

THE INITIATION  
OF  
THE ARIZONA NATIVE-AMERICAN HUMAN DEVELOPMENT PROJECT

Submitted To  
THE AETNA LIFE AND CASUALTY COMPANY

April 14, 1978

By  
The Institute of Cultural Affairs  
4750 North Sheridan Road  
Chicago, Illinois 60640

**ICA** THE INSTITUTE OF CULTURAL AFFAIRS  
CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

April 14, 1978

Mr. Robert H. Roggeveen  
Aetna Life and Casualty  
151 Farmington Avenue  
Hartford, Connecticut 06156

Dear Mr. Roggeveen:

The Institute of Cultural Affairs is grateful for the opportunity that Aetna Life and Casualty has given us to more effectively respond to the needs of the American Indian.

Enclosed with this letter is a proposal of \$25,000 for the Initiation of the Arizona Native-American Human Development Project. The grant will launch a demonstration project in a degenerate Native-American village. The village will become economically and socially self-reliant through maximum community participation and minimal, but necessary, external support.

Therefore, we feel confident from our experiences in other ICA development efforts, the project village will serve as an example --a replicable model--for other Native American villages in North America.

The grant requested will be used to select the village, to conduct a week planning consultation with the local people and to initiate all the newly created programs to build community momentum for the two-year project beginning May 1978.

Attached is a description of the initiation process, a budget, various charts regarding actuation comprehensiveness and phasing and an ICA tax-exempt status statement.

Should additional information be necessary, Mr. Roggeveen, please let me know.

Respectfully yours,

  
James Troxel  
Program Development

JT:el  
Enclosures

## PROJECT DESCRIPTION

### Definition

Human development has become the moral issue of our time. Throughout the world, local people are demonstrating a readiness for effective engagement in their communities. Those deeply concerned about human community know that the key to society's future is the emergence of practical signs of new hope for local socio-economic development. In response to this, the Institute of Cultural Affairs has developed a method of inclusive community reformulation and is making this means of development available to communities in a variety of locations around the world. Each project is intended to be a demonstration sign at the grass roots level, as well as an appropriate model for rapid replication in other locations within a society. The Institute's approach to socio-economic development on the local level is predicated on the belief that when given the methods, local people are eager and willing to take responsibility for planning and implementing the future of their communities.

### Location

A small village on a Native-American reservation in the state of Arizona will provide an excellent laboratory for such a project. The state of Arizona has the largest number of Indians located on 25 different reservations. 90% of the state land is owned by the public sector; 30% of those lands is owned by the tribes themselves. Currently Institute staff has narrowed the location of the project site to either a Navaho or an Apache reservation and likely the later located on the San Carlos or Fort Apache reservations. A small village of roughly 500 will be selected as the site of the Arizona Native-American Human Development Project.

### Agent

The Institute of Cultural Affairs is a global training and demonstration organization concerned with the human factor in world development. Originally a program division of the Ecumenical Institute, the ICA became incorporated in 1973 and is presently headquartered in Brussels, Bombay, Canberra, Chicago, Hong Kong, and Nairobi. It is registered in 19 nations. The ICA is supported by private foundations, corporations, government program grants, religious bodies and concerned individuals. The major program being supported is comprehensive socio-economic development in local communities. Such projects are being conducted in 24 urban and rural settings around the world in 19 nations. Four such projects are located in the United States and the Institute plans to initiate an additional 12 projects this Spring. They will be in communities of apparent need and will include rural, black, Appalachian, Native-American, and Mexican. The intent of each project is to allow the community to become self-sustaining socially and economically within two years.

## PROJECT PREPARATION

### Site Selection

Virtually any local community provides the elements for a human development project. There are five guidelines, however, which serve as reference for the selection of a site. First, the project is to be a demonstration of the possibility of comprehensive development in any local community and therefore, is representative of other local situations, is visible and is accessible. Second, a potential location is characterized by apparent hopelessness and the absence of community projects. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. Fourth, local and outside perspectives are required in planning a project. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. In Arizona, the Institute has already received several invitations from small towns and staff representatives will be interviewing and researching prospective sites during the month of April 1978.

### Staff Training

The Institute intends to provide a team of eight people who will become the auxiliary staff of the project. These people will participate in an one-week training program in May 1978, which will be held in the already existing Native-American Human Development Project located near Cannonball, North Dakota in a village called Inyan Wakagapi on the Standing Rock Sioux Reservation. The training consists of the accumulated wealth of experience gained by the Institute over the last 20 years in community development. The latest findings from the existing human development projects will be shared in the form of four 200-page manuals. Immediately after the training session, the staff will move into the selected community for the two-year project and will begin the base line statistical analysis in preparation for the week planning consultation. They will also conduct a one-day Town Meeting to acquaint the residents to the methods of community planning employed by the Institute.

### Replication Scheme

Successful actuation of the Arizona Human Development Project will depend on the early creation of a practical plan for its replication across other reservations. Such a projection is critical for sustaining the local citizens in the development task so as to see their efforts on behalf of the larger society. Upon initiation of the project, local leaders will systematically visit other villages, telling the story of the project and inviting leaders of neighboring towns to visit the project. Before the end of the first year, Town Meetings will be planned and held for selected communities to enable their citizens to discuss their particular challenges and create initial proposals for the future. Many of these communities may hold their own consults and may actuate their own development efforts.

## PROJECT CONSULT

### Consult Intent

The Arizona Human Development Project will begin with a week long planning consultation, or "Consult", to be held in the selected town, June 18-24, 1978. The purpose of this Consult is to provide the operating guidebook for the two-year development program. Three types of consultants are needed for the successful execution of the Consult. First, outside expertise is needed to provide business and professional knowledge in various fields and the objectivity to the local situation. The Institute is currently enlisting 30 such volunteers. Secondly, the local people themselves are necessary because of their familiarity with the problems. Thirdly, the ICA staff, both the auxiliary who will live in the community and the consult leadership team, whose job is to provide the methodological prowess. In addition it is hoped that scholarships will be provided to enable participation of delegates from other U.S. Human Development Projects. The local residents, however, are the key, insofar as their direct involvement in the planning process enhances their engagement and actuation of programs designed in the Consult.

### Consult Design

The diverse group of consultants act as a unified research body using the methods of comprehensive community reformulation. 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. Fourth, the Consult designs tactical systems by which the proposals may be actualized. Finally, it constructs the programs through which the tactics can be set in motion. This Consult method allows a comprehensive project model to emerge from the aspirations and efforts of the local people themselves which motivates their engagement in the implementation of the programs.

### Consult Product

The Consultation Summary Document is a statement which reflects and interprets the research and practical plans of the Consult. This summary report becomes a highly practical tool. The social research it embodies along with funding charts and phasing models allows for project implementation to occur. The document itself symbolizes the participation of the local people in the decision-making about their own future. The document will also be used as an educational tool for quick and effective training of local leaders and citizens in the principles and methods of 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 the Human Development Project.

## PROJECT IMPLEMENTATION

### Actuation Principles

The Arizona Human Development Project's implementation will be guided by 15 operating principles. The first set of five apply to the formation of the entire project. First, the coordinated effort of both public and private sectors is needed to provide creative support for the project. Second, social and economic development measures must be taken simultaneously in order to provide inclusiveness. Third, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. Fourth, local leadership agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Fifth, the need for sustaining the community's motivity and engagement requires that all planned programs be initiated immediately following the consult simultaneously with emphasis placed on the "keystone" program that will catalyze the others.

### Economic Development

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 unity. 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.

### Social Development

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 contradictions beneath all the socio-economic contradictions. Fourth, all existing social groups, and peoples 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.

## PROJECT SUPPORT

### Benefits

The most direct and dramatic benefit of the Arizona Human Development Project is improved health and increased vitality of the people, enhanced industrial and agricultural productivity and increased leadership and cooperative abilities of local people. By the end of two years, the community will be economically self-reliant. Within the first six months, tangible benefits will be visible. Less directly, the communities which have had Town Meetings will have the opportunity to visit and work in a project and be able to learn the methodologies of community development for their own community. As the replication of the Arizona project proceeds in coordination with the other 16 U.S. projects, the whole nation will receive tangible and intangible benefits which come from contributing toward the upgraded quality of life for the persons and communities involved.

### Budget

The attached Budget Summary Chart shows the estimated two-year development cost of the Arizona Native-American community project to be \$147,500. This includes \$25,000 seed money for selecting the site and initiating the project. Detailed program costs will be made available along with the Consult Summary Document. This \$25,000 seed money will be used to pay the expenses of the ICA's site selection team, train the auxiliary staff, help fund the week long Consult, publish the Consultation Summary Document, and implement all the programs the week following the consult with an additional beat placed on the one program deemed catalytic to enable the whole project to develop rapidly.

### Request

The Institute of Cultural Affairs respectfully requests the participation of the Aetna Life and Casualty Company in the Arizona Native-American Human Development Project. This is a two-fold request involving

(1) the participation of Aetna employees in all or part of the week planning Consult in Arizona--contributing as consultants to the revitalizing of human community.

(2) the financial support of \$25,000 from Aetna Life and Casualty for the initiation of the Arizona Native-American Human Development Project on May 15, 1978--a means of reclaiming the human potential of the Native-American.

# THE ARIZONA NATIVE-AMERICAN HUMAN DEVELOPMENT PROJECT

## Project Initiation Budget

### I. PROJECT PREPARATION - To ensure site selection of a demonstration community and the effective training of auxiliary staff

#### A. Site Selection

Travel - Air and Ground for 15 days	\$1,500
Community Surveys	300
Town Meeting	1,200

#### B. Auxiliary Training

Operating Manuals - 4 manuals, 8 people	800	
Room and Board/Faculty and Auxiliary		
6 days, 10 people, \$20/day	1,200	
Audio Visual	500	\$ 5,500

### II. PROJECT "CONSULT" WEEK - To ensure adequate preparation of the community and effective involvement of the consultants during the consultation

A. Facility Preparation	\$2,500	
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B. Leadership Team Travel		
4 people at \$200	800	

C. Materials and Equipment	1,700	
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D. Room and Board		
30 Consultants at \$100	3,000	\$ 8,000

### III. PROJECT INITIATION WEEK - To ensure the immediate and comprehensive launching of the project

A. Consult Summary	\$1,000	
Document Production: Paper, Process		
Printing		

B. Staff Residence/Program Center Rehabilitation	2,500	
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C. Program Initiation	4,000	
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D. "Keystone" Program Intensification	4,000	<u>\$11,500</u>
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Total		\$25,000
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ICA: Chicago

## SITE SELECTION CHECKLIST

CRITERIA	ELEMENTS AND ASPECTS			
I VISIBLE SUFFERING	GENERAL HEALTH	LOCAL HOUSING	PUBLIC FACILITIES	AVAILABLE EMPLOYMENT
II RAPID CHANGE	SYMBOLIC FORMATION	FACILITY CONSTRUCTION	SERVICES INSTALLATION	GEOGRAPHIC ALTERATIONS
III SYMBOLIC POTENTIAL	COMMUNITY LANDMARKS	LOCAL HISTORY	REGIONAL GIFTS	NATIONAL SIGNIFICANCE
IV EASY ACCESS	REGULAR TRANSPORT	NATIONAL CENTRALITY	AIRPORT PROXIMITY	AVAILABLE COMMUNICATION
V LOCAL RECEPTIVITY	GENERAL READINESS	UNIQUE FEATURES	LEADERSHIP ACCORD	LOCAL INVITATION
VI GEOGRAPHIC DESIGN	DELIMITED LOCUS	NATURAL BOUNDARIES	MANAGEABLE POPULATION	PUBLIC MOBILITY
VII PHYSICAL ORGANIZATION	STRUCTURAL COHESIVENESS	SPACE DESIGN	GATHERING PLACES	IMAGINAL UNIT
VIII DEVELOPMENTAL POTENTIAL	FORGOTTEN PEOPLE	UNPLANNED FUTURE	PROGRAMS RELEVANCE	LOCAL SPIRIT
IX UNUSED RESOURCES	NATURAL RESOURCES	TECHNOLOGICAL RESOURCES	LEADERSHIP CAPABILITY	MOTIVITY VOID
X AUTHORIZATION POWER	PRIVATE SECTOR	PUBLIC SECTOR	ECONOMIC STRUCTURES	SOCIAL STRUCTURES
XI FUNDING POTENTIAL	FOUNDATIONS APPEAL	CORPORATIONS INTEREST	POTENTIAL PATRONS	GOVERNMENT SUPPORT
XII NATIONAL REPLICABILITY	LOCAL SPINOFFS	POLITICAL CLIMATE	SOCIAL STRUCTURES	INTERNATIONAL APPEAL

# THE GLOBAL SOCIAL DEMONSTRATION CONSULT DESIGN

nine days: one work week plus two weekends

ICA Consultants

days 1 & 2

FIVE-DAY CONSULT

days 8 & 9

ARRIVAL  
AND  
ORIENTATION

DISCERNING  
OPERATING  
VISION

LOCATING  
UNDERLYING  
CONTRADICTIONS

FORMULATING  
PRACTICAL  
PROPOSALS

CREATING  
TACTICAL  
SYSTEMS

BUILDING  
ACTUATING  
PROGRAMS

DEBRIEFING  
AND  
RETURN

day 3

day 4

day 5

day 6

day 7

CONTEXT AND TRAVEL

# PROGRAMMATIC CHART

ICA

Toward the Actuation of Comprehensive Human Development Projects on the Local Level

thirty six programs — nine structures — three dynamics — one project

<p>A</p> <p><b>ECONOMIC DEVELOPMENT</b></p> <p>LOCAL PRODUCTIVITY</p> <p>—toward self-sustenance</p>	<p>B</p> <p><b>HUMAN DEVELOPMENT</b></p> <p>LOCAL MOTIVITY</p> <p>—toward self-confidence</p>	<p>C</p> <p><b>SOCIAL DEVELOPMENT</b></p> <p>LOCAL SOCIALITY</p> <p>—toward self-reliance</p>
<p>Enabling local—</p> <p><b>COOPERATIVE AGRICULTURE</b></p> <ul style="list-style-type: none"> <li>1 expanded cultivation</li> <li>2 intensified production</li> <li>3 water delivery</li> <li>4 equipment pool</li> </ul>	<p>Reconstructing local—</p> <p><b>LIVING ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>13 domestic housing</li> <li>14 public facilities</li> <li>15 village design</li> <li>16 essential services</li> </ul>	<p>Creating local—</p> <p><b>PREVENTIVE CARE</b></p> <ul style="list-style-type: none"> <li>25 intermediate sanitation</li> <li>26 total nutrition</li> <li>27 systematic immunization</li> <li>28 primary treatment</li> </ul>
<p>Developing local—</p> <p><b>APPROPRIATE INDUSTRY</b></p> <ul style="list-style-type: none"> <li>5 cottage production</li> <li>6 agro-business</li> <li>7 processing plants</li> <li>8 ancillary industry</li> </ul>	<p>Catalyzing local—</p> <p><b>CORPORATE PATTERNS</b></p> <ul style="list-style-type: none"> <li>17 total engagement</li> <li>18 community commons</li> <li>19 consensus assemblies</li> <li>20 corporate workdays</li> </ul>	<p>Establishing local—</p> <p><b>FUNCTIONAL EDUCATION</b></p> <ul style="list-style-type: none"> <li>29 early learning</li> <li>30 formal schooling</li> <li>31 youth training</li> <li>32 adult education</li> </ul>
<p>Initiating local—</p> <p><b>COMMERCIAL SERVICES</b></p> <ul style="list-style-type: none"> <li>9 common marketing</li> <li>10 local merchandising</li> <li>11 savings &amp; loans</li> <li>12 basic transport</li> </ul>	<p>Recovering local—</p> <p><b>IDENTITY SYSTEMS</b></p> <ul style="list-style-type: none"> <li>21 community self-story</li> <li>22 symbol systems</li> <li>23 corporate rituals</li> <li>24 village celebrations</li> </ul>	<p>Instituting local—</p> <p><b>COMMUNITY WELFARE</b></p> <ul style="list-style-type: none"> <li>33 family development</li> <li>34 women's advancement</li> <li>35 youth task-force</li> <li>36 elderly engagement</li> </ul>

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



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

## — COMMUNITY<sup>I</sup> ASSEMBLY — consensus building - decision making

Socio-economic well being

Community Spirit

Socio-physical well being

III-A

### ECONOMIC COMMISSION

production-marketing-procurement  
finance-management

### SECRETARIAT

II  
coordination

III-B

### SOCIAL COMMISSION

fitness-awareness-prowess  
engagement-initiative

AGRICULTURE  
GUILD  
IV-A

INDUSTRY  
GUILD  
IV-B

COMMERCE  
GUILD  
IV-C

HEALTH  
GUILD  
IV-D

EDUCATION  
GUILD  
IV-E

WELFARE  
GUILD  
IV-F

## V GEOGRAPHICAL COMMUNITY CARE STRUCTURES

local identity - community care - living environment - corporate action - external relations

STAKE ONE

STAKE TWO

STAKE THREE

STAKE FOUR

STAKE FIVE

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Chicago

## THE ACTUATION PHASING PLAN

Phasing			Initiation	Expansion	Acceleration	Maturation	Consolidation
Foci			I. 1st month	II 2nd-3rd mo	III 4th-5thmo	IV 7th-12thmo	V 2nd year
B.	Project Visibility		4	11	18	25	32
		Village Beautific- ation Campaign		Central Nodes Renovation	Community Facilities Construction	Housing Rehabilit- ation Program	Major Construction Projects
C.	Leadership Training		5	12	14	26	33
		Rapid Visibility Projects		Project Labor Force	Community Program Facilities	Economic Enterprise Funding	Long-term Loans and Mortgages
A. P D r e v e l o p m e n t i c	E C O	Agri	1	8	15	22	29
		Indus	Demonstr- ation Self-sus- taining Ventures	Guaranteed Markets Procurement	Business Development Center	Commercial Skills Training	Long-range Investment Systems
		Comm					
	H U M	Envir	3	10	17	24	31
		Unity	Community Center Completion	Village Voice Publication	Project Accomplish- ments Celebration	Program Facilities Completion	Public Works Expansion
		Ident					
	S O C	Health	2	9	16	23	30
		Educ	Community Pre-school Set-up	Health Program Formation	Youth Service Corps	Social Skills Training	Inclusive Engagement Programs
		Welf					
D.	Technical Assistance		6	13	20	27	34
		Total Citizen Involvement		Auxilliary Trainee Selection	Program Task Forces Formulation	Projects Leadership Interchange	Formalize Organization- al Structures
E.	Funding Integration		7	14	21	23	35
		Consult- ation Actuation Trek		Social Acceleration Trek	Economic Acceleration Trek	Leadership Expansion Trek	Managerial Systems Trek

COMPREHENSIVE  
SOCIO-ECONOMIC  
DEVELOPMENT

SUMMARY  
PROJECT BUDGETS  
Two Years

ICA: CONSULTANTS

FIRST YEAR	<p>SEED MONEY <u>\$25,000</u></p> <p>Site Selection Training Consultation</p> <p>PROGRAM MONEY <u>\$75,000</u></p> <p>Health 9,900 Education 21,850 Agriculture 22,700 Industry 11,850 Community Improvement 8,700</p> <p>TOTAL <u>\$100,000</u></p>
SECOND YEAR	<p>PROGRAM MONEY \$47,500</p> <p>Health 6,000 Education 15,600 Agriculture 16,400 Industry 3,600 Community Improvement 5,900</p> <p>TOTAL <u>\$47,500</u></p>
PROJECT TOTALS	<u>\$147,500</u>