

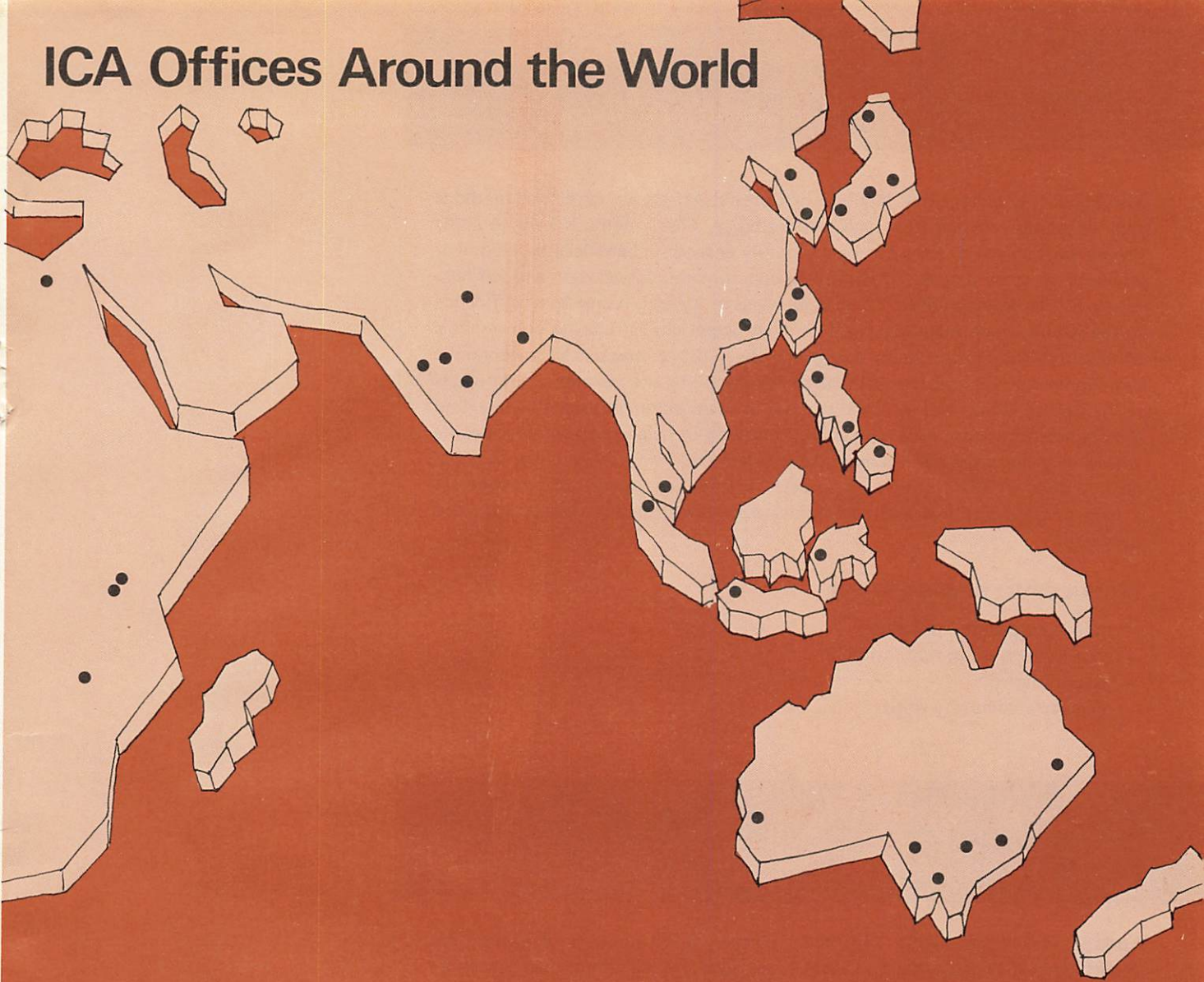
**Human Development  
and the Institute of  
Cultural Affairs  
in Indonesia**



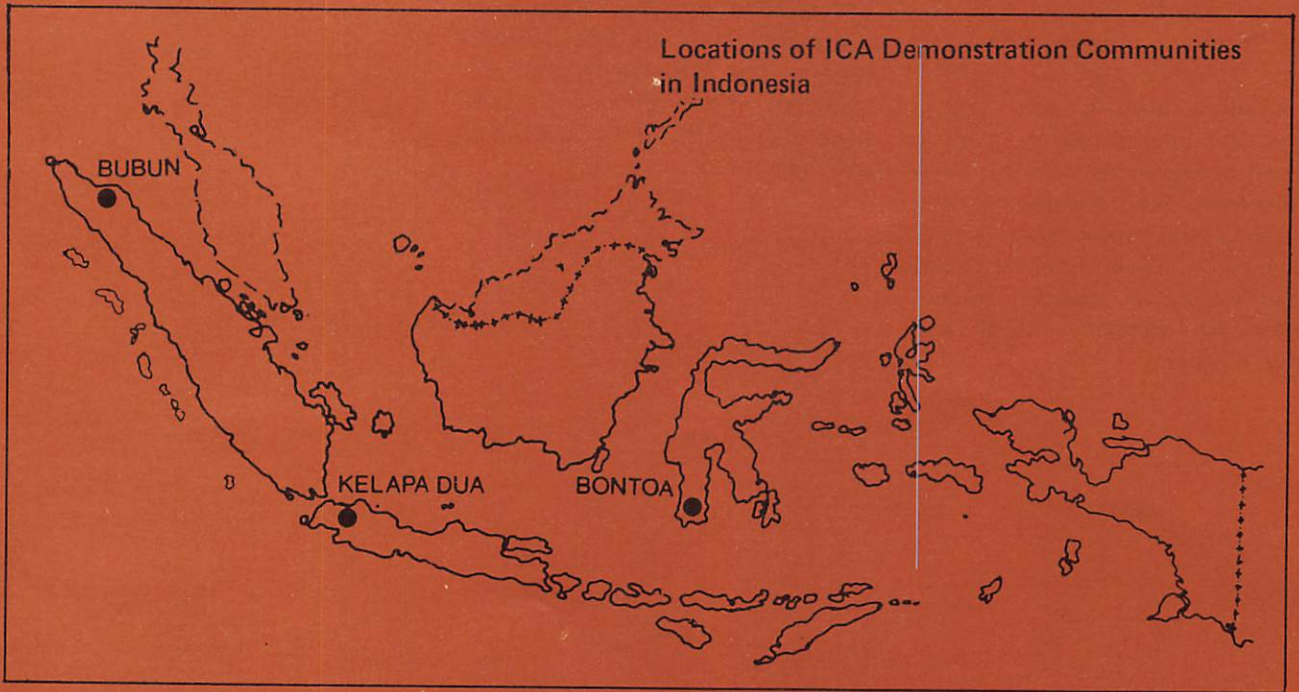
The Institute of Cultural Affairs (ICA) is a research, training, and demonstration group concerned with the human factor in world development, Private and voluntary in nature, the ICA has offices in 32 nations and operates as a not-for-profit, intraglobal organization.

For the past 25 years, the Institute has worked to design and demonstrate practical methods for comprehensive community renewal. The ICA provides methods and planning processes which enable people to implement creative social, economic and human change in their own communities and institutions. Its programs support the growth of local self-sufficiency, self-reliance and self-confidence.

# ICA Offices Around the World



Locations of ICA Demonstration Communities in Indonesia



Throughout its history, the Institute of Cultural Affairs has developed methods that encourage participation and responsibility. These methods help to show people ways in which they can be concretely engaged in beneficial development wherever they are located. This spirit of commitment, cooperation and self-help is key to the development process at all levels of society. It creates a confidence in the future which manifests itself through operational structures and symbols of identity. The human factor emerges in the midst of intensive socio-economic development when the task calls forth responsibility and its momentum elicits participation. When this process appears in local communities, residents find themselves being part of a new vitality resulting in heightened activity. People whose lives are involved in human development find themselves going to other communities to share stories of success. As this new understanding becomes a part of organizational and community operations, human development can continue.

**HUMAN DEVELOPMENT MEANS :**

- trained corporate leadership
- broadened sense of responsibility
- local initiative
- renewed community spirit

**HUMAN DEVELOPMENT : A MULTI SECTOR APPROACH**

Working under agreements with the Department of Social Affairs in West Java and South Sulawesi and the Department of Home Affairs in North Sumatera, the ICA provides participatory planning, and organization and implementation methods to local people to carry on their own development. The ICA's role has been to build a coordinated effort among the public, private, volunteer and village sectors in assuming responsibility for economic, social and human programs.

People from all parts of society are engaged by directing their resources and expertise into the villages themselves where they are most critically needed. The ICA complements this "coalition effort" by providing methods training that elicits motivation and commitment.

"The people on top didn't know the problems of the villagers. The villagers didn't know what it was like to be a person of influence. We discovered that all of us could work together and help each other."

— Village resident describing Medan Symposium

"I came only to watch, but found myself caught up in it. The method was very releasing."

— KADIN officer on Medan Symposium.



H. Ali Noor Luddin, Secretary General attends the Medan Symposium.

A recent example of this coalition effort was seen at the North Sumatera Symposium held in Medan November 14–16, 1980. KADIN, the University of North Sumatera, the Lions Club, PERHEPI and others sponsored the gathering attended by some 100 participants. The ICA provided the format and training for the Symposium entitled, "Human Development in the 1980's," concentrating on the island of Sumatera. The coordinating committee organized the event and managed the funding. Throughout the three days, participants outlined

the issues by dividing themselves into working groups. A typical team included villagers, KADIN members, university professors, ICA staff and representatives of government agencies. Villagers with little education found themselves working side-by-side with people in high public and private positions, sharing insights on the issues and mandates for development.

The final document informed the different sectors in ways all can cooperate to make significant contributions to development efforts.

Since 1976, the major focus of the ICA's work in Indonesia has been the creation of demonstration communities. Situated in Kelapa Dua, West Java, Bubun, North Sumatera, and Bontoa, South Sulawesi, the three Human Development Projects are examples of how communities can become self-reliant through comprehensive social and economic development. They began with two week long consultations during which volunteer consultants, local villagers and ICA staff created a plan together encompassing all aspects of community life.

Following the consult, a team of auxiliary staff lived in the villages to help implement consensed upon programs, training villagers quickly to assume full responsibility. Task forces then began to work together regularly, providing new signs of hope in places otherwise forgotten. These communities have shown how local people through their own efforts can upgrade village life.

### HUMAN DEVELOPMENT IN WEST JAVA: KELAPA DUA, THE PILOT PROJECT

Mari kita membangun kampung,  
Nurada  
Kampung kita yang tercinta, Nurada  
Masa depan bahagia  
Subur, makmur, karta raharja  
---Song written by Nurada villagers



The welcome sign greeting people as they enter Nurada.

The three villages of Asam, Nurdin and Dahung are located approximately 38 kilometers from the nation's capital of Jakarta. In 1976, they were chosen to be the first Human Development Project in Indonesia to show how local people could work together to better themselves. Villagers and volunteer consultants spent two weeks devising effective solutions to the crippling problems of malnutrition, a subsistence level economy and lack of cooperation.

In order to raise the debilitatingly low village income level, one of the first projects was the introduction of new rice hybrids. The new variety, IR 36, doubled the per hectare yield. To diversify the economic life, P.T. Santa Fe Pomeroy contributed carpenters and masons to train villagers in construction work. The number of trained craftsmen has increased from three to 32 since 1976 because of the training and subsequent construction in the village. These and other factors have contributed to a tripling of family income. Fifty four per cent new or renovated housing is one of the visible results of the higher income.

Originally called the Kelapa Dua Human Development Project, the three communities renamed themselves Nurada in 1979 to symbolize a new unity and spirit of cooperation. Upon entering Nurada, people are struck by the sight of a large "Welcome to Nurada" sign and an impressive building. This Community Center was built during a series of weekly workdays attended by as many as 100 villagers. It is used daily as a preschool, religious school and for community meetings. It is the first major construction project undertaken by the villages without outside supervision. A volunteer village task force administered the community funds and coordinated labor efforts. The completed building represents a decision to move ahead with their own leadership and to function as three united villages.

In May, 1980, Nurada celebrated its four year anniversary and published its most important accomplishments. One of the most visible and far reaching was the drilling of a deep bore well. Ten bath-laundry-toilet facilities distributed throughout the three villages have resulted in an 80% decrease in cholera and gastro-enteritis. Locally trained residents teach at the community preschool. A 65% increase in elementary school attendance has been attributed to its presence, with preschool graduates often being tops in their class.

Nurada's contribution to the national development effort is seen in the subsequent multi-village efforts surrounding Bubun and Bontoa. It was through the accomplishments of Nurada that invitations to start similar projects were extended by the Provinces of North Sumatera and South Sulawesi.



A gotong royong to build the new Community Center.



One of the many new houses built by local initiative.



Clean water provided by a deep bore well.

"After visiting Bubun, our team learned that if we work together as a team and not individuals, our community can change."

— Pak Wahab, Bubun cluster resident.

The village of Bubun in North Sumatera is located 12 kilometers southwest of Tanjung Pura on the Langkat River. Accessible only through the river's narrow tributaries, Bubun's 873 residents depend chiefly on fishing for their livelihood. In September, 1978, villagers and volunteer consultants worked together to form a four year plan to deal with the issues of isolation, malnutrition, and a narrow economic base.



The rebuilt boat landing in Bubun welcomes residents and visitors

The ICA came to Bubun in cooperation with Team Desa Pantai, a special task force of the Provincial Planning Board (BAPPEDA) formed for the purpose of strengthening coastal village development. Through the support of government agencies, interested businessmen and concerned volunteer organizations, Bubun began to upgrade its economic life. Loans granted to Bubun villagers from Bank Pembangunan Daerah Sumatera Utara made possible new duck farms and improved fishing equipment. The Bubun loan experiment was a pilot demonstration whereby capital funds were made available directly to villagers. Through cooperative action, residents were able to triple fishing yields and diversify the local economic base to include more agriculture and livestock.

To symbolize broadened community responsibility, Bubun organized itself into 18 volunteer task forces led by local residents. Village women were recruited and trained to teach preschool, meeting a new demand for basic education. Other important contributions to community welfare include the installation of electricity, a religious school and a corps of voluntary health workers. Bubun residents extended the impact of their work by leading workshops in Community Meeting in 50 villages in Kabupaten Langkat.



The sewing industry sparked by the Global Women's Forum.



Pangkalan Biduk community symbol in front of mosque built by the whole village.

Enthusiasm regarding Bubun's success prompted the extension of the project into five neighboring villages in November, 1979. The work began with weekly visits to the other villages doing simple planning for self-help programs. Provincial, kabupaten and kecamatan agencies together with private individuals have joined together to insure the success of this six village "cluster". The Lions Club, the University of North Sumatera, the Health Department and village residents created a model preventive health care program in each of the six villages. With assistance from Dharma Wanita, Women's Forums have helped to organize the direction of women's industries and other activities. Through the cluster economic organization, self-help village funds and cooperatives were formed to use money they raised themselves for village social programs.

As impetus continues, community pride has emerged with new strength. An example of this newfound identity is seen in the village symbol picture here. Designed by the cluster village of Pangkalan Biduk, the five fingers on the hand symbolize all ages working together.

"Because of going to the Community Meeting in many places, we have increased our experience. I have been to the legislature and provincial building and I am not afraid to talk with government people about our needs and plans. These are all things I would not have dreamed of two years ago."

— Mustari, Bontoa resident.



Tractor preparing fields for planting during the dry season using the gogoranca planting method.

The village of Bontoa is an agricultural village five kilometers from the sea with rain-fed rice fields and tidal river fish ponds. In 1978, the village faced the difficulties of malnutrition, open, shallow wells and low-yield farming. When the Governor opened the consultation in 1978, Bontoa began creating a new resolve to work together, writing proposals for practical action.

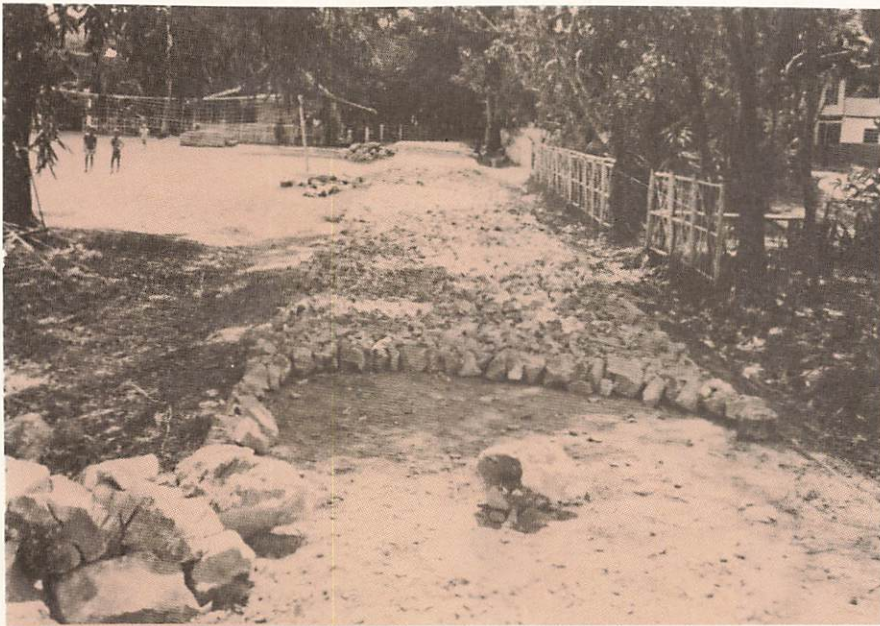
Two years after the consultation, the spirit of unity is strong in Bontoa. Regular workdays attended by nearly every household symbolize a persistent effort of community development. One of the most notable village work projects was road surfacing. Impassable throughout the rainy season, the road was transformed into 1200 meters of smooth, well-drained thoroughfare. Residents worked at night by kerosene lamp two to three times a week, breaking rocks with sledge hammers to complete the new road. Workdays on the mosque also drew broad participation.

As the largest single income source, agriculture became the focus of economic improvement programs. Working with the Rice Research Institute (LPPM), and the Department of Agriculture, Bontoa farmers planted demonstration rice and vegetable plots. In October, 1980, this experiment culminated in a 15-hectare demonstration using the gogoranca planting method. An increase of five fold per hectare is projected to be the new yield. On their own initiative, Bontoa farmers then expanded the experiment to two other villages by recruiting farmers to the use of the new variety.

The most obvious change in Bontoa's social climate has been the village's attitude towards education. The preschool, involving six volunteer teachers and 40 children, has been the key to the shift. Elementary school teachers have expressed amazement upon receiving children from the preschool with their advanced educational development. Another indication of its broad effect is the tripled enrollment of secondary school during the last two years.



Children attending Bontoa preschool while they learn basic skills taught by locally trained teachers.



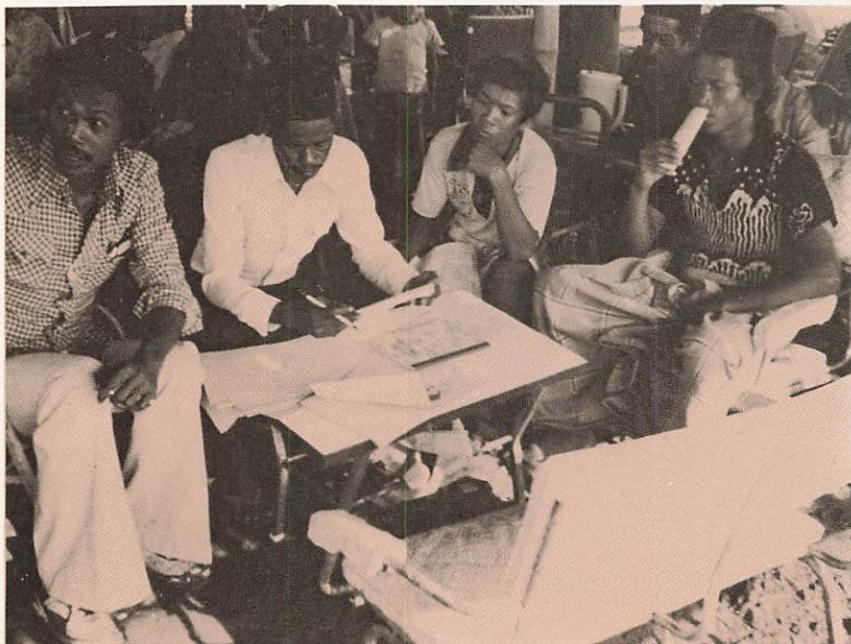
The road to Bontoa built entirely by village volunteer labor.

In October, 1980, Bontoa celebrated its second anniversary with the Governor and the Chief of the Legislature (DPR) giving keynote addresses. That same week, Bontoa extended its work into the five other kampungs of Desa Marannu. 20 Bontoa villagers provided leadership in the initiating three day consultations. Six week after beginning the extension, four villages had already begun preschools with the help of the Bontoa preschool teachers. The government of South Sulawesi has continually supported the project through funds, expertise and advise. A close network of government, private and volunteer sector organizations are working together with the villagers to create a model desa. This combination of people working together is the key to the success of Bontoa.

The Community Meeting Program (*Pertemuan Masyarakat*) has been used to extend self-help methods to villages around the Human Development Projects. Local people trained in the project communities demonstrate their leadership skills by travelling to other locations and leading workshops. At the same time, they share what they have learned about working together as a community and encourage other villages to begin similar work.

In South Sulawesi, Community Meetings were held in 81 villages in Kabupaten Maros during 1979–1980. The format of events included an initiating assembly where the location

and schedule for the meetings was decided. A three-day training session followed led by the ICA for villagers, volunteer students and government officials. Teams composed of people from these three groups led meetings. ICA staff acted as consultants. By drawing together representatives of all the participating villages, the final assembly became an opportunity to report and summarize the grassroots input collected during the meetings. Throughout the event, villagers were surprised and amazed at watching local village headmen and horse cart drivers leading meetings with great confidence and skill.



The Community Meeting method at work in a South Sulawesi community.



Bontoa residents use consensus procedures in regular planning meetings.

Key concerns of the selected villages included increasing participation in local development, building adequate infrastructures and extending basic services. Reports of the meetings were given to desa and kecamatan leadership for further action and discussion. One Jakarta official in Rural Development (**Pembangunan Desa**) said, "This is what we need to stimulate the 'bottom-up' planning process and bridge the gap between national programs and local needs. It encourages local initiative. Do as many of them as you can and train our people to lead them."

### THE COMMUNITY MEETING PROCESS

VISION	The whole community articulates its VISION for the future
CHALLENGES	. . . . . decides the key CHALLENGES which must be met.
PROPOSALS	. . . . . writes PROPOSALS for strategic actions they can do themselves.
STORY SONG SYMBOL	. . . . . creates a STORY, SONG, and SYMBOL declaring their unique identity and new resolve.
PLENARY	. . . . . has a PLENARY for reporting decisions and reflects upon the event.

**Community Meeting** awakens people to their own potential. This method shows people that they do not have to wait for others before beginning self-help action which will improve the quality of village life.

## HUMAN DEVELOPMENT : A PARTNERSHIP OF VOLUNTEERS

People all across Indonesia are committing their time, resources and expertise to revitalize villages and organizations. The programs of the Institute of Cultural Affairs are designed to strengthen such community participation. Many organizations, businesses, government agencies, and hundreds of individuals have participated with the ICA in serving the process of human development in Indonesia. The ICA Board of Advisors, below, are a few of the those volunteers.

### THE ICA NATIONAL BOARD OF ADVISORS : INDONESIA

Mrs. Rukmini Z. Abidin	Managing Director, P.T. Tunggal, Jakarta
Mr. Zainal Abidin	Managing Director, P.T. Abdi, Jakarta
Mr. Sjamsul Bachri, BSW	Chairman, Department of Social Affairs, South Sulawesi
Drs. Bahauddin Darus	Dean, Faculty of Economics, University of North Sumatera
Ir. Meneth Ginting	Faculty of Agriculture, University of North Sumatera
Mr. Hussain Ibrahim	Secretary, KADIN, South Sulawesi
Mr. Soedjai Kartasmita	Komisaris Utama, P.T. Perkebunan VI, Jakarta
Mr. H. A. Lathief	Ketua, DPRD, South Sulawesi
Mr. Imral Nasution	Chairman, KADIN, North Sumatera
Mr. A.B. Salaki	Deputy Managing Director, P.T. Calex, Pacific Indonesia, Jakarta
Mr. Herman P. Tuwaidan	General Manager, American International Underwriters, Jakarta



Ir. Ciputra of Yayasan Prasetya Mulya visits the Kelapa Dua Human Development Project.