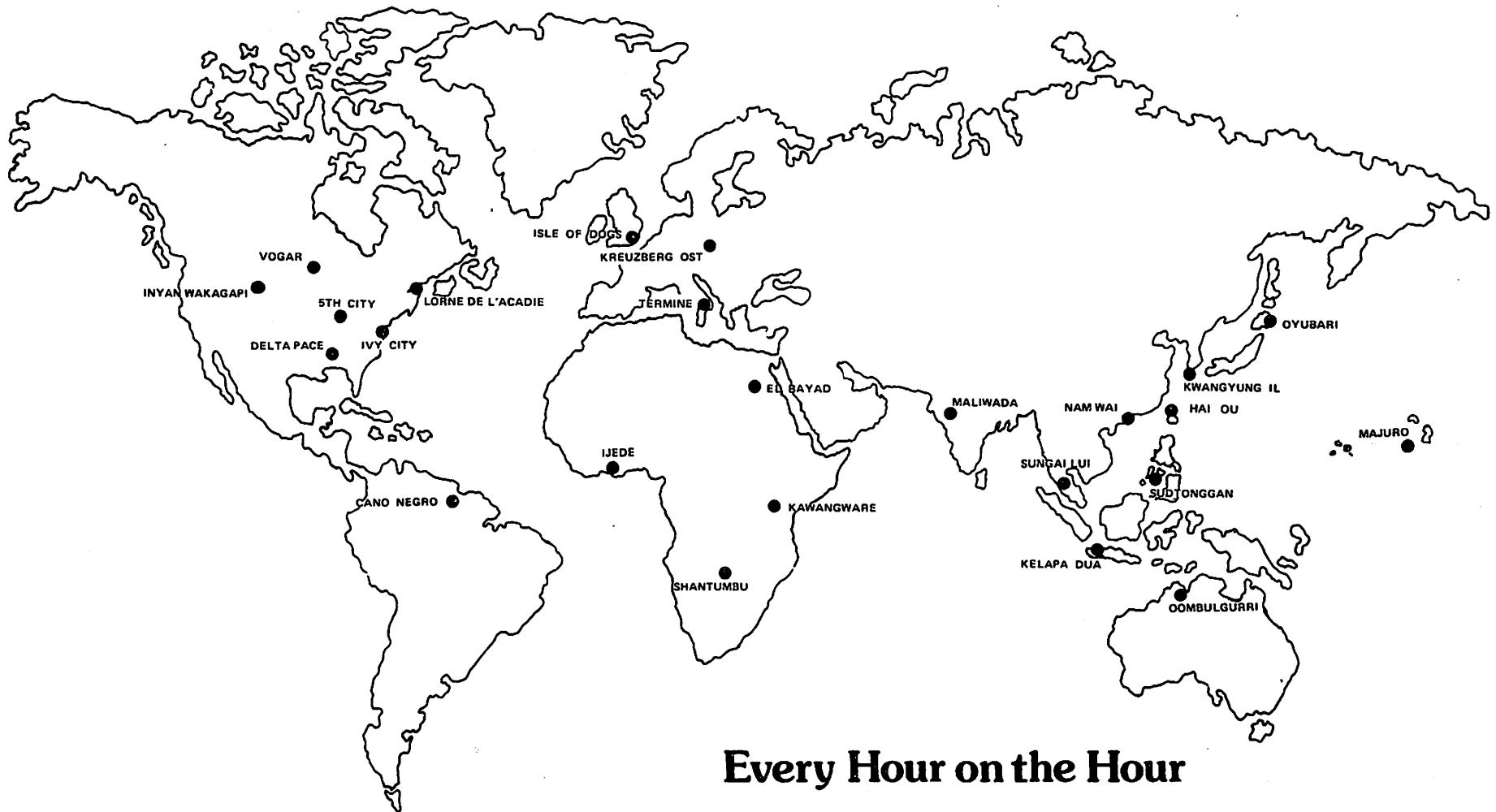


# HUMAN DEVELOPMENT PROJECTS



## PROJECT DESCRIPTION

### definition

Human development has become the social priority of our time. Every society is passing through great transitions which challenge all of its social structures. Advancing technology and global interdependence have made rapid economic and social development both profoundly necessary and practically feasible for local communities everywhere. At the same time, local people around the world seem newly determined to participate in reshaping their social forms. Governments are finding and creating new avenues through which this local resurgence may be encouraged. Those deeply concerned about the future of human community know that the key to any society's future is the emergence of practical signs of new hope for local socio-economic advance. In response to this profound trend of history, the Institute of Cultural Affairs is working with local communities to plan and actuate a series of human development projects around the globe. Each project is intended to be a demonstration sign of comprehensive human development at the grass roots level, as well as an appropriate model for rapid replication in other locations within a society.

### location

As an island nation located in the heart of South East Asia, the Republic of the Philippines has always played an important role in the affairs of the entire area. Since gaining its independence in 1946, the country has taken major strides in its social and economic development. The latest phase of this is the creative and ambitious program entitled "The New Society", one aspect of which, the recovery of the traditional baranguay system, is an effort to engage every citizen in planning the future development of his community and nation. The Philippine people and their leadership give every indication of serious and sustained dedication to this crucial undertaking, and there is, therefore, every likelihood that their achievements will contribute significantly to the mainstream of world culture. For these reasons in particular, the Institute of Cultural Affairs believes the Republic of the Philippines to be a highly appropriate site for a Human Development Project.

### consultants

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. The ICA is a not-for-profit, tax-exempt corporation registered in the Republic of the Philippines. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving twenty-three nations. In the Republic of the Philippines, the Institute maintains offices in Manila, Davao, and Cebu. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on federal state and municipal levels as well as from private foundations, corporations, trusts and concerned individuals.

## PROJECT PRESUPPOSITIONS

The human development work of the Institute of Cultural Affairs is guided by fifteen operating principles. The first set of five principles apply to the formation of the entire project. First, social and economic development measures must be taken simultaneously in order to provide comprehensiveness and depth. Second, the efforts of the public and private sectors must be coordinated to provide creative support for the project as a whole and for its constituent parts. Third, local leaders and outside consultants must participate together in the planning to assure that the project is locally authentic and globally relevant. Fourth, community residents must be involved from the outset in planning and actuating the project if it is to be realistic and enduring. Fifth, the local project must be viewed as a replicable model, one which is potentially usable in other communities at the provincial, regional and national levels, in order to capture the imaginations of those concerned for the whole task of national redevelopment and to sustain the disciplined energy of the local actuating forces themselves.

formation

Effective economic development on the local level rests upon five more specific principles. First, the local forces must imagine that the particular community is a self-contained, independent economic unit. Second, schemes must be devised which will dramatically increase the flow of monies into the community to enlarge the local working capital. Third, as much of the externally injected monies as possible is to be retained in the community for as long as possible. Fourth, such monies need to be rapidly and continuously circulated before leaving the local situation. Fifth, though the community must build its own economy, it must function in harmony with more inclusive economies on the district, regional, federal and global levels.

economic

Within the arena of local social development, there are five principles as well. First, the geographical boundaries must be clearly delineated in order to build the community's self-identity and focus its efforts on the project locus. Second, all human problems are to be dealt with simultaneously, since they are always interrelated within any community. Third, the depth human issue must be discerned and addressed by confronting the specific and unique human contradiction beneath all the socio-economic contradictions. Fourth, all existing social groups, and people of all ages, need to be intentionally involved in the effort to recreate the community. Finally, social symbols become the key to profound social alteration, as they provide the sense of unity that enables people to engage in the practical work of the project.

social

## PROJECT CONSULT

task

The key to planning a Human Development Project is a Consult involving ICA staff, outside expertise and local community people. The purpose of the Consult is to elicit from the local residents a comprehensive practical plan for the community's renewal. The first task is to identify the community's operating vision of the future. Second, the Consult discerns the underlying contradictions which are preventing the realization of that vision. Third, the Consult builds a set of practical proposals for dealing with these contradictions and actualizing the future social structures of the community. Fourth, the Consult designs tactical systems by which the proposals may be actualized locally. Finally, it constructs the programs through which the tactical systems can be set in motion. Consult methods allow a comprehensive project model to emerge from the aspirations and efforts of the people themselves, so that it is grounded concretely in their own future.

design

The Human Development Consult is more a dynamic process than a fixed structure. The encounter with new methods and the necessity of dealing comprehensively with all the issues facing a community puts a certain pressure on both the local residents and the visiting experts. Consequently, a certain flexibility is essential to the week's flow and the length of the Consult. A Consult normally runs for one week. The orchestration of the time is as uncomplicated as possible, with each section of the Consult design taking about one day. The specifics of the time design are modified in relation to the time design of the community. Since the practical work of the Consult is done through team structures, the design allows for a maximum amount of time in team activity. This permits a latitude within which the teams may create their own designs to include field trips and other activities according to the requirements of their particular work. Special events and celebrations are included in the overall design.

product

The Consultation Summary Statement is a document which reflects and interprets the research and practical plans of the Consult. An inclusive overview of the Consult is provided in the introductory Prologomena. The document then delineates the methodological steps in five major sections. In the Epilogue, consideration is given to the task of project implementation which will be carried out by the local people during the weeks and months that follow the Consult. Within this last section the issues of project personnel, phasing and funding are addressed. This summary report becomes a highly practical tool. The social research upon which it is based is drawn from local citizens and is intended to focus their concerns, hopes and dreams upon the task of reshaping community. The document itself, therefore, symbolizes the participation of the local people in practical decision-making about their future. The document will also be used as an educational tool for quick and effective training with local leaders and citizens in the principles and methods of comprehensive community renewal. Finally, the document serves as a handbook for all who will work to put the model into effect, and as a guide to those who will work to replicate this Human Development Project.

## PROJECT IMPLEMENTATION

signs

The rapid actuation of a Human Development Project is as important as designing an effective plan. An immediate demonstration of practical and inexpensive methods for solving major village problems is required in order to gain the whole-hearted participation of the local residents. To accomplish this, a highly visible problem in the community's life is identified and transformed into a symbol of hope. In the Kawangware Project, on the outskirts of Nairobi, this took the form of transforming the village square, which had always been a sea of mud during the rainy season, by draining it in a single day, as the first visible sign of a six-week program to provide the community with a modern drainage system. Such practical signs of effectively handling serious problems re-create the actual social context of a community and generate motivity for the sustained actuation of the project.

engagement

Effective actuation also requires that as many local people as possible be immediately engaged in implementing the programs. This is so that the development plan may become the practical vision of many who were not part of the initial Consult. Meetings are held at which Consult participants, local leaders, project staff and interested residents plan the actual implementing steps for each program. Quarterly public meetings to report to the community on accomplishments and future directions elicit both wide support and new participation. In the Majuro Project on the Marshall Islands, a trip to all twenty-three inhabited atolls was made by business and community leaders to tell the story of the Consult and explain the programs. This resulted in helpful insights about implementing the programs and in the involvement of a large number of the outer-islanders. Such means of gaining broad-based local participation are essential for sustaining program actuation.

replication

Successful actuation of a development project in any local community also depends upon the early creation of a practical plan for its replication across the society of which it is a part. Such a future projection is critical for sustaining people in the comprehensive development task, and each project includes from the outset initial steps toward replication. In Kwangyung Il, the pilot village of the Jeju-do Project, local leaders systematically visited other villages, told the story of the project, and invited the leaders of neighboring communities to visit the project. Before the end of the first year, "town meetings" are planned for selected villages to enable their citizens to discuss their particular challenges and create initial proposals for the future. By the start of the second year, many of these communities may be expected to hold their own consults and begin to actuate their own development projects. Some such scheme of ongoing replication is critical for each human development project.

## PROJECT SUPPORT

### training

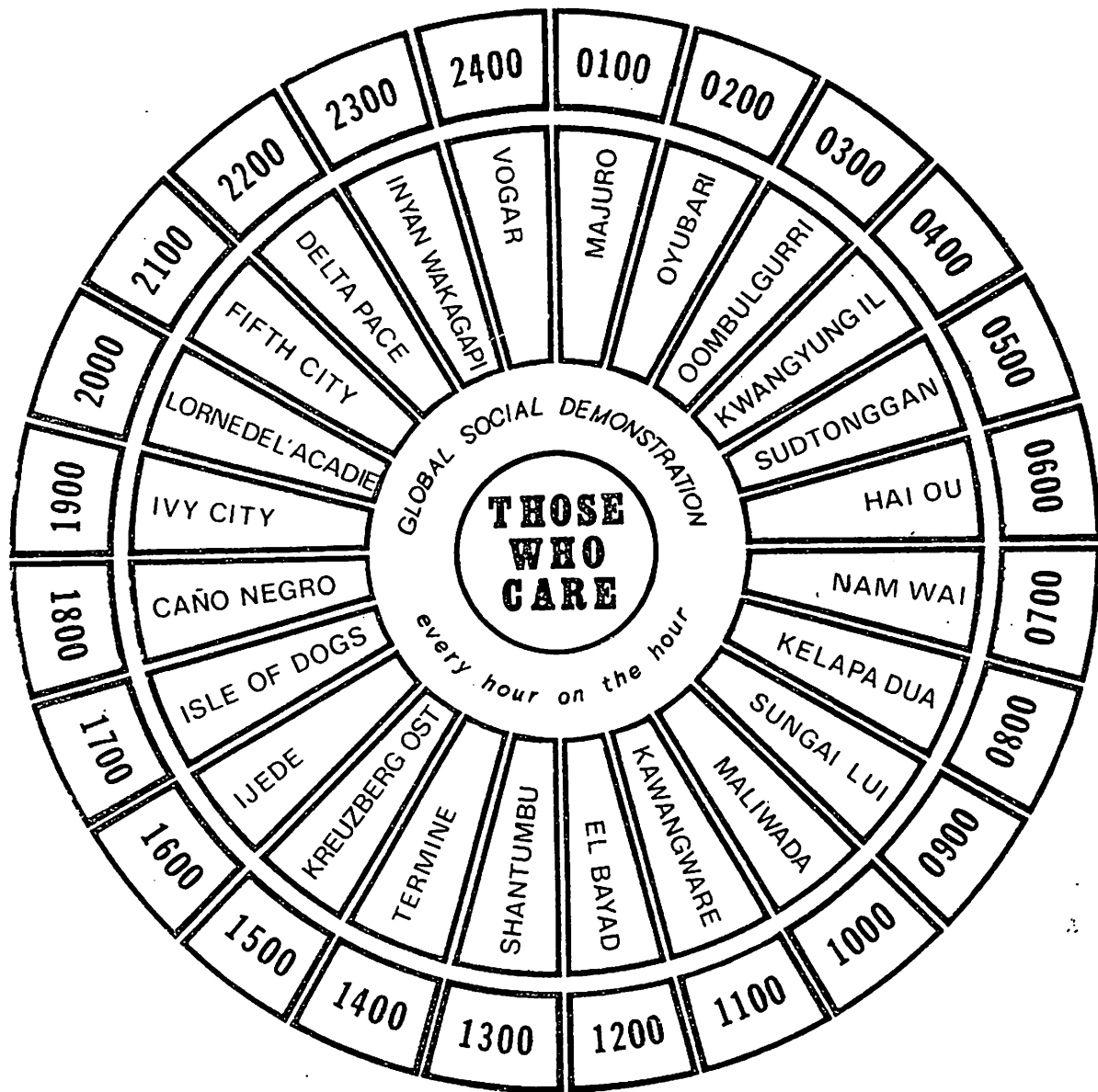
From the outset of a Human Development Project, at least four distinct training systems are required. The first of these is called for by the programs themselves and usually involves on-the-job training in a number of practical skills and methods. A system of leadership training and practical expertise must also be activated immediately to enable local people to conduct the programs as effectively as possible. A third system will provide more intensive training to those who will bear responsibility for major aspects of the project. In addition to these community-wide training systems, a residential Social Methods School will be made available to those who wish to play leadership roles in the project's replication. The Institute of Cultural Affairs is prepared to assist in preparing the curriculum models and designs and providing the teaching staff for these needed training systems.

### staff

Local people themselves provide much of the program staff for a Human Development project. Within four years of its initiation, total local staffing is projected. Initially, however, two other types of staff must be provided from outside. The first type are consultants, with the specific expertise needed to actualize certain of the programs, who could spend from a month to a year in residence. The second type is an auxiliary staff to live and work in the community for at least two years, training local people in a variety of actuating skills. Consultants and auxiliaries will also be needed for replication communities. The Institute of Cultural Affairs is prepared to provide the necessary auxiliary staff to the project community and to assist in securing the services of consultants and in developing the replication staffing designs.

### funding

A comprehensive funding system must be quickly implemented to support a Human Development Project. Although finally the local people must themselves assume responsibility for the basic costs of the project, it is obvious that back-up assistance is required at the outset. The overall funding needs of a Human Development Project are surprisingly low. Injected amounts generally taper off since all programs are designed to be self-supporting by the end of the third or fourth year. Much of the infused capital will remain in the community in the form of salaries or capital investment. The replication phase of the Project will require a minimum of special funding over and above the training program expenses. The Institute of Cultural Affairs is ready to assist in procuring cash or in-kind contributions for program enablement and development.



May 1977

# ORGANIZATIONAL CHART — toward the actuation of comprehensive HUMAN DEVELOPMENT PROJECTS — on the local level

ICA

I. The Assembly - II. The Secretariat - III. The Commissions - IV. The Guild Network - V. The Stake System

