



THE PISINEMO EXPERIENCE

Pisinemo Human Development Project is on the Papago Reservation in Arizona. It includes Pisinemo, Santa Cruz and San Simon, with a total population of over 500. In a week-long consultation held in October, 1978, the three communities created a two-year development plan.

Dramatic changes have occurred since. As one local leader put it, *"We are proving we can do something worth-while without depending on anyone but ourselves."*

The **Santa Cruz Farm** produces fruit and vegetables for sale in the district. Originally on two-acres farm is now expanding to ten, and other plots are being started by families whose interest in farming has been renewed.

The **Wapkonakud**, or laundromat, was built by volunteers, and employs three. During its first 13 months, it repaid all of its start-up costs and showed a profit.

The **Adobe Brick Plant**, initiated last fall, is producing 400-500 fired-adobe bricks per day. Originally conceived as a supplier to the Tucson market, its production to date has been sold mainly in Pisinemo itself. The plant employs seven.

The **Buffalo Head Community Voice** is published bi-weekly. Volunteers plan the paper, write articles, and sell ads and subscriptions. The paper is self supporting.

Other activities include: arts & crafts, an annual Fun Run, several basketball teams, weekly movies and a 4-H club. A Windmill Park was created by over 50 volunteers one Saturday in Pisinemo; a Children's Park was built in Santa Cruz. A Health Office was renovated and is now in operation. Roads have been graded and washes bridged. *Pisinemo is alive!*

What does a small town in Southern Arizona have to do with you?

Pisinemo is attacking one of the great contradictions of present-day society — the false conviction that we are powerless as a people — the illusion that our destinies are at the mercy of forces beyond our control. Therefore, what happens in Pisinemo over the next year has to do with you, for to the extent that the people there attain self-sufficiency, so do you.

Won't you please help?

.....
Yes, I want to help provide scholarships for the Human Development Training School.

I am enclosing \$_____.

Name: _____

Address: _____

Telephone Number: _____

☐ Please send me additional information about the HDTS.

Mail contributions to: The Institute of Cultural Affairs
119 E. Coronado, Phoenix, Arizona 85004

REPORT FROM THE CANNON BALL AND PISINEMO PROJECTS

The Cannon Ball Human Development Project recently celebrated (completion of) its fifth year and Pisinemo its third year. These few years mark significant changes on the reservation. The present administration's reevaluation of the role of the Federal Government in Indian Country places a high value on economic development. The Cannon Ball and Pisinemo projects have held this value since their initiations and now draw close attention by Tribal Officials.

Leadership of the Standing Rock Sioux Tribe point to Cannon Ball development as its standard for the new economic direction. On the Papago Reservation, in-depth planning is underway with all eleven districts establishing local ventures and training leaders. This attention, in light of changing times, places a dual responsibility on the Institute and its relationship to these projects. First, to make sure that the development effort is a replicable model that will point to a new economic future and second, that these efforts have the foundational financing, management and expertise to build confidence for their broader application.

The Human Development Zone potential in each project is obvious. The next ten years across the reservations and the whole of Indian Country will be crucial if Native Americans are to respond to the national challenge of local self-sufficiency. Sophisticated economic development is the vehicle for human development and the key sign of significant care for this nation's poorest of the poor.

CANNON BALL

Five years of development efforts have allowed the community of Cannon Ball, the Standing Rock Sioux Tribe and the ICA to discern the foundational elements of human development on the reservation. These elements are: First, the need for business in the reservation setting. Residents of Cannon Ball must travel 25-40 miles for services and jobs. Second, the vast potential of land and water resources must be effectively utilized. This can be done most effectively through small-scale agricultural development. Third, the structures which insure community participation and control of local ventures, as well as provide the financial, management and technical assistance, must be fully established and effectively functional. Finally, the learnings of human development must be shared with the broader tribal community. Then tribal development efforts can be effectively channeled to other communities on the reservation. Each of these basic directions has detailed maneuvers in the next six months to move them one step closer to realization.

Stabilized Business Development has been a particularly important aspect of Cannon Ball's human development. In December 1981, a \$400,000 mini-mall was completed to house a full-line grocery store, laundromat, cafe and post office. \$250,000 of financing is now being sought for equipment and inventory to start these new businesses. Cannon Ball Industries' success is a sign of maturity. A high growth manufacturing concern with 1980 sales of \$10,000, 1981 sales of \$100,000 and 1982 projected sales of \$500,000, requires additional working capital, effective management personnel, and long-term facility improvement, to develop an efficient operation and continued market growth.

Small Scale Agricultural Development provides the largest but most elusive economic potential. After four years of experience with Cannon Ball Truck Farm, little headway toward a self-sufficient farm has been made. This seems largely due to inconsistent business structure and management. Agriculture requires a high degree of individual initiative and commitment. Individual farm enterprises must be established and cooperative practices structured to allow for the most effective use of capital input. The truck farm needs to become the prototype of small farm development needed on the reservation.

Strengthened Community Organizations. The Cannon Ball Development Corporation is now being restructured to include a lawyer, banker and accountant. During fiscal year 1982 the Development Corporation expects to receive \$30,000 in lease revenues from the Mall and Industry. Overall management continues to be the struggle and this revenue will allow for a fulltime Corporation staff to provide accounting and financial assistance to local businesses. In addition, an executive committee will meet regularly to plan current needs and channel future expansion efforts.

Tribal Development Extension. Because of shifting government commitments, the private strength of Cannon Ball's development highlights its success in the eyes of most tribal leaders. We are consulting weekly with the tribe on its future economic direction. In addition, other reservations are beginning to ask for assistance. Distilling our learnings and providing training opportunities as well as on-going consultant advice will become increasingly important in meeting these extended obligations.

PISINEMO

The miracle of the Pisinemo project can only be understood in the context of a reservation whose per capita income is \$983 a year and where at present there is a 70% unemployment rate. The past failures of both tribe and government bear witness to the success of the Pisinemo business and agricultural ventures. The three young and growing Indian owned businesses in Pisinemo can be matched by only two other small businesses owned by Indians throughout the rest of the Papago reservation. These three Pisinemo business ventures are prototypical for the rest of the tribe. Another side of the miracle has been the training schools which were representative of the eleven districts of the Papago reservation and three additional tribes. A genuine desire for the practical "know how" of human development was present. The third and perhaps most significant aspect of the Pisinemo miracle has been the creation of business management and bookkeeping teams. Each business has an Indian manager and bookkeeper that work hand in hand with the two ICA staff. Effective management and fiscal planning and accounting are the backbone for successful business ventures and traditionally have resulted in past failures. The next six months require continued, but controlled growth, that reflect solid markets beyond Pisinemo. This growth can be supported and developed through the effective expansion of the present four-sector coalition of the church, tribe, corporation and government, that have played a vital role to date.

Business development in Pisinemo has captured the reservations imagination. The Adobe Brick and Construction Company has built housing, community buildings, basketball courts, and district offices in Pisinemo and three other districts. \$80,000 of new business went through the books in 1981. Final work is presently underway on a \$70,000 community center and office for Pisinemo. The company has ten employees. The Laundromat has continued to grow increasing revenue by 400% over 1980. New machines have been purchased and a cafe begun. The question of short-term financial stability has given way to long-term ownership and management concerns. The construction company needs to continue to expand its small market beyond Pisinemo, fighting a difficult economic forecast for the reservation.

Agricultural development on the reservation represents the best opportunity for major economic expansion. The project is awaiting word on funding for a \$300,000 farm proposal. Included in the proposal is expansion of the present Santa Cruz farm in Pisinemo and additional farm programs with three other districts. Everyone is ready and anxious to begin the experiment. Immediate six-month plans call for increasing the Santa Cruz farm from 10 to 24 acres and solidifying farm salaries through the support of regular outside markets.

The Pisinemo Development Authority is now in control of local development. The PDA is the first such organization on the reservation. Nurturing and training this ten-person board is a serious challenge over the next six months. They are responsible, at present, for the Adobe Company, Laundromat/Cafe and the Santa Cruz farm, generating \$250,000 in capital and revenue. This is up from zero just fifteen months ago. The board represents the prototype local development form which must now demonstrate its competency in handling management decisions, personnel policy, and fiscal responsibility for the three businesses and nineteen employees of the PDA. The tribal leadership is watching closely for local success in the light of past failure which made their decision to risk with the PDA so difficult.

Reservation-wide planning will gain new scope in February when the second such conference begins. In September, 1981 representatives of all eleven districts and half of the tribal council met in Tuscon to objectify fall-quarter strategies. The February meeting will plan for the first half of 1982. This reservation exposure has increased requests for ICA consultations, the appearance of district newsletters and detailed planning on special projects related to farming and local business development in other communities.

Long-Term Implications

The positive success of these projects today is based on seeing the critical role of local development. The future depends on commitment to the continued infusion of sophisticated management systems and effective personnel, major capital investment, and outside expertise. A ten-year track record is necessary to assure local self-sufficiency. The question addressed to the Institute is, "If not us, who?" The obligation the Institute of Cultural Affairs assumed, not only in relationship to Cannon Ball and Pisinemo but for all of Indian Country, requires bold new steps to forge effective local coalitions who will accept the challenge of local replicability. The framework of these four-sector coalitions are now present. Continued commitment by the ICA is also required to assure the long-term effectiveness of efforts made to date.

The project phase is completed. The challenge is clear. The commitment required here can be equated to India, Africa and Southeast Asia. A demonstration has happened, the reservations across Indian Country stand waiting.

THE INSTITUTE OF CULTURAL AFFAIRS
Pisinemo Human Development Project
Santa Cruz Demonstration Farm

PROJECT SITUATION

Location - Papago Indian Reservation, Arizona
Population - 15,000
Demonstration population - 500 comprising 3 villages
Initiation date - October, 1978

PROJECT INTENT

- Comprehensive socio-economic development
- Making one of eleven districts a replicable model
- Train local leadership
- Enable private enterprise through local initiative
- Build base for future development

PROJECT ACCOMPLISHMENTS

Unemployment

- Reduced from 68% to 46%, 46 new jobs

Pisinemo Development Authority

- Established with ten elected board members

Three new companies

- Established burnt adobe brick factory and construction company, laundramat and desert plant nursery

Public services

- Santa Cruz village electrified and sewer lines being installed into pisinemo

Health services

- Diet club organized to deal with prevalent diabetes and high incidence of overweight from a carbohydrate excess diet; Alcoholic Anonymous has been revitalized and meets regularly

Environment

- One of two Arizona communities to receive the Governor's Award for Environmental Achievements
- Extensive road improvements, murals, directional road signs, renovated church, quarterly clean up days, parks in two villages, cultural celebration center (Feast House), Little League formed and ball field built, Youth club organized, new basketball court lights, one hundred trees planted, restored adobe homes, restored wells,

Training

- Over one hundred district residents trained in practical skills and leadership methods during 1979 - 1980
- Five practical skills training workshops for Reservation residents in Agriculture, Housing and Industry, Adult Education, Small Business and Community Life in 1981

THE INSTITUTE OF CULTURAL AFFAIRS
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Santa Cruz Demonstration Farm

FARM ACCOMPLISHMENTS

Demonstration Farm acreage - October, 1978 - 0 acres;
July, 1979 - 2 acres; July 1980 - 10 acres; May 1981 -
20 acres
Employs nine people
Average annual gross per acre \$3700
Thirteen varieties of vegetables and devil's claw for basket
weaving
Equipment Acquisition - 40 horsepower diesel tractor with
fertilizer spreader, rototiller, planter and cultivator
and electric motor for irrigation pump
Trickle irrigation experiment on 0.5 acre in October, 1980 .
Twenty one family garden plots

FARM NEEDS

Farm expansion	
- From 20 to 30 acres (\$500 @ acre)	\$ 5,000
Equipment	
- Spraying and landleveling implements for tractor, chilling system, welding tools	13,000
Upgrade pumping facility	
- Electric submersible pump	2,000
Trickle irrigation	
- Expand from 0.5 to 5 acres (\$2000 @ acre)	9,000
Training and operating costs	13,000
Institute of Cultural Affairs	
- Management and operations	<u>8,000</u>
Total	\$50,000

PISINEMO CELEBRATION --- May 19, 1979

Santa Cruz Feast Day--Feast of Holy Cross (Annual Event)
400 people participated

Miracle: Transformed village--model village. Space design is a recovery of traditional.

1. New land fill--general clean up-trash, weeds, etc.
2. Completed feast house (community center), new octotilla fence, new ramada (shade porch)
3. Removated church--complete repaint, in/out. New decor, altars. Bulletin Board, New cross on top.
4. Public space prep. New band shell, painting around band area, new trash barrels.
5. New children's play park, new equipment, new trees.
6. Village welcome sign
7. Sign on designated space for Demonstration Farm.

THE Happening:

1. 2 major workdays with village people/people from other villages village leaders/ people from Tuscon and Phoenix----
3 working task forces---youth club did the park.
2. Local fund raising to pay for part of the celebration
3. 25 from outside the vilage at the Feast--noticable welcome from villagers
4. the village visibility--is now a model village.

How did it accelerate the Project:

1. significant new participation--broadened the core
2. visibility--recovery of village tradition in midst of initiating wfake care. turned on one stake.
3. significant catalysis--their planning and project. Style of HDP enabled local folk to do great event.
4. Dealt directly with the cultural and religious life of community
5. Overall acceptance and good wall in community.

Learnings:

1. in maneuvering--look for major openings that have broad support and move with strength.
2. Miracles--touch the cultural tradition /religious heritage--enlivens people's spirit.
3. Training took place with village leadership finding people's creativity
4. Event gives permission to seek outside resources by the people.
5. Enabled corporate sense of urgency--all plans went through the Village Council.

SCHEDULE OF EVENTS:

8am----Mass

after Mass---cowboys brought 2 hig cows to front of church for Father's blessing--their they were butchered while 2 piece band played and the Snake Dance was done.

10 men took 4 hours to cut up the meat.

4pm--Rosary at church--parade to shrine at edge of village for ceremony of rosary--arches of flowers--return to church.

5pm--women go among people with Papago baskets full of sweet bread til all of it is eaten.

7-9pm--Feast of chile beef, etc.

9- til day break--Dancing, "Chicken scratch music"(Mexican)--People in church all night singing songs to Mary

Papago visions get helping hand

BY MARIA I. VIGIL
Citizen Staff Writer

PISINIMO — Saturday was a day of "miracles" for the 366 Papago Indians who live in the Pisinimo district of the Papago Indian Reservation about 100 miles southwest of Tucson.

Lights were installed above the community basketball court. The court markings were freshly painted. An old, cluttered storage shed was transformed into a Papago Cultural Center displaying baskets, pottery and pictures of activities of the Papago people.

For the first time, a table-size model of the district was constructed by the Indians. "I got lost in my own

"Our second day," said Griffin. "we asked the people, 'Okay, if this is your vision, why don't you have it? What blocks you from realizing your goals?'"

Wednesday and Thursday were spent looking at ways to overcome those obstacles and drawing up proposals on paper to make their dreams a reality.

Many of the residents worked in the late-night hours Thursday and Friday on the tactics they would use in the future, said Griffin.

For the Papagos, as for the residents of the institute's other 100 Human Development Projects around the world, it was the first time they had seen their desires, problems

'I got lost in my own land,' said one Papago of a district model.

land," laughed one Papago man when he could not remember where houses began and roads started as he worked on the model.

Down the dusty road, in the often-bypassed village of Santa Cruz, a bright red and black symbol and the village name in Papago and English were painted on the water tower.

The outside wall of the trading post in San Simon had been prepped with a base coat of paint for a future mural. A handmade and hand-decorated bulletin board was hung there.

These "working miracles" — physical improvements made by the Papagos in their own community — served as signs of things to come within the next two years as the Papagos work with six staff members of the Institute of Cultural Affairs.

The "miracles" were only the visible results of a consultation period last week in Pisinimo. Members of the institute, a nonprofit volunteer group dedicated to keeping small communities alive through citizen participation and resource development, spent the week "asking the right kinds of questions" of the Papagos, said institute member Robert Griffin.

"Only a local community knows what it wants," he said, "and only they will do it. On Monday, we asked the people who came to our meeting, 'What is your hope or vision for Pisinimo?'"

After a discussion of their ideas, the Papagos went on a door-to-door

and hopes laid out before them in a seemingly workable plan to better their community.

"It really brought us together," said Richard Jones, a Santa Cruz resident now on the education "team." "I think it will work. I hope it does. But it depends on the people here."

By Saturday, the teams and staff had a professional-looking project package available for all the residents. Charts of their operating vision, the underlying contradictions, the practical proposals and the tactical systems outlined their week's work.

Some of the projects the residents want include boosting business through retail and specialty stores; increasing utilities service by working for telephone service expansion, paved roads and regular trash collection; informing their community by training home advisors and starting career counseling, and a weekly newsletter; establishing practical learning experiences such as craft classes, community cooking and teacher training; and upgrading the village by working on dwelling appearance, building construction, needed renovation and a recreation arena.

The residents realized that some of their past obstacles involved factors of culture identification, employment opportunities, information availability and management experience.

The institute uses similar methods in its other projects that train cor-

'Okay, if this is your vision, why don't you have it?'

poration executives in management planning and social and institutional change.

"When we went out on Monday," said Philip Valentine, a Pisinimo resident working with the group analyzing the agricultural problems facing the residents, "we found out that many of us had the same thoughts — we just hadn't talked about them."

The group returned to the outdoor ramada headquarters full of ideas, excitement and a new sense of community and eagerness, said Valentine. Throughout the week, many continued to leave their daily work (most are cattle ranchers) to attend the daytime meetings. Others were only able to attend at night.

Another of the institute's projects is the town meeting — a one-day community planning and development forum. It was through interest expressed by Pisinimo District community leaders at the Santa Rosa County town meeting in September of last year that the site was selected for a Human Development Project, said Griffin.

This week, institute staff and district residents will compile a booklet on their work and proposals. During the next two years, the outlined projects will be set up and worked on.



o'malley reporter

May, 1979

The O'Malley Companies

Phoenix, Arizona

Indians get laundromat

The Pisinemo Wapkonakud opened for business on February 24. And, O'Malley's had a part in its completion.

Pisinemo is one of three villages in the Pisinemo District of the Papago Indian Reservation in southern Arizona. The Wapkonakud is a new laundromat. O'Malley's Contractor & Wholesale Yard in Tucson donated trusses for the project. The people of Pisinemo gave over 1,400 man hours of labor in building, painting, landscaping and sewing for the building.

On Grand Opening day, about 500 people gathered for speeches, a ribbon-cutting, raffle drawing, dancing, singing and a feast celebrating completion of the Wapkonakud.

The people of Pisinemo will own and operate the Wapkonakud. It's the first in a series of business ventures to be developed and run by the people in that area. Plans are underway for building an adobe brick plant, a desert nursery and an agro-business.

The building program is a Human Development Project being carried out in cooperation with the Institute of Cultural Affairs (ICA). The Institute is a not-for-profit network working in 100 locations in 30 nations. Their support comes from foundations, businesses, churches, concerned individuals and government agencies.

The ICA is convinced that the key to rapid local development is honoring cultural values and diversity, increasing citizen participation and developing resources at the local level. To aid in these programs, ICA provides methods, training and tools to assist a community in fulfilling its vision of the future.

The Wapkonakud is a welcome addition to Pisinemo. During its first week of business, the laundromat reported 153 washes and 88 dryer loads.