DEVELOPMENT PROGRAM GRANT - ICA

Second Year

Self-Evaluation Report

Report to the Office of
Private and Voluntary Cooperation,
Agency for International Development
Project Number 932-13-950-089

Specific Support Grant
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The Institute of Cultural Affairs
4750 North Sheridan Road
Chicago, Illinois 60640

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I. INTRODUCTION

The purpose of this Development Program Grant is to establish a Social Demonstration Office in Chicago which will facilitate the planning, research, initiation, global administration and evaluation of twenty-four Human Development Projects in selected LDC's around the world. At the end of the second year of the grant period, sixteen of the twenty-four projects have been implemented. These projects will be of prominant interest in the ensuing report.

DPG FUNDING PERIOD		
	Program Implementation	Support Functions
Year 1	Initiation	Basic Training
Year 2	Actuation	Functional Support
Year 3	Expansion	Evaluation Systems

During the first year of the grant funding period, the Social Demonstration Office had three objectives: 1) to learn how to initiate Human Development Projects, how to bring off consultations as releasing events in the life of a community, 2) to learn what it means to be the Social Demonstration Office, what support functions a project really needs and how to put these in place in the field, and 3) in the midst of this to launch eight Human Development Projects. All of these objectives were met. The second year of the funding period has also had three primary objectives: 1) while continuing initiation, to learn how to actuate projects, how to provide delivery systems, acceleration dynamics, support functions, etc. 2) to set up the full Social Demonstration Office, to establish all its functions and to ensure that these functions are operating optimally, and 3) in the midst of this to launch eight further projects. Again, all these objectives have been met. The onus of this report will be to substantiate the attainment of these three objectives. Again, in the third year, three objectives are envisioned: 1) while continuing initiation and actuation, to learn what expansion means, how a pilot project would generate additional projects within a nation, how to initiate this, structure it, do training, etc., 2) to establish a full recovery system for the Social Demonstration Office, to be able to document the progress of every project with statistical and financial back-up and 3) to launch eight further Human Development Projects.

II. EVALUATION

The various evaluation functions of the Social Demonstration Office will be described in the next section. The method of this evaluation has two primary steps. First, the full compendium of operative SDO functions will be described. Then, in chart form, the impact of these functions at the project level will be illustrated with statistics given where available. The emphasis of the Social Demonstration Office in this past year has been to establish its support functions including its evaluation

functions. At present, the sixteen existing projects are involved in extensive exercises to compile pertinent data and statistical back-up. This data will be compiled on a global basis and made available by the end of the funding period. Mechanisms to support this statistical back-up on an ongoing basis will be in place.

III. SDO FUNCTIONS

The Social Demonstration Office has functioned in three teams: a Consultation Team, an Administration Team and a Services Team. The Consultation Team has been responsible for personnel, training and services needed to implement sixteen initiating consultations. The Administration Team has been responsible for personnel, training and support services needed by the maturing projects. The original intention of the Services Team was to establish a link between the projects and a global import-export vehicle. With the discovery that virtually all of a project's support systems can be established locally and regionally, the work of this team has shifted from establishing global support systems to working at the project level in establishing a comprehensive support and delivery network regionally. The following paragraphs describe the functions of each of these teams. The subsequent charts illustrate the impact of these functions at the project level. Although charts are completed for all sixteen projects, the charts are intended more to illustrate the impact of SDO functions than to be comprehensive reports on the development of each project.

A. Consultation Team

1) Advance Teams: The Consultation Team has provided each of the sixteen projects with two pre-consult advance teams. Forty-eight people have been assigned to sixteen different Site Selection Teams. One Social Demonstration Office member plus two area-based staff constitute each Site Selection Team. This team initiates extensive regional authorization and selects the project community after careful examination of possible alternatives.

The Consultation Team has coordinated the assignment of one hundred and sixty personnel to sixteen different Consult Set-up Teams. These teams have accomplished the total set-up for each consult including initial training of local leadership, local resident recruitment and provision of all services required for a successful consultation. The Consultation Team coordinates assignments and travel for all personnel. It assures delivery of personnel, procedural manuals, daily evaluation sheets, site selection screens, authorization materials, etc.

2) Consult Personnel: The Consultation Team has provided each of the sixteen consultations with two consulting teams. An average of five staff have been assigned as the Consult Leadership Team for each consultation. One Social Demonstration Office member plus four area-based staff constitute each Consult Leadership Team. Arriving on site one week prior to the consultation, the Consult Leadership Team coordinates all aspects of preparation for the event including training a second level of leadership from local staff and community residents.

It then coordinates all aspects of the consultation itself including plenary leadership, services, document production as well as the debriefing and reporting period which follows.

The Consultation Team also provides each consult with a second consulting component--the Outside Consultants. In each case, this group is comprised of both host national and international volunteer consultants who provide each consult with a wide range of expertise. The consult methods allow the expertise of the Outside Consultants to mesh with the dreams of the local people so that a practical plan for the future can be built. It is not only this group's expertise which is important to the consult dynamic. Its outside perspective and cultural diversity serve as an invaluable catalyst to new thinking, new ideas, new directions for the future.

Functions of the Consultation Team in providing these two consulting components to each consult are as follows:

a) The coordination of all personnel assignments and travel for each consult.
b) The recruitment both nationally and internationally of outside consultants.
c) The creation of a filing system for available outside consultants from across the world. In North America this filing system is computerized.
d) The constant revision of training constructs, for consult leadership.
e) The central collection and monitoring of Consult Leadership Teams debriefing reports.
f) The constant re-evaluation of consultation methods and procedures manuals.

3) Materials Delivery: The Consultation Team has provided each of the sixteen projects with all materials needed to complete its consult and rapidly implement its programs. Functions of the Consultation Team providing these materials are as follows:

a) The publication and delivery of all materials needed for the consult. These include consult methods and procedures manuals, song books, leadership training constructs, field trip worksheets, workshop worksheets, decor, resource manuals, etc.
b) Ensuring that one member of each Consult Leadership Team is prepared to set-up a full on-site mechanism for writing and publishing the consult summary document in the week following each consultation. Every consultation has produced over 1,000 copies of its document and has also produced a local language version where needed.
c) The delivery of technical assistance data to each project after its program implementation has begun. This team meets both special requests for data and also sends a biweekly packet of materials to each project.
d) The production and distribution of practical "how-to" manuals. The full materials directory is enclosed as Appendix A.

4) Sixteen Consultations: The Consultation Team has provided all requisite backup for sixteen successful initiating consultations involving a total of 2,549 consultants. The sixteen consult dates are listed below and the project summary documents are enclosed;

Korea - Kwangyung Il.....Sept. 28 - Oct. 5, 1975
Kenya - Kawangware.....Nov. 9-15, 1975
India - Maliwada.....Dec. 28, 1975 - Jan. 3, 1976
Philippines - Sudtonggan.....May 23-29, 1976
Indonesia - Kelapa Dua.....August 8-14, 1976
Egypt - El Bayad.....Oct. 8-14, 1976
Venezuela - Cano Negro.....Jan. 9-15, 1977
Nigeria - Ijede.....Jan. 23-29, 1977
Malaysia - Sungai Lui.....April 3-9, 1977
Philippines - Langub.....Jan. 8-14, 1978
Kenya - Kamweleni.....Feb. 5-11, 1978
Zambia - Kapini.....Feb. 26 - March 4, 1978
Jamaica - Woburn Lawn.....June 11-17, 1978
Chile - Sol de Septiembre.....June 11-17, 1978
Brazil - Bananerias.....June 25 - July 1, 1978
Guatamala - Conacaste.....June 25 - July 1, 1978

B. Administration Team

1) Auxiliary Staff: The Administration Team has coordinated the placement of 225 personnel as Auxiliary Staff for the sixteen projects. The Auxiliary Staff is in place on or before the consultation opening and remains after the consultation to live and work with the local people in the implementation of the project. Each Auxiliary Staff is constituted by ICA personnel as well as international, national and local community volunteers.

Functions of the Administration Team providing Auxiliary Staff to each project are as follows:

a) The coordination of assignments and travel for all personnel.
b) The publishing and delivery of weekly auxiliary training constructs to each project site.
c) The creation and implementation of the Human Development Training School Program--an intensive eight-week training construct for national volunteers in socio-economic and human development methods. The Administration Team has provided all backup for implementing this eight-week program a total of eight times in India and once in Korea, Venezuela and Australia. Over 1,200 national volunteers have graduated from Human Development Training Schools. Several other countries are targetted for the Human Development Training School during the third year of this granting program.
d) The coordination of an active recruitment campaign for project volunteers in North America, Europe, Australia as well as the host nations. This function involves the creation of promotional materials including films and slide shows, the extensive orchestration of promotional

events for church and service club groups, university organizations, etc. and the provision of orientation programs for volunteers before going abroad. This function has produced volunteer staff for all sixteen projects. Volunteers have committed periods of time ranging from one month to two years. They have been of all ages and have represented virtually every form of expertise and background. The Administration Team works to enable each volunteer to raise his own living expenses before embarking for the project site.

2) Communications Network: The Administration Team has connected all sixteen projects in an effective communications system. Functions in this regard are as follows:

a) The establishment of a telex link with eleven of the sixteen projects. The remaining five projects are tied by telephone to telex access available to their nearest project or area office. Acquiring direct telex access for these five projects is presently being pursued. Telex requests and messages from projects are monitored daily by Social Demonstration Office staff in Chicago. Appropriate responses are coordinated and implemented.
b) The monitoring of a weekly telephone contact with each project through ICA area offices.
c) The provision of each project with weekly and quarterly reporting forms. These forms are presently returned by each project to the area offices where report precis are forwarded to the Chicago Office. A capacity is now being developed to receive and monitor these reports directly at SDO Chicago on a weekly basis.
d) The production and delivery of a weekly packet of materials and communications to each project.
e) The regular circulation of project newsletters on a continental basis.
f) The ensuring that each project is visited by outside staff every quarter. The Administration Team works with the area offices to coordinate and man quarterly project site visits for the purpose of informal evaluation.
g) The coordination of quarterly interproject staff meetings on an area basis.
h) The total coordination of all arrangements for a yearly global meeting of representatives from all sixteen projects. This meeting is held in Chicago each July. In addition to all practical coordination, the Administration Team prepares formats and constructs whereby delegates complete yearly project evaluations, write practical manuals based on their common experience, research edge issues for the whole Social Demonstration Program and devise corporate solutions for problems faced commonly in the projects.

3) Advisory Teams: The Administration Team has delivered to each project adequate advisory input for the rapid implementation of their program. Three functions are performed in this regard:

a) Quarterly Evaluation Teams: The Administration Team works with the area offices to man and coordinate quarterly site visits to all sixteen projects. The Quarterly Evaluation Team carries out informal evaluation of each project, planning for the coming quarter, auxiliary staff training and regional support network set-up. This team provides direct reports to the Social Demonstration Office in Chicago and advises on specific advisory input needed by each project.

b) Project Advisory Treks: Working on the basis of feedback from the project sites, the Administration Team designs and implements series of Project Advisory Treks. Each of the sixteen projects has received two or more of the following Advisory Treks: 1) Commercial Set-up, 2) Industrial Start-up, 3) Agriculture and Forestry, 4) Health and Sanitation, 5) Legal and Management, 6) Housing and Construction, 7) Appropriate Technology. There has been an emphasis in the past two years on the treks related to economic development. The length of each Advisory Trek's stay on site has varied from one week to one month. The makeup of each team includes Social Demonstration Office personnel plus both host national and international volunteer consultants. Each team visits a number of projects most in need of its particular expertise emphasis. It is the team's task to accelerate the implementation of project programs within the scope of its expertise. The Administration Team provides all backup services for these treks including personnel, travel coordination, recruitment of volunteer consultants, materials and preparation of all on site screens and procedures.

c) Regional Advisory Network: The Administration Team trains each Auxiliary Staff to set-up its own regional advisory net. SDO's finding is that this is the most feasible way of providing each project with the day-by-day advice needed for rapid implementation of programs. The Administration Team undertakes this training in the week following the consult and in every subsequent advisory or evaluation visit. The team provides procedures for regional advisory problem-solving units. In addition, the Administration Team coordinates various conferences for volunteer regional advisors including bi-yearly conferences held on a continental basis.

4) Delivery Systems: The Administration Team enables each project to secure delivery systems needed in realizing its programs. Rather than implementing global mechanisms, the Administration Team has focused on setting up an effective capacity for catalyzing and training Auxiliary Staff and local residents to put their own delivery systems in place locally and regionally. SDO's finding is that virtually all delivery systems are available regionally at the most competitive prices. The Administration Team undertakes this local training directly in the week following the consultation and in every subsequent advisory or evaluation visit. Emphasis is given to securing delivery systems at costs beneficial to the village. Where feedback indicates need of a delivery system not regionally available, the Administration Team institutes procedures to supply the needed service.

C. Services Team

The Services Team is the Social Demonstration Office's most direct link with the sixteen projects. Although originally intended to set-up global service links to the projects, members of this team now primarily circuit from project to project working with and training local staff to set-up its own links regionally. Functions of the Services Team to each project are as follows:

1) Cost Reductions: The first function is to assist projects in reducing the costs of food, staples, and medicine by establishing cooperative retail outlets, by implementing cooperative buying schemes, by inkinding capital fixtures and by raising average weekly earnings so that increased volume buying occasions reduced retail prices. The Services Team has worked directly with local staff in the implementation of these and other cost reducing mechanisms. It has provided each project with practical manuals for setting up these programs. It supplies all pertinent technical assistance data required. It delivers appropriate Advisory Teams and it works directly with local staff and residents in setting up favorable import-export relations regionally. Where a particular import-export relation is not available regionally, the Services Team works to supply that relationship internationally. So, for example, the team arranged with a Montreal distributor to supply each project regularly and on an inkind basis with a comprehensive package of medical supplies.

2) Credit Procurement: The focus of the Services Team has been to enable local staff and residents in establishing their own credit-capital arrangements regionally and locally. Projects have established credit unions, corporate registrations, bank branches, village treasuries and mechanisms for pooling local savings and labor as equity in industrial and commercial development. The Services Team has enabled all these developments through delivery of set-up manuals and technical assistance materials and by providing appropriate Advisory Teams. It also helps each project attain investment credibility by providing bookkeeping manuals and by regular monitoring of all project-related books. Again, the team's priority in this arena is to connect the project programs with regional credit arrangements. Where beneficial, the Services Team supplies inter-regional or international credit links to projects. So, for example, the team is in the final stages of providing a credit service to the Cano Negro project through the Inter-American Development Bank.

3) Inexpensive Goods: The Services Team has worked with each project to reduce the cost of machinery, equipment and construction supplies. Cooperative machinery and equipment pools have been established. Local mechanics have been trained. The Auxiliary Staff has been trained to acquire regionally machinery and supplies on a reduced cost basis or inkind. Again, the Services Team provides extra-regional deliveries when needed.

4) Inkind Goods/Services: The Services Team has worked directly with each project to build an effective inkind support frame. Each of the sixteen projects has received over $50,000 in inkind goods and services.

IV SDO IMPACT

ICA: Chicago

SOCIAL REHABILITATION OFFICE IMPACT

October 1978

Kwangyung II - Korea

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 10 located housing for ICA staff, procured lodging, food, materials & meeting space for consultants.	Consult Staff: Joseph Crocker Marilyn Crocker James Wiegel Judith Wiegel Steve Allen 27 extra natl. consultants 40 natl/regl. consultants	1000 documents printed in English, 500 in Korean Materials Directory prepared by SDO and TA materials sent on request. Bi-weekly packets sent to project with new materials and interchange materials.	Consult held Sept 28-Oct. 5, 1975 Approximately 250 residents participated in the consult process.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	James Bell Mary Lyn Bell Lee Jae Joon Lee Sung Ja Hyun Kee Jung	Telex communication with Seoul from SDO office, by telephone from Seoul to Kwangyung. Yearly meeting of project directors in Chicago, regular area meetings.	ICA Agricultural Consultants Oct., 1976, March, May, June, 1977 ICA Commercial Consultants, April, May, 1977 ICA Administrative Consultants, Sept., 1976, March, 1977	Doctor comes to clinic weekly from Jeju City Many govt. agencies and the Saemaul Undong have provided numerous services over the life of the project, and continue as advisory links for it.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Cooperative buying for Trading Post (genl store) reduces cost of food and merchandise to villagers. Cooperatively owned equipment (mowers, tractor, etc) reduces equipment costs. Equipment repair done in village saves time & money	Formed village treasury. Received $6,000 loan from Citizens Bank of Seoul for industrial/agric use. Family income raised in 2 years from average $1458 to $2500	Food costs reduced by introduction of diverse crops and garden vegetables.	100% of pig toilets now more modern concrete style thru donated materials. Among the many large donors to the project, notable are Purina, and the Korean Navy with volunteers on several occasions.

ICA: Chicago — SOCIAL DEMONSTRATION OFFICE IMPACT — October 1978

Kavangware - Kenya

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Team of 12 renovated facility for ICA staff housing, procured lodging, food, materials, & meeting space for consultants.	Consultant Staff: Joe Crocker Marilyn Crocker Jim Wiegel Judy Wiegel Robert Rafos 21 extra-natl consultants 43 natl/regional consultnts	Over 1000 documents printed including Swahali edition Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 11/8-15/75 Over 145 local residents participated in Consult sessions. Approximately 100 residents and area persons involved thro field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Fred Lamphear Nancy Lamphear Gene Boivin Iris Boivin plus 5 local and volunteer staff	Telex communicatn w/ SDO through Nairobi office. Yearly mtg of project dir. mtgs. Regular area mtgs. Within village, quarterly evaluation and planning meetings.	ICA health consultants 4 weeks in May 1977 ICA administrative consultants June 1976 & Sept 1978 FAO staff assist in volume buying systems	Health team established working relationships w/ local health agencies which provide trng & services. Access established to U. of Nairobi & govt agencies & businesses which have provided trng & services & goods.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Kavangware Multi-Purpose Cooperative Society initiated volume buying, reducing wholesale food costs 10%. KCA has reduced construction costs of new housing. KCS improved local market to stimulate sale of local goods. Local market volume up 10 fold.	Credit Branch of Cooperative is planned to provide loans for local businessmen. Loan from Rotary Club for 3 nursery school buildings.	Ingersoll-Rand drilled well	ICA registered, allowing in-kind contributions. Food products donated by CRS. Fruit trees donated & transported by NCCR.

local goods. fold.
local market volume up 10

ICA: Chicago — SOCIAL DEMONSTRATION OFFICE IMPACT — October 1978

Maliwada - India

	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
CONSULTATNS	Advance team of 22 renovated facility for ICA staff housing, procured lodging, food, materials and meeting space for consultants.	Consult Staff: Joseph Crocker Marilyn Crocker James Wiegel Judith Wiegel Vinod Parekh Kamala Parekh	Over 1000 documents printed including an edition in Marathi. Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 12/28-1/3/76. Approximately 120 local participants in Consult sessions. Over 300 additional resident involved thro field visits.
	Auxiliary Staff	**Communication Network**	**Advisory Teams**	**Delivery Systems**
ADMINISTRATN	Vinod Parekh Kamala Parekh J. Gangatis D. Duba A. Narsimlu Suryawanshi plus 6 local/volunteer staff	Telex communication w/ SDO thro Aurangabad. Yearly mtg. of project directors in Chicago. Regular continental mtgs. Quarterly mtgs in village for planning & evaluation.	ICA health consultants May & June 1977 ICA economic consultants continuously since Sept. '77. ICA administrative consultants quarterly for the purpose of planning & monitoring the replication experiment.	Access established to services from government: assistance in electrification, a weekly doctor from health dept. skin, eye & E.N.T. clinics pest control agricultural advisor spent 1 year with project
	Cost Reductions	**Credit Procurement**	**Inexpensive Goods**	**Inkind Goods/Services**
SERVICES	Cultivated land increased from 100 to 600 acres. 3 additional village stores opened. Bakery producing bread products, mutton shop, bicycle repair & tailoring shop all provide local services.	Villagers have 160 savings accounts. 270 new jobs created by industries financed by bank loans taken out by villagers and now fully repaid. 27 farmers have received loans to restart farms. State Bank branch opened.	Govt supplied grain products at discount price. Truck, tractor, jeep & motorcycle loaned to village for 1½ years with driver. Village now purchasing their own with profits. In-kind bulldozer use from district.	Office supplies - Kores Co. Use of 40 acres of local landowner. Mr. Dethe, architect, completed village plan, plans for community center, industrial sheds free. Sports equipment. CRS donated food stuffs for preschool.

Sudtonggan - Republic of the Philippines

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Team of 22 built housing for ICA staff, procured lodging, food, materials and meeting space for consultants.	Consultant Staff: Joseph Crocker Marilyn Crocker James Wiegel Judith Wiegel 50 extra-natl. consultants 50 natl/regl. consultants	Over 2000 English documents and 1000 Visayan printed. Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to projects with new materials and interchange materials.	Consult held May 23-29, 1975. 50 local residents participated on full-time basis. Approximately 500 additional residents involved through field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Richard Alton Linda Alton Rebecca Cabute Wong Ching On	Telex communications with SDO through Lapu Lapu City. Yearly meeting of project directors in Chicago, regular area meetings, bi-monthly meetings with Hong Kong unit of SDO.	ICA Administrative Consultants, Feb. 1976 ICA Commercial Consultants, Nov. 1976 ICA Administrative Consultants, April, 1977 ICA Health Consultants, May 1977 Govt. agricultural agent visits every two weeks	Reg. Dir. of Health & Cult. trained 4 villagers in electricity technology. Govt. builds Elem. School. Industries bring 130 new jobs to village, tripling the income. New Branch, Mactan Rural Bk 8 placed by Job Placement program.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	42 plant varieties introd. for local consumption. Five-fold increase in food production. Hybrid sorghum tripled grain production. 65% of families grow some of their own food. Coop. bulk purchasing for stores reduced retail prices, esp. grain.	80 new savings accounts with Mactan Rural Bank. Average weekly wage of 15 pesos raised to 40 pesos weekly. Revolving loan fund created for new business ventures. Sherwin Williams paint for every home in the village	Equipment pool established for public works and construction pools. Electric generator installed large enough to supply all of village, cable laid for 1/5 of it. 50,000 pesos in building materials from Aboitiz	123 meters material -preschool uniforms Playground equipment Goodyear Tire & Rubber Microscope, Squibb Pharm. Health Clinic, Cebu Capital Lions Club Two doctors weekly, Cebu Institute of Medicine Power plant, Aboitiz & Lovsted.

S	stores reduced retail prices, esp. grain.	Sherwin Williams paint for every home in the village	50,000 pesos in building materials from Aboitiz	Power plant, Aboitiz & Lovsted.

ICA: Chicago

SOCIAL DEMONSTRATION OFFICE IMPACT

October 1978

Kelapa Dua - Indonesia

	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
CONSULTATNS	Team of 14 located housing for ICA staff, procured lodging, food, materials, & meeting space for consultants.	Consultant staff: Bill Alerding Barbara Alerding Jon Jenkins Maureen Jenkins David McClesky Donna McClesky James Wiegel 25 extra-natl consultants 50 natl/regional consultnts	Over 1000 documents printed including Bahasa Indonesia edition. Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 8/8-14/76 Over 70 local participants in Consult sessions. Approximately 450 residents and area persons involved in field visits.
	Auxiliary Staff	**Communication Network**	**Advisory Teams**	**Delivery Systems**
ADMINISTRATN	John Cock Lynda Cock Scott Morris Doris Morris plus 8 natl/volunteer staff	Telex communication w/ SDO thro Jakarta office. Yearly mtg of project dir. in Chicago. Regular area mtgs. Within village, quarterly mtgs for evaluation & planning.	ICA economic consultants Dec. 1977 ICA administrative consultants May 1977 & April 1978. Local Bd. of Directors formed to provide support and assist in delivery systems.	Access to services from: Local govt public health centers which provide supplemental health programs and trng. Local govt agencies in arenas of construction, agriculture, industry Agronomists
	Cost Reductions	**Credit Procurement**	**Inexpensive Goods**	**Inkind Goods/Services**
SERVICES	Tempe factory provides protein supplement for villagers at reasonable price. Seed & fertilizer purchased cooperatively in volume Rice Management Program increased productn from 2 tons to 5 tons per hectare, reducing prices.	Credit Union with 60 members.	Roto-tiller & tractor operated cooperatively by community making it accessible to all Singer Sewing Machine Co. donated 3 machines for industry. Water consultant's company drilled 3 wells & provided pumps	Phillips Electric assisting w/ village electrification. Cargill Feed Co. assists in establishing 600 layer chicken farm. Rotary Club president's company provided & installed public toilets.

El Bayad - Egypt

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Team of 10 located housing for ICA staff, procured lodging, food, materials, & meeting space for consultants	Consultant Staff: Donna McClesky David McClesky Barbara Alerding Bill Alerding Warren Tolman John Kroeger 33 extra-natl consultants 25 natl/regional consultnts	Over 1000 documents printed including Arabic edition Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials and interchange materials.	Consult held 10/8-14/76 Over 50 local participants in Consult sessions. 1100 residents involved thro field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Mark Poole Jean Poole Marilyn Corcoran Tim Wegner Susan Wegner plus 10 national volunteers	Telex communicatn w/ SDO thro Cairo office. Yearly mtg of project dir. in Chicago. Regular area mtgs. Within village, quarterly mtgs for eval. and planning	ICA Health Consultants Jan. 1977. ICA Administrative Consultants Jan 1977. ICA Agricultural Consultants Jan. 1978. Intermed. Tech. team set up brick factory & provided follow-up.	Access to services from: Cairo Nutrition Institute US Navy Unit Case Western Reserve team Local architects Numerous local govt. services Universities in Egypt National Science Center, Cairo
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Assoc. of Bayad Community Development establ. with intent to open store & provide local services. Fish farming producing protein food locally Commty garden providing food products for commty kitchen. Will be retailed in local store when open. Purchasing power increased	Community residents purchased 500 shares of stock for initial store inventory.	3 trucks donated by German foundation Drilling equipment & materials obtained at reduced cost and in-kind. ITT provided wire for electrification. Bobcat tractor from Timco	CRS donated food products Regional business & govt provided wide range of goods and services in abundance. 50,000 liter water tank donated by Steelco, Helwan Medical supplies donated by pharmacidical companies in Cairo.

S	in local store when open. Purchasing power increased			by pharmaceutical companies in Cairo.

ICA: Chicago — SOCIAL DEMONSTRATION OFFICE IMPACT — October 1978

Cano Negro - Venezuela

	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
CONSULTATNS	Team of 10 located housing for ICA staff, procured lodging, food, materials, & meeting space for consultants.	Consultant Staff: Steve Allen Jon Jenkins Maureen Jenkins Sue Townsend Marge Tomlinson Dan Tuecke 30 extra-natl consultants 40 natl/regional consultnts	Over 1000 documents printed including Spanish edition Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 1/9-15/77 Over 50 local participants in Consult sessions. Approximately 300 residents and area persons involved in field visits.
	Auxiliary Staff	**Communication Network**	**Advisory Teams**	**Delivery Systems**
ADMINISTRATN	Rose Worden Ken Worden Joe Mathews, Jr. Rafael Davila Mercy Keru plus 3 volunteer staff	Telex communicatn w/ SDO through Caracas office. Yearly mtg of project dir. in Chicago. Regular area mtgs. Within village, quarterly mtgs for evaluation and planning	ICA economic consultants 13 days in Nov. 1977 Created business systems & defined 2 new industr. with markets and suppliers Landscape architect from Caracas ICA staff designed and provided leadership for Human Development Trng School for Latin America May 1978 in Cano Negro	Establ. relationship w/ numerous govt agencies & businesses which provided goods & services Govt agency provided trng and materials for Construction Co. Ministry of Agric. assisted w/ experimental garden, introducing new fruits & vegetables.
	Cost Reductions	**Credit Procurement**	**Inexpensive Goods**	**Inkind Goods/Services**
SERVICES	General Store provides food and other retail items for sale locally. Community garden & home gardens provide cheaper food products. Purchasing power increased thro increased income.	Negotiations in progress with Inter-American Development Bank for loan for project.	45 hp tractor w/ implements in-kinded from Intersan, S.A. Well built by Aqueductos Rurales 4 door commercial refrig and scale donated by Mercantil Federal Singer donated sewing machines for sewing industry	Miranda State Dept of Educ equips pre-school w/ material Miranda Public Health Serv and Natl Institute of Nutrition provided drugs & nutrition supplements. Govt agencies contributed construction goods & varied services.

Ijede - Nigeria

	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
CONSULTATNS	Advance team of 14 located housing for ICA staff, procured lodging, food, materials and meeting space for consultants.	Consultant Staff: Donna McCleskey Bill Alerding Barbara Alerding Gerald Lapka Martha Lapka Joel Wright Don Frances 23 extra-natl consultants 98 natl/regional consultnts	Over 1000 documents printed Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 1/23-29/77. Over 200 local participants in Consult sessions. 1100 involved through field visits.
	Auxiliary Staff	**Communication Network**	**Advisory Teams**	**Delivery Systems**
ADMINISTRATN	John Oyler Marilyn Oyler Wayne Nelson Jo Nelson Leland Ferguson Hubert Fulkerson Charles Jago Peter Malabu Tajudeen Ogunbiyi Charles Sanola Ato Colman	Telex communication w/SDO through Lagos office. Yearly mtg. of project directors in Chicago. Bi-monthly mtgs with Brussels SDO branch. Within village, quarterly mtgs for evaluation & planning.	ICA health consultants Jan. 1977 ICA legal consultants 2 weeks in Nov. 1977 ICA agricultural consultants Feb 1977.	Lagos city transport service extended to Ijede on a regular schedule. Industry provided assistance in setting up Ijede sewing industry. Govt. built new market & public toilets & in future a new motor park. 14 bed clinic being built.
	Cost Reductions	**Credit Procurement**	**Inexpensive Goods**	**Inkind Goods/Services**
SERVICES	Cooperative buying for foods not normally available & for fishing nets, clothing & other dry goods. Fruits & vegetables being grown for sale in Ijede.	Information not available.	Fish farm selling locally and regionally. Used generator from Apex Ml.	Lights & poles donated by Nigerian Wood Preservatn Ltd. for street lighting. 100 bags of cement. Bricks for generator house donated by Clay Products. 2 - 25hp outboard motors donated by John Holt Ltd. Gravel for road repair, Julius Berga Construction Co.

S				Gravel for road repair, Julius Berga Construction Co.

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Sungai Lui - Malaysia

	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
CONSULTATNS	Team of 11 located housing for ICA staff, procured lodging, food, materials & meeting space for consultants	Consult Staff: William Alerding Barbara Alerding Elizabeth Banks George Holcombe Joe Hayes 36 extra natl. consultants 44 natl/regl consultants	500 documents printed in English, 500 printed in Malay Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held April 3-9, 1977 423 local residents participated in the consult sessions. An additional 430 residents were involved in field visits.
	Auxiliary Staff	**Communication Network**	**Advisory Teams**	**Delivery Systems**
ADMINISTRATN	George Yost Ruthe Yost Danaraj Darlington Marion Darlington Dudley Jeremiah Richard Michael Claire Michael Sutaruja Alim Sutardja	Telex communications with SDO through Kuala Lumpur. Yearly meeting of project directors in Chicago, regular area meetings	ICA Agricultural Consultant, June, Sept., 1977 ICA Economic Consultants, Nov., Dec., 1977	Water system and preschool building-Lions Club Business Management Trng. Course, Govt. agency
	Cost Reductions	**Credit Procurement**	**Inexpensive Goods**	**Inkind Goods/Services**
SERVICES	110 family gardens planted Cooperative approach to cash crop production (maize) Two tractors and 3 hand tillers acquired and used cooperatively	Three new industries employing 50 total increase village income. 105 acres reclaimed for rice production	Local market place opened, sells locally produced food and goods.	Use of tractors and a caterpillar Land rover Village water project - done by govt. and Lions Two-fifths of village received matls. and built toilets. 42 homes have electricity

Langub - Republic of the Philippines

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 14 built barangay hall for consult meeting space, secured housing, food, materials and local travel for ICA staff and the consultants.	Consultant Staff : William Alerding, Barbara Alerding, Marge Tomlinson, Jon Jenkins, Richard Sims 21 extra natl. consultants 62 natl/regl. consultants	2000 Consult Summary Documents in English, translation in Visayan, 1000 copies Materials Directory prepared by SDO and TA materials sent on request. Bi-weekly packets sent to project with new materials and interchange materials.	Consult held Jan. 8-14, 1978. 67 local residents participated in consult session. Additional 300 were involved indirectly through field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Lester Knutsen Linda Knutsen Benjamin Aquirang Herminia Banayo Elsa Languido plus 4 families from Sudtonggan HDP.	Telex communication with SDO through Davao City. Yearly meeting of project directors in Chicago. Regular area meetings.	Health Consultants from Sudtonggan HDP, Aug., 1978.	Govt builds high school Govt repairs one-track road to enable all weather travel. Davao city loaned well-drilling rig. Govt workers under Rural Service for the New Society are continually serving in the village.
	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
SERVICES	General store, capitalized by the village, opens to supplement sari sari stores	Capitalization done locally.	Proximity of demonstration farm and poultry project avoid travel to city for food.	Cement for elem. school floors Agric. chemicals - Dupont Building construction matl (50,000 pesos)-Aboitiz Topographical map-Civil Engineers Association 500 bags of wheat germ & US$2,000 of bulgar wheat-Catholic Relief

S				US$2,000 of bulgar wheat-Catholic Relief Medicine-Lutheran/Sa

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Kamweleni - Kenya

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 10 located housing in village residences for ICA staff, procured inkind tent and erected it for consult meeting space, secured food and materials for the consultants.	Consultant Staff: William Alerding Barbara Alerding Iris Boivin Joseph Kameme James Kilgore 11 extra-natl consultants 29 natl/regl. consultants	1000 documents printed in English. Materials Directory prepared by SDO and TA materials sent on request. Bi-weekly packets sent to project with new materials and interchange materials.	Consult held Feb. 5-11, 1978. 110 local residents in consult sessions. Over 100 additional residents involved in field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Rupert Barnes Benson Dickson A. Hajega J. Hajega plus 7 national volunteers	Close interchange with Kawangware Project which provides expertise and training in agriculture, education, industry, construction. No telephone connection unless they go into Nairobi.	Kawangware residents have moved into Kamweleni for extended time periods to share methods and expertise. ICA Administrative Consultants, Oct. 1978	Selected as a development project of Machakos Dist., assuring delivery of goods and services. Govt. depts. of water, forestry, education, soc. welfare, agriculture, & health provide assistance & materials. UNICEF Village Technology provides 10 man days of TA & training
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Cooperative Demonstration Farm & individual gardens reduce market price of food Village Cooperative patterned after Kawangware Crp allows volume buying and profit sharing in the community.	Evaluation not yet due.	Evaluation not yet due.	Local district govt. provides extensive inkind in all areas (i.e. 3000 trees) CRS provides food products.

Kapini - Zambia

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 5 located housing for ICA staff, procured lodging, food, materials, & meeting space for consultants.	Consultant Staff: Bill Alerding Barbara Alerding Joseph Kameme Jim Kilgore Iris Boivin	Over 1000 documents printed plus local language version Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 2/26-3/4/75. 150 local participants in Consult sessions.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Ted Farrar Sharon Farrar Wes Lachman Sheri Lachman Plus 6 national staff.	Regular mail communication with Chicago. Phone and telex communication w/ SDO as needed. Yearly mtg. of project dir. in Chicago. Regular area mtgs. Within village, quarterly mtg for eval and planning.	ICA health consultants April 1978. ICA administrative consultants Jan 1978.	Assistance from several govt agencies in form of goods and services.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Community farm to produce local food products. General store for local sale of goods. Maize mill for local meal production.	Credit union started on small scale.	Materials for new community center acquired inkind.	200 preschool uniforms brick molds seeds. Use of tractor.

Woburn Lawn - Jamaica

CES	production.			

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Hoburn Lawn - Jamaica

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 4 located housing for ICA staff, procured lodging, food, materials & meeting space for consultants.	Consultant Staff: Bill Alerding Barbara Alerding Dawn Lingo Lela Moselv Robert Fishel 13 extra-natl consultants 20 natl/regional consultnts	Over 1000 documents printed including Spanish edition. Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 6/11-17/78 Approximately 70 local participants in Consult sessions. Approximately 300 residents and area persons involved in field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Robert Lingafelter Teresa Lingafelter Deborah Owens Ed Vergara Larry Ware Plus 11 Natl/volunteer staff	Regular area mtgs. with L.A. projects. Yearly mtg of project dir. in Chicago. Staff present in Chicago, Oct. '78 for meeting of 300 advisors and N.A. project representatives. Project newsletters exchanged w/in area.	ICA health consultants Sept. 1978.	In initial stages of establishing contact w/ govt. agencies, business and private supporters to establish access to goods and services. Govt has provided road improvement goods & labor. Access to health services from St. Thomas parish.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Demonstration garden plots to provide local produce. Small livestock increased to provide meat,eggs & milk locally.	Jamaican Development Bank has made site visit to investigate possibilities for providing credit & loans to village.	An equipment cooperative established.	Preschool construction materials.

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Sol de Septiembre - Chile

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 6 recruited local people for training school in Venezuela, procured lodging for consultants plus meals & materials for Consult. Supervised villagers construction of a community center used for the Consult	Consult Staff: Jim Bishop Karen Troxel " Raphael Davila Ruth Landmann Lela Campbell 12 extra-natl consultants 20 natl/regional consultnts	Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials and interchange materials.	Consult held 6/11-17/78.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	George Packard Keith Packard Helen Haug Mary Hopkins Don Hopkins James Kelly Plus 6 natl/volunteer staff.	Telex link Yearly meetings of project directors in Chicago.	Evaluation not yet due.	Evaluation not yet due.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Bakery producing bread products for village consumption.	Evaluation not yet due.	Evaluation not yet due.	CONAF donated 2000 trees Govt provides materials for general environmental improvement.

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SERVICES	sumption.			for general environmental improvement.

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Bananeiras - Brazil

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 6 procured lodging for ICA staff, procured lodging, food, materials, & meeting space for consultants.	Consultant Staff: Joe Crocker Marilyn Crocker Ruth Landmann Karen Troxel Jim Bishop 10 US consultants 20 Regional/National consultants.	Over 1000 documents printed including Portuguese editn. Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 6/23-7/1/78.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	Jim Campbell Lela Campbell Cathy Bayer Don Bayer Doug Wilson plus 10 natl/volunteer staff.	Project newsletters are exchanged among L.A. projects. Regular mail exchange w/ SDO office. Regular area mtgs. of project personnel.	ICA staff conducted Human Development Trng School in Cano Negro, Vz. which was attended by project members. 6 weeks of intensive trng. in village development methods provided.	Evaluation not yet due.
SERVICE	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Evaluation not yet due.	Evaluation not yet due.	Evaluation not yet due.	Evaluation not yet due.

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Conacaste - Guatemala

CONSULTATNS	Advance Teams	Consult Personnel	Materials Delivery	16 Consultations
	Advance team of 6 located housing for ICA staff, procured lodging, food, materials & meeting space for consultants.	Consult Staff: Bill Alerding Barbara Alerding Dawn Lingo Lela Mosely Robert Fishel	Over 1000 documents printed including Spanish edition. Materials Directory prepared by SDO & TA materials sent on request. Bi-weekly packets sent to project with new materials & interchange materials.	Consult held 6/25-7/1/78. Approximately 123 local participants in Consult sessions. Additional 200 residents involved through field visits.
ADMINISTRATN	Auxiliary Staff	Communication Network	Advisory Teams	Delivery Systems
	George West Rose West Judy Boyd Joanne Gammel Christine Harris Don Richards plus 12 national volunteers	Regular area meetings of project staff Mail interchange w/ SDO office	10 residents received 6 weeks intensive trng in Human Development Trng School held by ICA staff in Cano Negro.	Evaluation not yet due.
SERVICES	Cost Reductions	Credit Procurement	Inexpensive Goods	Inkind Goods/Services
	Evaluation not yet due.	Evaluation not yet due.	New tractor cooperatively owned by village making it accessible and affordable to all.	Evaluation not yet due.

V. FUTURE DIRECTIONS

The Social Demonstration Office sees its coming year as three great challenges. The first is to launch and support eight new Human Development Projects. New projects will be located in Sri Lanka, India, Indonesia, Peru and Western Samoa. SDO also recognizes the critical need to document its accomplishments and the progress of its projects by objective means. A major challenge of the coming year is to make this function fully operational within the life of the office. As in the first year of the grant period SDO's overarching concern was learning how to initiate projects, and in the second year it was for establishing its full compliment of functions, in the third year it anticipates the question of what it means to initiate and support multiple projects in one nation. Experiments in this regard are underway in India, Indonesia, The Republic of the Philippines, Korea and Kenya.

VI. LEARNINGS

The social Demonstration Office and the field personnel review both quarterly and annually what has been learned about doing human development effectively. This work is then reflected in all subsequent strategies, procedures and manuals. For the purposes of this report, SDO has used the functions of its office to highlight learnings from the past two years.

A. Project Consultants

1) Advance Teams: The site selection team uses a screen of twelve criteria and forty-eight delineations in assessing a community's potential for human development. The major criteria for site selection includes: visible human need extending to all facets of the community's life; readiness for a project including a village invitation; an insular community with boundaries clearly circumscribed creating a definable geographic unit; reasonable accessibility to adequate resource centers and transportation services; smaller rather than larger communities (see enclosed 'site selection checklist'). After checking all site selection criteria, however, final selection is based on a grasp of the art form of the village as a whole. The most critical factor in site selection is that the team trusts its intuitions in envisioning rapid, dramatically visible, social and economic change in the village.

Although baseline data need only be done in broad strokes prior to site selection, the indirect yet thorough gathering of baseline data by the consult setup team in the month of residency prior to the consult is crucial. We have learned that it is possible to do human development as such without a great deal of time consuming statistical work. However, in order to record progress both for ourselves and for other agencies of society, it is a necessity that accurate compilation of baseline data be done. Local participation in gathering this data not only provides a concrete form of engagement in the preconsult period but also assures accuracy. Research carried out on possible industries and commercial enterprises helps to inform the consultation. Careful attention to research on the spatial characteristics of the project site, including the gathering of areal photos, topographic maps and detail maps showing all roads, pathways, houses, and public buildings enhances the quality of the consult and the consult summary document.

2) Consult Personnel: The personnel involved in the process of launching a human development project are most effective when they represent the local, the regional and the global. For the first several consults it was thought that a large number of experienced and trained leadership personnel was necessary to hold a consult. However, we have learned that a core of two highly trained people with consult experience can furnish the leadership for effective launching of each project, one for overall coordination and one for team supervision and training. The five team leaders need to be skilled in participatory learning techniques more than in particular arenas of expertise. A minimum of five people from the area are necessary to be a practics task force thereby enabling all the auxiliary staff to be involved in the consultation team work. When the consultants include one or more persons from another human development project (whether staff or resident), very practical experiential input unleashes a new level of motivity from the local residents. This representation from another human development project transforms a consultation.

3) Materials Delivery: From the initial launching of human development projects the SDO has produced procedural manuals for the field personnel and local villages. We have learned during the past year that the most useful manuals are those modified by field personnel in conjunction with the SDO. These practical "how-to" materials are used by those who have created them and furnished to new auxiliary staff as new projects continue to accelerate the timeline of implementation. The manuals which focus on effective problem solving methods and have a master image, such as the "Five Finger" image in the Village Vitality Manual, can also be used as a training resource with local residents.

4) Consultations: The ten day consultation as described methodologically in the proposal submitted to USAID does indeed elicit from the community a comprehensive plan for its renewal. In the first few projects no actuation or implementation took place until a week following the consultation when all of the Summary Statement writing was completed. We have discovered that the whole process can move faster. Since the participation of local residents in each team during the consultation lays the ground work for broad community consensus, it is possible to begin implementation immediately. We have discovered that a great deal of motivity is unleashed when key tactics which have emerged with obvious consensus are implemented in the week immediately following the consult or even during the consult week itself.

B. Project Administration

1) Auxiliary staff: During the past two years we have discovered that the assigned auxiliary staff does not have to be ten people. As few as four people can do the job. Since the auxiliary is primarily concerned for methods training and implementation catalysis, experienced staff are able to elicit a wide range of leadership and engagement both from the community itself and from the surrounding geography. Translation of the Consult Summary Statement following the Consult has been emphasized so it can be used as a textbook taining tool with the community. The Summary Statement becomes a symbol to the local residents of their capability of doing the project. We have discovered that the auxiliary and core leadership of the village working together as a team is far more effective than assigning specialized personnel on site to do particular jobs. Multinational presence on the auxiliary is most helpful in freeing the community from its own sense of isolation. Many people are eager to participate in a project on a short term volunteer basis. Volunteers have proven to be most valuable when they bring a particular expertise to a specific task within the project. Volunteer orientation that provides a comprehensive context for human development is necessary. A contradiction we still face in the use of volunteers as short term staff is the question of providing a quick but adequate context for full participation in the dynamics of human development.

2) Communication Network: It has become apparent that monthly mailings to each of the projects is not adequate. Rapid and continuing communication between the projects and the SDO allows rapid response to specific needs to take place. Key to this has been the project to project interchange of information. Weekly mailings to each project has helped this interchange to flow. Branch offices of the SDO Operation have been located in Brussels, Singapore, Hong Kong, and Bombay. This has allowed immediate communication by telephone, telex, and telegraph to ensure immediate response to project requests as well as flexibility in global maneuvering. We have been able to utilize a greatly increased flow of visitors to the projects as an effective form of communication. Busi-

nessmen assigned to a city near a project, the increased travel of ICA staff, and the vacationing visitor all have been sources of information flow not normally documented in regular written reports. This has been a far more useful communication net than we had anticipated.

3) Advisory Team: Advisory or acceleration teams work with projects for short periods of time to break currently experienced blocks in development and motivity. The first advisory teams were imaged as specific problem solving units, sent to deal with particular blocks in a project. We discovered quickly that there is no way to deal with a particular block without dealing with the whole project. So procedures have been revised to enable advisory teams to correct or modify any of the dynamics or structures of a project.

The advisory team's work is to address contradictions, infuse new operational insights, create linkages with regional networks, train local personnel and leave a visible residue of its having visited the project. The advisory team serves as a further catalyst for local participation. Advisory teams are most effective when they include personnel from SDO, the regional or area office, from another project and outside technical consultants. The team uses the felt need of the community to move on the underlying contradictions. Surprise elements or events in the team timeline create new momentum and rhythm in the project site. Daily team reflection is the life blood of the team. Eliciting the consensus of the auxiliary and community is an important element of the team's task. Defining and linking regional resources is key.

See Appendix A: Global Health Acceleration

4) Delivery Systems: The original image of a delivery network to the projects was a central resource center which would arrange delivery links globally. We have learned, however, that delivery links obtained as close to the project as possible are most effective and cost-efficient. A key to project actuation is a core of regional support personnel around the project with access to technical assistance, services and funding. In arranging coordinated delivery of goods and services to a project, many details must be taken into consideration. The total process involves preparatory conversations among the village residents, correspondence, freight plans, space allocation within the village, protective storage designation, resource maintainence and local skills training. For ensuring effective use of resources secured, all steps of preparation in the village are crucial. For example, when agricultural consultants have travelled to a project to assist with community agriculture, community meetings need to precede their visit to allocate corporate land for cultivation in order to utilize the skills offered most effectively. SDO needs to have the capacity for global deliveries where needed. A key function of SDO is to disseminate new ideas and breakthroughs from project to project.

C. Project Services

1) Cost Reductions: Although cost reductions can be occassioned by such means as bulk buying and local transportation systems, we have learned that energy is more effectively expended by pushing increased family income and expanding credit and loan possibilities. Bulk buying will not help if adequate storage is not carefully planned and provided.

Ensuring the local availability of goods and services does reduce costs. For

instance, the goods in a new retail store located in the village may cost the same as those in the next town, but the time and energy saved in travel is a cost reduction for the village. The cost to a village is reduced when a local health clinic is available to dispense basic health services. The cost of selling goods produced in the community can be reduced by establishing a common transport system. Pilot demonstrations rather than meetings are key to motivating village participation in any cost reduction scheme. People must see it work before they will break customary practices to participate in a new scheme.

2) Credit Procurement: Local villagers in human development projects have proven themselves able to participate in credit arrangements. Often in other locations where loans have been given to villagers without any local authorizing source, no comprehensive community plan and no training in money management, defaults have been frequent. Given the comprehensive structural support of the human development project, local people pick up this responsibility. Villagers have been willing to pick up the cost of development in amounts as high as 70% where they have experienced effective management and training support. When corporate financial structures undergird the individual we have discovered that individual entrepreneurship has been encouraged. Financial management training needs to be as basic as teaching simple mathematics. Management training cannot be given abstractly. It needs to be done in simple 'on-the-job' training modules.

3) Inkind Goods/Services: We have learned that most goods and services are available regionally on an inkind basis - and that local residents are easily trained to carry on this function themselves. The key to this is enabling local residents to see that inkind goods and services are a necessary stage on their journey to self sufficiency. In other words strategic inkind needs to be seen by the community as fundamentally different from the 'random handouts' to which it is probably accustomed. We have learned that inkind goods and services can reduce cash expenditure for both the consult and program implementation by as much as 75%. This is crucial for cash flow and for rapid development. It is important for motivation to get what's needed, not just anything that is offered. In securing inkind equipment it has proven more effective to contact agencies or companies which use the product rather than those who manufacture it. A total list of needs allows a company or store to check off what they can provide during the initial appointment. Many inkind sources became regular suppliers of a project's needs. Often inkind goods or services also lead to volunteer expertise.

Following the first year of project implementation, eight basic learnings were pulled together. They were:

1. Speed is more important than taking all the right steps. You will be forgiven breaking the rules if you get the job done.

2. Action spurs action.

3. Full understanding follows accomplishments.

4. Participation precedes commitment.

5. Visible, physical transformation is what captures, changes, and

catalyzes response.

(a) Beauty calls forth the deepest response.

(b) Economic signs call forth commitment.

6. Deep changes in humanness occur under the stress of doing and the press of time.

7. It takes more than the village to transform a village. The private and public sectors (both their national and regional representatives) are absolutely essential.

8. Globality, doing it locally as a sign of possibility for all communities, is the key to sustained local motivation.

These insights were learned in the field and have played a key role in the operation of the SDO this past year. For example, numbers 5 and 8 greatly influenced the scheduling, procedures, and personnel for the advisory teams.

VII. ISSUES

The following is a summary of the issues facing the SDO in the current year. On the whole, they are not new issues -- we have dealt with them since the beginning of the Human Development Program. They are, however, intensified because of the considerable acceleration of our work. Present numbers of projects and the international spread have intensified old issues and highlighted new dimensions not experienced in the earlier stages of the program. Broadly, the arenas of issues are as follows: volunteer participation, appropriate technology and expertise, industrial and commercial development, visibility and environment, appropriate materials production and adequate funding for rapid, comprehensive development.

A. Volunteer Participation

From the initiation of the first Human Development Project, the ICA has utilizied volunteer expertise and manpower as a way of multiplying the catalytic and training functions of its own field personnel. With the present number of projects and the multiplicity of their needs, the SDO is having only partial success at matching project needs with appropriate volunteer consultants. Four aspects of the issue merit attention: adequate projection of project needs, broadening the pool of available volunteers, a suitable orientation program for volunteers and a sophistication of the placement mechanisms for volunteers so that rapid placement can happen.

Constant monitoring of the needs of over one hundred projects is an increasingly complex task. As a step in dealing with this complexity, the projects determined, in August 1978, their keystones, or primary thrusts of implementation for the year, and for the first quarter. This has enhanced the organization and projection of needs. The ever changing nature of local communities, however, and the varying rapidity with which implementation takes place makes any form of statistical projection impossible. Changing projects means changing needs. Hence, SDO's response mechanisms are constantly changing as well.

With the growth of the ICA's work, the need to increase the number of volunteers is a critical one. We have found that there are many more willing volunteers available than we can get to and place. Issues here have to do with adequate promotional materials and staff to recruit volunteers, functional training and orientation programs, funding to support volunteers who cannot support themselves from their own resources. Efforts have been made to sophisticate methods for recruiting and processing potential volunteers at the local office level.

Many forms of volunteer orientation and training have been, and are, in use. The basic issue is enabling volunteers to grasp the methods and style of Human Development for the sake of their full participation on the project site. The largest such program is the eight-week Human Development Training School. The shortest is the personal interview. SDO is presently experimenting in North America with a ten-day leadership lab and weekend training modules. The intent of these programs is to serve both as training constructs for local residents of North American projects as well as to provide adequate contexting and training for volunteers considering overseas assignments.

Finally, the sophistication of volunteer placement systems is considered a

priority for the coming year. The interchange network between the SDO in Chicago and its counterparts in Hong Kong, Singapore, Bombay and Brussels has been tightened. It is critical that we be able to place enough of the right kinds of experts in the right place at the right time.

B. Appropriate Technology

The SDO has not yet adequately tapped or linked resources available from the many groups concerned with appropriate technology. When the number of projects was small and the needs in this arena fairly particularized, it was relatively simple to make these links. So, for example, the Intermediate Technology Group in Birmingham, England, helped set up a brick factory in Bayad, Egypt. Again, numbers of projects have made the situation more complex. Certain issues are emerging as common and critical to many projects - road construction, appropriate roofing materials and low cost housing models for massive village housing in the less developed world. SDO began, with the Research Assembly in July, 1978, and a meeting of 150 North American consultants in October, 1978, to direct special attention to these and similar problems. Consultants are organized to work on these problems on a regional basis throughout the United States and Canada. It has also begun to create an interchange catalogue of the types of technical assistance being made available by appropriate technology groups. Still, the amount of research required to know who is doing edge work in what arenas has been largely prohibitive. SDO has in many instances had to rely on the knowledge of its personnel out of their past experience.

C. Visibility and Environment

Rapid visible change is absolutely critical to catalyzing and sustaining the motivity of local communities. "Seeing is believing" is still true in all cultures across the world. While dramatic environmental change is essential, it is also extremely complex and often costly. Although some projects have achieved remarkable physical renewal, results in this area are still spotty across the projects. Failure to achieve upgrading of basic services, public buildings, housing and environmental care is a subtle indicator to villagers that they are not winning. How to deliver adequate expertise, designs, materials and funding to 100 projects is still an issue for SDO.

D. Appropriate Materials

SDO is still struggling with producing adequate materials for the public. The issue here is translating the style and methods of human development into materials and publications which are both descriptive and attractive to the public at large. Such materials are needed for all facets of the work - volunteer recruitment, funding, inkind, etc. A monthly publication, The Campaign News, has been useful to persons already inside the context of the ICA's work. It has few counterparts, however, for public consumption. SDO constantly receives requests or has need of materials which are not yet produced.

E. Industry and Commerce

Within the industrialized context of the 20th Century, it is an uphill battle to implement an integrated local economy including land management, agriculture, industry, commerce and trained economic leadership. Although several projects have economic implementation which approaches the spectacular, results are not uniform across the projects. SDO is presently producing the "Local Man Industry Workbook" as a partial means of addressing this situation. Issues in this arena have to do with providing our own staff with adequate economic training, with actually translating breakthroughs or ideas in one project to other projects, with finding sufficient working capital for new or expanding ventures, with placing pertinent volunteer consultants for accelerated economic development in particular projects, with equipping new ventures and with finding the appropriate economic vehicles or legal structures for each project - structures which allow the community to control its own economic destiny and which at the same time ensure that every resident will benefit from local economic growth.

F. Adequate Funding

Beneath most of these issues is the issue of funding. With over 100 projects, it has become increasingly difficult to link every project with the relatively major funding needed if it is to be a real sign - a real showpiece - for its nation.