "community" is that by "international" we mean to be inclusive. "International" can not mean just those agencies, public or private, that operate on a global or continental scale. A small farmers cooperative in rural Kenya is as much part of the International Development Community as the World Health Organisation, the Canadian International Development Agency or the Ford Foundation. Any development effort, anywhere, on any geographical or social scale, is part of the "community." If we do not conceive of the "community" in this matter we do violence to all dimensions of the "community." Agencies such as the United Nations groups are cut off from the grassroots and left in an abstraction called "global development." While the grassroots organisations are cut off from the richness of interchange and collaboration that will enhance their effectiveness and ability to participate in giving form to future development strategies at any level. The network that enables this "community" to be a "community" must be inclusive of every level and dimension of its participants.

The perceiving of the "community" in this matter involves a change of perspective. We can no longer afford to see one dimension or another of the "community" as having a more legitimate claim upon resources, human or otherwise, or as having the "answer." We must perceive the whole range of participants in the "community." We must come to see the unique role each plays and the gifts they bring to the "community." We must be able to see their strengths and weaknesses and find ways to enable each to play its full

part in the development effort. Finally we must enhance the quality and quantity of interchange and collaboration both within the "community" and of the "community" with its larger social context.

The "community" does not exist in a vacuum. It is part of the larger society and deeply dependent upon it. It therefore responds to changes in the larger society and while often seeking to influence the larger society it is shaped by its context and its work is given form by its social milieu. However, unlike most sub-cultures, which usually share a common relationship to the predominant culture, the "community" does not have a common stance to its larger context. The stance ranges from accommodation to confrontation to rebellion. But at a deeper level there do exist common threads of concern that bind the "community." We want to examine five of these concerns which appear to be key in shaping the life and work of the "community" in all of its dimensions at this time.

The first is a deep concern to empower the local. Whether it is a funding agency, seeking ways to make sure that its funds get to the grassroots people most effectively, or a local group, concerned with how local people participate in planning and carrying out their own development, they share a common concern. How local people are empowered to shape their own destiny is a crucial question that the whole "community" recognizes as key to the future of its work.

The second is a concern that local organisations be empowered to do the necessary work at the local level. This is most clearly manifested as a concern for the development of the capabilities of local non-governmental organisations(NGO). The creation of "NGO infrastructure" is a priority for many multi-lateral and bi-lateral funding agencies as well as many of the church and private agencies concerned with development. Again this is a question of destiny. How can local groups within the "community" be empowered to shape their own destiny in response to the needs of the local communities they seek to serve. Their effectiveness whether it is in planning and actuation of projects with local communities or in the administration of projects and funds must be enhanced.

The third is a concern to educate the developed world about the realities of the developing world. "Development Education" is a necessary task for the "community" if it is to continue to effectively serve. Development efforts are to often perceived as failures in the developed world. People are reluctant to invest their resources or concern in anything that finally seems to make no difference. It is important to note here that by developed world we do not just mean those nations that are usually perceived as having "made it" economically. Every nation has a developed segment in its society that must be educated if the larger development effort is to be maintained. The effective collaboration between developed and developing social realities is only possible when the "community" builds the bridges of understanding and practical cooperation between the two.

The fourth is a concern to get beyond the necessity of relief operations. While relief operations often seem to be the only way to respond in a crisis the "community" knows that these operations often do long range harm to the societies they are temporarily assisting. The creation of a climate of dependency, the diversion of resources from long term projects that would

significantly improve the quality of life for local people, and the failure to deal with the root causes of the crisis are all things that the "community" is aware of and is seeking ways of avoiding. The "community" is seeking ways to anticipate potential crisis and respond to the situation in such a way that a relief operation will not be needed. It is also seeking to develop projects that will in the long run make future crisis less likely.

The fifth is a concern that development efforts honour local culture and empower it. This concern comes out of the recognition that the introduction of new technology, modes of production, foreign crops or food stuffs and organisational patterns all carry with them a cultural bias which can often be detrimental to the local culture. The undermining of the patterns of a local culture is usually the beginning of the end of the social values and cohesiveness that enable people to maintain their community as a viable social form. The "community," at all levels, is concerned that while change is inherent to development, it be done at a pace and be of a nature that is determined by the people involved. This alone will ensure that the development effort will achieve the necessary long lasting results that create new possibilities in the lives of local people.

In addition to these shared concerns there are also certain problems facing all of the members of the "community." Like the concerns these problems are underlying the diversity of the "community" and are calling forth new modes of work and new approaches to the challenges of development. Again we want to examine five that seem to be key at this time.

The first is the problem that less and less financial resources are being made available for development. The governments of the globe are finding it necessary to cut the amounts of money they make available for development. While one can argue about the priorities that make such cuts necessary (like the purchase of armaments) it is a fact of the "community's" life today that money is scarce and likely to become more so. Another dimension of this is the perception (especially in the developed world) that "throwing money" at a problem does not work. While the "community" must work to maintain and increase the amount of resources available to it, perhaps the greater challenge is to increase the effectiveness of the use it makes of available resources. The involvement of local people in development in order to ensure the long term impact of a project, the development of more collaborative efforts, the focus on training and equipping of local people to do the job rather than foreign experts, and the growing insistence on local inputs, both financial and in-kind, are just some of the ways the "community" is seeking to meet the challenge of scarce resources.

The second is the problem of finding the right projects. There seems to be a growing gap between what the funding agencies, both public and private, are looking for in a project and what national, regional and local agencies (both public and private) are proposing. Part of this is the ongoing problem of the funding agencies, which often operate at a global level with an abstract set of criteria, encountering the local agencies, which are dealing with a very lively situation that does not easily fit a particular criteria. There is also the situation where the funding agency is out to shape the work or even the mode of operation of the local agency in a particular direction or vice-versa. Here it would seem that the challenge facing the "community" is one of empowering its internal dialogue and interchange. It would be much more creative and

certainly more helpful to the communities we all seek to serve if these kinds of issues could be resolved at points of dialogue and interchange other than negotiations over a critical project the delay of which imposes continuing hardship on the local community.

The third is the problem of ideology. That agencies and groups at all levels of the "community" have ideologies is not really the question. Even the multi-lateral agencies, which must both answer to and respond to many national economic and political systems, have, to a greater or lesser degree, a development ideology. The use of bi-lateral aid to support ideologically "friendly" groups and nations is a long established practice. The use of funding to try to shape a nation's or an agency's development policies is also part of established practice. The requirements of many private sources of funding are quite explicit in their bias toward a particular frame of reference for the work they are willing to support. All of this, in and of itself, is neither good or bad, it is simply the way it is and the way it is likely to continue to be. The challenge here is find ways in which the ideological biases do not become insurmountable obstacles to the necessary interrelations within the "community." The flow of interchange, the development of collaborative efforts to more effectively use scarce resources, the avoidance of duplicate efforts and the maintenance of the capacity to address the urgent needs of the larger society with a coherent strategy make this challenge one that requires the best efforts of the "community."

The fourth is the problem that development is often perceived as a "no win" situation. The rehearsal of past failures and the suggestion that no "progress" has been achieved over the years continues to mark the understanding of the development effort, especially in the developed world. Situations, such as in Africa, where many nations are poorer today than they were 20 years ago (due to per capita income based on gross national product not keeping up with population growth) and the projections that they will be even poorer in the year 2000 create a climate of despair and a collapse of will. In order to see beyond this climate and collapse it is necessary first of all to achieve a shift in perspective. If one looks at every situation from a macro level perspective and uses simply statistical analysis then the hopelessness of the situation is confirmed. However if one examines the reality from the micro level and looks at the growing forces for change and development occurring at the grassroots level across the globe then an entirely different picture is seen. The challenge here has to do with finding ways to merge these two pictures of reality so that we can more adequately see the reality they represent and thus identify the trends that need to be reinforced with our limited resources. Hope and motivity have to do with a vision and a sense of movement toward that vision. Changing the way in which the development situation is perceived is the first step toward renewing the "community's" hope and motivity.

The fifth is the problem of a fundamental dialogue that is occurring within the "community" concerning the nature of development. The question, "What is development?" has become, in the last few years, the subject of numerous papers, articles and even conferences. This concern points to a fundamental evaluation of the role and task of the "community" in the larger society. It is being carried out at various levels of the "community" and across these levels. In a sense this dialogue reflects a kind of corporate "vocational crisis" that is occurring within the community. If you take the early 1950's as

the time when the "community" emerged on the global stage then we have completed some 35 years of work and are facing a time of deep reflection and evaluation. The challenge here is to focus the dialogue not upon the rights and wrongs of the past but rather upon the future. The question is much less the past (although we must appropriate the learnings of the past) and much more the challenge of our future vision and plans of action. Where we intend to be and what we intend to be about in the year 2007 is the crucial context for the "community" as it struggles with the question of "What is development?"

The Institute of Cultural Affairs, along with many other groups as we learned in the International Exposition of Rural Development, has been a pioneer in the "community." Our vision of 12 years ago that "locally initiated, participatory, self-sustaining community development is possible" is today the vision of the vast majority of the "community." The Institute has a vital role to play in sharing with the larger "community" its learnings concerning the facilitation of such development. However, the larger challenge to us, as pioneers, is the question of forging the vision toward which we and others will lead the entire "community" in the next twenty years. The above mentioned concerns and problems and the brief reflections upon them is perhaps a starting point for the dialogue which will lead us to our new vision and our new engagement as a demonstration of possibility in the life of the International Development Community.

...reflections shared on the IDF Latin
America trip. Jim Campbell

NATIONAL NON-GOVERNMENTAL ORGANISATIONS				INTERNATIONAL GROUPS		NATIONAL PUBLIC STRUCTURES	
RELIGIOUS ORGANISATIONS				PUBLIC BI-LATERAL AGENCIES USAID SIDA CIDA		GOVERNMENT DEVELOPMENT DEPARTMENTS Ministry for Development	
CATHOLIC		PROTESTANT					
PROJECT	FUNDING	PROJECT	FUNDING				
parish	Caritas		National Coun of Ch	PUBLIC MULTI-LATERAL AGENCIES all UN groups EEC IADB		SECONDARY GOVERNMENT STRUCTURES Ministry of Education Ministry of Health Ministry of Cooperatives	
SECULAR ORGANISATIONS							
PROJECTS		FUNDING					
NATIONAL ASSOCIATIONS National Association for Women				PRIVATE DEVELOPMENT ASSOCIATIONS ICAI International Council for Social Welfare Society for International Development		PARA STATIAL ORGANISATIONS Trade Boards	
				PRIVATE FUNDING AGENCIES Miserior Ford Fundation			

Caracas Primary Unit
BRAZIL

GEO-SOCIAL SETTING

The Economic Bind - Weighing up political and economic realities/necessities

- .The largest developing world external debt
- .The first civilian government in twenty years
- .Economic realities demand unacceptable political and social prices
- .Economy currently moving toward hyper-inflation
- .Brazil, covering more than half of the continent, has one of the largest economies in the world but continues to exist in a sea of poverty and social unrest

ICA's PROGRAMMES IN BRAZIL

They have a rural/urban multi-sector approach. The staff of the Brazil Programme House live in two locations (Rio Bonito and Rio de Janeiro) but maintain a corporate thrust. The key to this is a weekly rhythm of staff interchange and common events between the two locations.

The staff in Rio Bonito maintain a focus on the rural area of the "county" working in six villages that have 60% of the rural population. They have worked through the establishing of community associations (four communities have established associations, one is in process and one is problematic). There are three primary areas of programme work. They are: 1) AMAR - This programme provides two month training courses in such things as bee-keeping, home industries, etc. In 1986 they did 6 courses and have received GTZ funding to do courses in 1987. 2) CRESC - Healthy growth of Children. This programme is focused on the mothers of children age 0 to 5. It is concerned to provide basic health care training to all of the families in the 6 communities. They have GTZ and Rotary International funding for this programme. 3) REDES - This programme aims to provide consultative services to various groups concerned with development, particularly in the public sector. It is being initiated this year.

The staff located in Rio de Janeiro provide consulting services to the business community in addition to doing much of the framing and funding work to support the work in Rio Bonito. They have done a number of LENS seminars and are well positioned to do a major marketing thrust this year.

STRENGTHS

There is a strong staff of both national and international personnel committed to the long haul in Brazil.

- .They have overcome living in two locations and work as one team
- .They doubled their income last year and expect to triple it this year in comparison to 1985
- .They only do funded programmes
- .The international staff are able to do programmes in Portuguese and they have trained Brazilians for facilitating consulting services. They have an intentional plan for the journey of Brazilians to full participation in the Global Order
- .The recent granting of "Public Utility" status (people can write contributions off of their taxes) establishes us as a major development agency in the eyes of the nation
- .They have an active Board with working committees

WEAKNESSES

- .Must find a new facility in Rio de Janeiro by June
- .relations to NGO sector in development community primarily as receiver of grants

RECOMMENDATIONS

- .Brazil and the Latin American Continent recommend that the Brazil Primary Unit be established in 1988

Lima Primary Unit
PERU

GEO-SOCIAL SETTING

An overwhelmed economic and political system

- .Peru's huge external debt and low prices for its limited natural resources have severely restricted their economic options
- .A fanatically led gurellia movement continues to unbalance the political situation
- .The Indian/Mestizo people continue to be on the fringe of social development
- .There is a major dependence on the input of foreign aid for development work of all types
- .Massive urban migration has overwhelmed the urban areas and deprived the rural areas of its youth

ICA's PROGRAMME IN PERU

The last several years have seen the development of programmes in consulting and training with agencies working in rural development. The current key to this work is the monthly 5 day training event that is held in the Azpitia training centre. We are perceived as the experts in participatory planning and implementation and are asked to train people in our methods or to serve as facilitators to agencies in their own planning. This work has gained us access to development work across Peru and opened opportunities in Bolivia and Equator. We are well paid for this work.

We are working with UNIDO in the "pueblo joven" of Villa el Salvador on the outskirts of Lima. The cheese factory is perceived as a demonstration of small industry development and is the pilot for a plan to establish an industrial zone for over 1000 small industries located in this community. We are currently doing phase one of the this project (a survey of the industries) and are negotiating for phase two.

A case study on each of the above areas of work is available from the IDF office in Brussels.

STRENGTHS

- .Azpitia remains a shining example of the power of our methods
- .The house and office in Lima and the house and training centre in Azpitia both signal our long term committment to Peru
- .The international staff speak Spanish and the national staff are trained to consult with and train the development agencies
- .Programmatic income enables them to adequately support their work
- .The Pervian frame is strong and involved in the programmes and work

WEAKNESSES

- .Tension concerning the ICA in Chile and its future tends to manifest itself as an issue between the national and international staff
- .A very effective job has been done to date in training the national staff but this seems to have plateaued requiring a new strategy for breakthrough
- .The strategic future of the work in Villa El Salvador is unresolved
- .No active engagement in rural development leaves our credibility resting on past accomplishments

RECOMMENDATIONS

- .Designate Pervians for "fast track" toward becoming global leadership of the Institute and Order
- .Continue our work with Dignidad near Mala to maintain our persence in the rural sector
- .Get the Chilean staff and colleagues and members of the Lima Primary Unit together with outside facilitation (outside Lima Primary Unit) to build 5 year plan for Institute and presence in Chile
- .Funding will be sought in Europe for the proposed coloborative effort to

Caracas Primary Unit
JAMAICA

Geo-social Setting

A fourth-world country undergoing radical change:

- .Extreme economic difficulties
- .Unstable political situation
- .Endemic slavery mindset after thirty years of independence
- .Rampant fundamentalist sects
- .Few black leaders; most in economic sector

ICA's Program in the Caribbean

Strengthening the economic sector in the urban and rural areas:

- .Blue Mountain Cluster Development Ltd. - a private company with shares from local villagers with a focus on a large commercial coffee farm functioning as a Mother Farm to provide marketing and technical knowhow to a series of small coffee farms as well and eventually to build up enough capital for other small economic enterprises in the cluster. Seen to be a rural economic demonstration for the Caribbean.
- .LENS with companies to upgrade their service.

Strengths

- .ICA: Jamaica board reorganized into smaller board with four working taskforces: Blue Mountain Cluster, Program, ICA Indigenization, and Research into Planetary Unity. Recruiting one person from each LENS to be on the task forces. Board understands they are to take responsibility for ICA operations by the end of 1987.
- .Texaco and Wyndham hotels are already reporting more profits. Have also broken into insurance and Citibank networks.
- .Third three-year CIDA grant begun after acceptance of second grant report.
- .UNDP requested us to do program for them in Hayes community.
- .Jack Hannah's commitment to BMC and ICA: Jamaica

Weaknesses

- .Rebstock's hospital stay set back proposal and BMC work
- .Woburn Lawn difficulties with IDB and NCB loan repayment and failure to have an audit
- .No educated Jamaicans for urban program
- .Pre-nuptial enthusiasm on part of BMC team limits productivity

Recommendations

- .Review feasibility of moving international staff out at end of 1987
- .Look for another couple to come in and benefit from economic sector experience
- .Expand efforts at developing LENS facilitation guild
- .Try for Broederlijk Delen economic cooperation and Presbyterian Self-development grants
- .Have Sherwood Shankland be the Latin American supervisor for proposed SCC program work
- .Explore any previous SCC work in Jamaica to see if it could be the launching site for Latin American cooperatives program
- .IDF team do a staff development proposal for the Commonwealth Fndn including Jamaica and our other Commonwealth locations
- .Consider an IDF Trek to Kingston funded by selling our European funding expertise to other NGOs

Caracas Primary Unit
VENEZUELA

Geo-social Setting

- Global image as a developed country - vast underdeveloped rural areas
- .Collapse of oil has left government without funds for development
 - .Private sector being given greater responsibility for development
 - .Seen as strongest democracy in Latin America
 - .Over 50% of population under 25 years old
 - .Rural youth seldom go beyond 4th grade
 - .Rural women limited to agricultural work and family responsibilities

ICA's Program in Venezuela

The major activity has been providing rural development consulting services to oil companies (Maraven, Corporven, Seismoven) in the Oronoco oil belt and along the Columbian border doing local village planning and implementation, school youth symposia, and project documentation labs.

The work on the Miranda Lab (statewide extension of Cano Negro and Barlovento) has been waiting for resolution of Rotary International grant, with the exception of establishing a women's center in Cano Negro. Australian embassy grant to upgrade Cano Negro training center for Tenth Anniversary celebration marks movement forward on other side of Rotary cancelation.

The Center for HUMAN Promotion has been launched with the purchase of facility in Caracas, strengthened ICA board, bi-weekly roundtables, participation in volunteerism conference, and series of events with a variety of networks around 10 day visit of Jean Houston.

Strengths

Institutionalization of ICA: Venezuela:

- .The involvement of the private sector in rural development on a service contract rather than grant basis.
- .A supportive board with working advisory committees.
- .Anticipate doubling 1986 income in 1987.
- .First external audit in process for 1987.

Weaknesses

- .Rehabilitaiton of new facility is time consuming and distracting
- .Lag in activities in Barlovento, past source of company donations
- .Limited educated Venezuelan staff for urban marketing & education networking

Recommendations

- .Use Fiestas Patronal in Cano Negro in May as launch of new approach to rural demonstration lab
- .Explore government development agency contracts using board clout
- .Schedule training school in upgraded Cano Negro facility with Rotary funding gotten by Jamil Dunia
- .Create Venezuelan staff development strategy
- .Go for small grants in the rural lab, such as Presbyterian Womens Fund, Broederlijk Delen, GTZ in-country mini-grants.
- .Investigate German Potitical Foundations for possible contracts with national partners.
- .Upgrade the office as quality space for interim staff care

Toronto Primary Unit
CANADA

Development Community Setting

- .Conservative government pushes for more Canadian recognition in development assistance programmes
- .Tight, competitive NGO community due to all fighting for CIDA funding for projects
- .Large agri-business and university involvement in development

ICA's Programme in Canada

- .People Energy - staffing an organizational development business
- .Private Sector Consulting - impacting corporate culture
- .Religious Orders - empowering social service vocations
- .Rural Development - addressing rural & Native Peoples' needs
- .Development Community - linking Canada to care for the globe
- .Big Order Products - caring for the movement's spirit growth
- .Retreats - providing spirit reflection for Those Who Care
- .ICA Membership - networking the Canadian movement
- .Patrons - releasing the wealthy to create the future
- .Administration - keeping ICA economically viable & responsible

Strengths

- .The new office provides a professional public image
- .The new facility enables family cohesion
- .A twenty-year track record of training Those Who Care
- .Credibility proven by weathering press attack and regular repayment on Lorne loans
- .National network of contacts from courses, forum campaign, regional consults and IERD activities
- .Half of current team (11) is Canadian

Weaknesses

- .Still living out of negative story from press attack era
- .Large influx of staff requires contextual familiarization
- .Staff influx and facility move retard programme momentum
- .Unclear on dependence on the globe
- .Under-utilized frame advantages

Recommendations

- .Offer programs to the development community - such as Machakos Game
- .Broaden image of the development community to include marketing to churches, government, universities, cooperatives, agri-business
- .Get Susan Wegner to Toronto to train Machakos Simulation Game Guides
- .Use burgeoning Catholic support in Europe and Canadian Catholic and religious order frame to submit a \$50,000 matching grant proposal to Canadian Peace and Development
- .Use Tom Barnett to open new doors
- .Heidi Holmes do next monitoring trek in August-September for SAGTP
- .Donna Wagner do final monitoring trek to prepare team for evaluation of SAGTP
- .IDF and Toronto continue to work together to find the SAGTP match monies
- .Radically increase ICA membership to enhance Canadian image
- .Seek Canadian 3rd world volunteers to increase CIDA funding ceiling

CANADIAN & LATIN AMERICAN TREKS

The IDF Trek to Toronto was done by Donna Wagner, with a focus on our work with the Canadian International Development Agency (CIDA). The trek to Caracas and Lima by Donna and Jim Campbell, with a focus on breaking open Catholic funding for the continent. Each trek had three objectives and trek components were adjusted to fit the needs and group in each situation.

Stuart Hampton and Martha Talbot from the Global Panchayat accompanied the team to Caracas and Lima where their presence gave the opportunity for broader Order interchange and for reflections on the Global Priory dynamic and the future of the Order.

Trek Objectives:

1. Encourage Primary Unit Interchange

This involved full participation in the life of each house in order to grasp the totality of the PU's mission. It included a celebration receiving an associate order member in Toronto; participating in the Jean Houston Sacred Psychology weekend, celebrating Kit Krauss's 40th birthday and moving the order to a new house in Caracas; and visiting Villa El Salvador and the school in Azpitia as well as celebrating the final payment on the house in Lima. Other activities shared global news and enabled reflection on primary unit identity and possible new directions.

2. Accelerate Development Community Programming

This involved team workshops on objectifying the Development Community in each country, sharing specific funding opportunities for each location, and interchanging learnings about marketing to the development community. In Toronto this involved specific work on the Southern Africa Grassroots Training Programme. In Caracas we shared experiences in creating national ICAs and began to get inside the specific needs we can address in the Development Community. In Lima we worked on creating case studies toward the replication of their marketing learnings in other primary units.

3. Enable Personal and Order Reflection

This involved house collegiums on the order's thirty year global mission and personal writing on community transformation and cultural encounters toward the book, The Courage to Care. In Toronto and Lima Intensive Journal retreats were conducted for those interested.

LEARNINGS FROM LIMA
ABOUT MARKETING TO THE DEVELOPMENT COMMUNITY IN INDIA

As part of the IDF Trek in Lima, we held a workshop on how they would apply the experience they have gained in marketing to the Development Community to breaking loose program in this sector in India. We opened the workshop with an overview by Stuart Hampton and Martha Talbot describing the level of activity (with map) during the IERD and recent activities in each location. Then each individual on the Lima team wrote their scenario for marketing in India. The ideas which were more related to LENS are listed at the end. The recommendations suggest a continental (national) effort as necessary for the breakopen.

1. Take all of the contacts from the IERD and develop a continental mailing list; you want as many names as possible. Mail to them monthly with course announcements and excerpts from IERD Volume II.
2. Conduct monthly one week methods school (see Lima format attached) in a field location. Always have a six month calendar of these courses in the monthly mailing. Emphasize the course's relation to a major development concern; in Peru it is the importance of knowing how to communicate with local people for effective development.
3. Select one location in a rural setting for these courses to be held. This should be a place with obvious development signs, positive village story about development, good facility and infrastructure necessary for ease of operations (Maliwada or Jawale most likely). It is not necessary to maintain staff in this site. Charge enough for the courses to be able to pay for facility operations.
4. Approach a high level development group with contacts in many sectors about co-sponsoring a series of public seminars on a hot issue worth a lot of money (like agricultural export). Be sure the group has access to funds, can draw people from public & private sector, and that you, as facilitators, are well paid. (Could be Canara Bank or an institute funded by USAID, which has an emphasis on strengthening the private sector). Produce quality documents and do a 90 day follow-up and evaluation. This is an opportunity for you to parade your prowess in facilitation and the effectivity of the methods to a wide audience. GAB members can be useful in selecting the organization and topic and making the entre.
5. Produce and sell small, inexpensive publications (such as the above LENS documents, document from Calcuta's contract with SEDP, sections of the IERD booklets, or a Motivation Methods Manual). Sell them through your mailing list and in the courses.
6. Get LENS clients to contract a series of programs in the communities where they have plants (e.g. women's advancement, health, teachers training, youth or community forums). This would give the village staff opportunities to sharpen their skills and bring in income.
7. Get LENS clients to sponsor a "Community Forum Team" for each state in the nation. This would utilize the village staff, bring income, and give contacts across the nation for your course mailing list.
8. Behave like we're as good as we are. Offer LENS pedagogy in one prestigious center in the nation for top level executives (only accept 20 per course) and evening courses in several centers (for the upwardly mobile who are not high enough yet to be sent to a course). Move toward the national center being our own so each course builds up our own image. This will raise standards and attract middle class.

CURSO DIRIGENCIAL DE PROYECTOS

SEMINARIO DE PARTICIPACION COMUNAL.

APRENDIENDO METODOS DE PARTICIPACION

DOMINGO

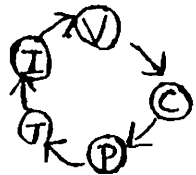
LUNES

MARTES

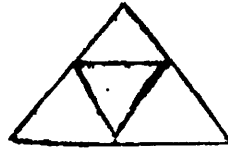
MIÉRCOLES

JUEVES

VIERNES



Planificación Participativa



Proceso Social



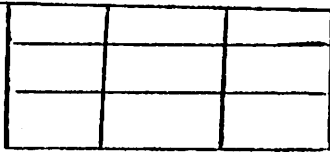
Educación Imaginal



La Brecha de la sociedad



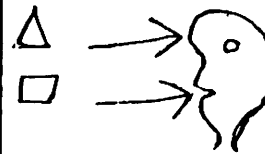
El equipo Corporativo



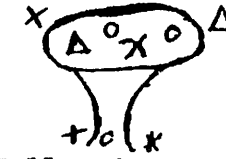
Miralla de Maravilla



Contradicciones



Cambio de Imágenes



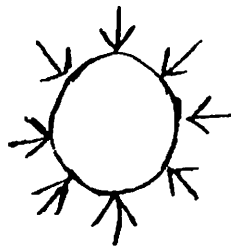
Taller de Consenso



Foro Práctico



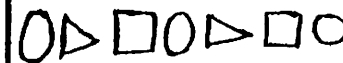
Visión



Propuestas



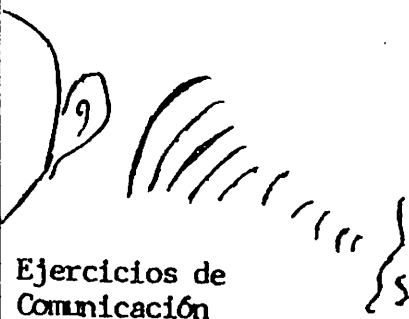
Diálogo de grupo



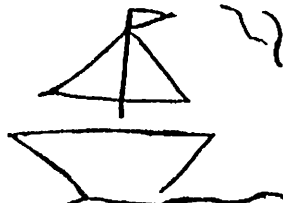
Foro Pedagógico

EVALUACION

CERCIERTEZA



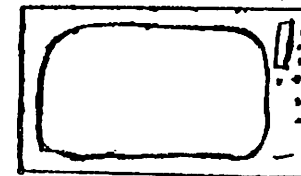
Ejercicios de Comunicación



El Barco y la Tormenta

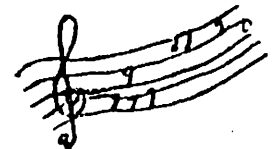


La Escoba de Mango Largo



Video

CLAUSURA



A CASE STUDY OF
THE INSTITUTE OF CULTURAL AFFAIRS
WORK WITH
THE DEVELOPMENT COMMUNITY IN PERU

THE SITUATION

Peru, like many third world countries, is currently saddled with a huge foreign debt, low prices for its few natural resources and a fast growing population the vast majority of whom live in poverty. In recent years urban migration, focused on Lima, has overwhelmed urban services of all kinds and drained the young men and women with initiative from rural areas. Terrorist activity, particularly in the south of the country, continues to drive people to the city and impedes development efforts in these regions.

The public agencies concerned with development are extensive both in the number that have been created over the years and in the size of their staffs. They are limited by a lack of funds. Because of overlapping areas of responsibility a project often involves a number of agencies requiring much effort to coordinate activities and secure necessary authorisation. The development efforts funded by the Peruvian government are overstaffed and thus don't have the financial resources for necessary programmes, transport to the field, etc. Therefore, their efforts frequently become limited to paper-pushing in the office.

There are many private agencies involved in development. They are international, national, regional and local in character. They are a primary conduit for funding coming into the country from the first world. Many of the national groups work in collaboration with international funding sources.

THE INTENT

The following are the intents of our work with the development community:

1. To use the limited financial and staff resources of the Institute to most effectively impact development work in Peru.
2. To train the technical staff of development groups to work more effectively with rural people.
3. To facilitate a participative planning process within the development groups.
4. To enable networking between people and agencies in the development community, thus promoting collaboration.
5. To find agencies and projects that have been successful in various areas of development and enable the sharing of their approaches.
6. To generate needed programme income for the work of the Institute in Peru.

WHAT WE HAVE DONE

The work with the development community was initiated with a symposium in the Civic Centre in Lima in April 1983. This symposium launched the three year International Exposition of Rural Development (IERD). At this symposium a National Steering Committee was selected which met weekly. They selected 18

projects for documentation. Four projects were selected to participate in the Central International Event in India in February, 1984.

In May, 1984 the first Regional Symposium was held in the Department of Cañete (Department where Azpita is located). A gift of USD 3.000 from Shell Oil and inkinded brochures from J. Walter Thompson enabled the holding of eight Regional Symposiums in key Departments of the nation (Arequipa, Cusco, Nuancayo, Lima, Cajamarca, Tarapoto, Piura, Juliaca). A series of circuits were done to enlist co-sponsors of the events which included in every case the government umbrella structure for rural development as well as other agencies doing projects in the Department. After the eight Regional Symposiums we were invited to do a symposium at the micro-regional level in the Department of Cusco.

In January, 1985 we held a two day National Assembly in the Civic Centre in Lima. This event was attended by 120 representatives from all the Regional Symposiums. They worked to pull together a picture of effective approaches used in projects as well as a vision for rural development in Peru.

Many people who had been in the Syposiums were interested in learning our methods and began to come to the three week Human Development Training School being held in Azpitia. This programme was designed primarily for local village leaders, not for agency technicians or field workers with extensive formal training in development work. In addition all this work enabled the expansion of the Institute mailing list to over 1.000 people from participating agencies.

The head of the IERD National Steering Committee Dr. Luis Paz, who has been an advisor to ICA from our beginning in Peru and is Director of the Foundation for National Development, hired the ICA to facilitate a series of three LENS programmes (they paid USD 6.000 each which was funded by USAID). These programmes were designed to impact and change the agricultural policy of the nation. There were 90 people in each of the LENS, including representatives of international funding organisations, cooperative directors, farmers, exporters, consumers, the Ministry of Agriculture and FAO.

These LENS programmes pushed us to develop our faculty both within and outside the house. They also gave us contacts in many new areas. One of the principal results was a contract for USD 5.000 to do a five day strategic planning and training event with the National Rice Producers Association. One of the directors of this association was a participant in the LENS series. The Association has continued to send participants to the 5 day training events we do on a monthly basis in Azpitia. They are also in the process of setting up another strategic planning event in the jungle region of Peru. We will facilitate this event which is in an area of the country we want to break into.

Another result of the regional symposiums was getting a reputation for participative facilitation and planning methods throughout the public and international development sectors. We began to have more professionals come to our training programmes in Azpitia which led us to shift the construct from trying to get people to become part of our staff to equipping them for future collaborative development work. The CDP (5 day course) participants are now our key marketing agents.

Also, we have received contracts for consulting programmes of strategic planning with the government development agencies in the Departments and with projects funded by the EEC, GTZ and the Swiss Cooperative Technical Assistance Programme.

Currently, we market the CDP with just a mailing to 1500 names made up of programme participants and other projects funded by agencies with which we have done programmes. We are in the process of visiting all the International Development Agencies in Peru asking them for a listing of their projects in all 7 of the nations we are responsible for as well as doing research on the kind of programmes they are in need of. We intend to use this research to develop new programme offerings.

We did a circuit to Bolivia visiting three development agencies who then sent two participants to a HDTS in Azpitia and afterwards invited us to facilitate a five day strategic planning and training event for the Confederation of Mothers' Clubs in Bolivia. They also gave us recommendations for other groups to visit in Bolivia.

Our programme was published in a calendar of events in a magazine for NGO's which we didn't know existed nor do we know how they got our calendar. After three participants came to the CDP as a result of that notice we visited the organisation and are in the process of becoming members. This organisation lists programmes and development agencies in five of our seven nations.

Another strategy to broaden our contact base and to train more facilitators in our methods is to offer Imaginal Education modules on four week nights over two weeks in Lima. We have a flier that we include in the Lima addresses of our mailing list. The first programmes are scheduled the week after Easter, 1987. One other facilitator training strategy is to offer training positions on the faculty of the CDP. The participants in this programme pay a double fee to get the training.

We have shifted from a mailing for every monthly course in Azpitia to a three month calendar of events mailing. Each mailing consists of an invitation letter, a calendar brochure and an article on development from the IERD book.

In 1986 our programme income was about USD 40.000. We have kept the targetted amount the same for 1987 in order to give us the opportunity to research the market more, research publications and build up a more solid base and position in the market.

Other programmes we have done include a programme with SAIS Tupac Amaru, the most successful agricultural cooperative in the nation. The projects we have consulted with include: Hermandina, a Swiss funded project; Plan Meis II, a GTZ funded project; and PRODERM, an EEC funded project. The work with PRODERM was the most extensive. It included a series of five events, involving a total of 200 farmers and 200 professionals in creating the operating plan for the year. PRODERM has continued to use participative methods in their work and have trained their staff.

WHAT ARE WE CATALYZING IN DOING ALL THIS?

The following are some of the observed effects of the work with the development community.

1. Participative planning expertise has been developed in many projects.
2. Agencies have come to know of each other and their work and are beginning to share resources and expertise.
3. Staff interchange is taking place between agencies working in similiar fields.

4. A degree of international interchange has developed between the agencies from different nations in the Andean Region.

5. The Institute's mailing list has greatly expanded and become international.

6. Organisations are developing a new mode of doing development. They are getting direct input from communities. "Caciquismo" or manipulation by authorities is being eliminated.

7. Community Forums are being done across the geography of the nation and we are not directly involved in doing them.

LONG TERM IMPACT

The following are some of the long term implications of continuing this thrust.

1. The gap between the professionals and the local people will be bridged. A trust of and an appreciation for each other will be developed.

2. Professionals will be using and teaching participative planning methods at the grassroots level.

3. Local participation in the total development process will become the norm.

4. Local people will be encouraged to develop and carry out their own plans.

5. Local structures will be enabled to change in order to sustain the new mode of development.

6. There will be an increase in the exportation of non-traditional agricultural products.

7. The ICA will have an ongoing role as consultant and facilitator through contracts with the agencies in the development community.

8. The ICA staff will need ongoing training and will develop to new levels of sophistication and skill.

9. The National Agrarian University did strategic planning in the economics department which was led by their own staff after LENS facilitation training.

10. The introduction of the planetary mindset to Peru through week night programmes.

LEARNINGS ABOUT MARKETING

The following are some of the staff's observations about marketing to the development community.

1. CDP (5 day course) participants are our best recruiters for further CDP courses.

2. All course participants are on the mailing list and receive regular mailings.

3. Always send a follow-up report with evaluation and recommendations.
4. The pricing formula for honorariums should be no more than 20% of the total fee (this may vary, but this is a good guideline).
5. Paying finders fees or honorariums as a % of the fee to non-staff facilitators motivates other people to market programmes.
6. National professionals, paired up with international ICA staff, are essential to marketing to the International Development Community.
7. A plan for regular client contact is crucial.
8. The facilitators of a programme are our best programme sales people. In the facilitator assignments it is important to include good sales people to do low-key pitches around the edges, or to get inside the participating organisations in order to sell a programme. National professionals have the best style to sell programmes, backed up by someone with methods know-how. The participation of facilitators from the villages on the facilitation teams are key to our authenticity.
9. A public event where many organisations participate is great for our credibility and getting our name out.
10. Projects which have international funding are a better market than Peruvian government projects. Peruvian government projects frequently become lost in political interests and bureaucratic concerns. Their budget goes primarily to staffing and they have little excess budget for training and planning programmes. On the other hand, projects with international funding seem to be better planned, and have money in their budget for training and planning programmes.
11. The CDP courses are a good way to build up contacts with the surrounding nations. We have had over 40 participants from Bolivia and Ecuador and intend to expand our invitations to Columbia, Chile, Paraguay and other nations. We have received invitations to do programmes in Bolivia as a result.

SITUATION

- * 300,000 people in the "new city", (barrio).
- * Built on the Yugoslav model, of self organising blocks, by 10 idealistic school teachers.
- * In the community was a large area designated for an industrial park . This scheme had failed to attract large industries from elsewhere in Lima due to legal disputes over the completion of services to the area. Most utilities were basically in place (water, electricity etc.), but were not actively being managed by the major utility companies.
- * Many small businesses existed in the community.
- * There is a tradition of occupation of land and illegal operation of businesses in Peru. Only the potential of more profitable business on the park land has prevented occupation.
- * There is 60% unemployment in the community.
- * There are many active social organizations in the community.
- * UN agencies had an interest in the community. UNIDO held the tenure for the Industrial Park.
- * The Cuban immigrant situation in Lima was pressuring the UNHCR to do something positive, and Villa El Salvador was a viable location for a programme.

INTENTS

- * Pay for the new ICA House, currently being covered by family loans.
- * Direct service to Lima-- visibility in the urban.
- * Engagement of national ICA staff
- * Getting into a contractual relationship with an international development agency.

WHAT WAS DONE?

1) Initial Proposal.

To UNIDO to relocate 200 small communities to the park. It was seen as interesting but too bold for their existing operational guidelines.

2) Work with UNHCR

A contract was agreed upon whereby the ICA would set up a small cheese factory in the Industrial Park for Cuban/Peruvian employment. Only \$12500 was provided for construction, equipment and start up capital, primarily because this was the limit of UNHCR's fiscal capacity within their guidelines. The ICA consulted the community before starting this 2 year project.

3) Construction

The ICA inkinded some \$16000 of materials and services, and donated \$2000 operational expenses to the project. The team manoeuvred around legal limits to obtain electrical, water and milk supplies. The team researched cheese making and held self-selecting training courses for future employees.

4) Production

Levering milk supplies through informal networks until contracting with ONAA for skim milk and Vaso de Leche Progra for unskimmed milk, and with FOVIDA for distribution funding. \$5000 worth of milk powder was donated each month through this plan.

5) Legalization

The Cheese factory is being journeyed towards full legalization through the creation of 3 separate organizations: an association of workers holding 49% of control of the board, an association of the community holding 51% of control of the board, and a legal profit making business entity. The company profits presently allow \$2000 to be put back into the factory and the community and \$2000 to be paid to the ICA.

6) UNIDO Contract Series

This contract extended 3 times and project to continue at least until the end of May, is for the survey of businesses in Via El Salvador, their organization into like groups and financial strategizing towards their relocation and financing in the industrial park. This work will guarantee the ICA an income of \$30,000 for this survey work, plus services rendered thus far towards the overall effort to promote work in the park.

WHAT HAS BEEN CATALYZED?

- * A bridge between local community and government structures.
- * An interface between UN and local community development.
- * More rapid financial investment for local industrial growth.
- * Employment
- * UN awareness.
- * A role model demonstration legal factory that holds a promise that development of community industry is possible in the Industrial Park.

LONG TERM IMPACT

- * A model for massive locally based economic development.
- * Training space in the Queso Villa building.
- * Nutritional impact
- * Access to larger UN network relationships.
- * Long term Peruvian authorization.

GIFTS

- * A foot in the door of the United Nations consultancy network.
- * The Cheese Factory on track to becoming a demo. industry.
- * Local engagement for national staff.
- * Visibility in Lima and beyond, e.g. Nyrere's visit.

ISSUES

- * Many hoops, hurdles and paper work with many delays ensured.

QUESTIONS

- * Does this fit our long range strategy?
- * Is it worth the time lag before monies come?
- * How long do we ride this now that money is flowing?
- * Can we leverage a new role in the UN as consultants to UN technicos etc, in interfacing them with and training them in the soft side of human development, namely participation, consensus etc? Can we get paid for this?