

July 1983

AREA NAIROBI REPORT

PROJECT SCOPE AND COVERAGE

Kenya is a small nation of 17,000 people. The nation is divided into 8 provinces composed of 41 districts. We are working at the present time in a target area of 27 districts which make up the 90% rural population belt that runs across most of the southern one-half of Kenya from east to west. At present we have projects in 24 of these districts. We also have an urban pilot project located in the Nairobi District adjoining the 90% belt. We are working in 752 village projects. The projects are in 4 types: we have 8 Human Development projects, 18 Sub-location Cluster Projects, 5 Location Cluster Projects, and 4 Divisional Cluster Projects. They cover a population of 685,000 people. These projects are served by staff living in 36 sections each involving 2 provinces of Kenya. A node house in each section is responsible for executing section programmes and coordinating all section activities.

Kenya straddles the equator. The climate everywhere except the coast is moderate; however, the coast is hot and humid. Most of Kenya is highlands except the Rift Valley and the Coastal Plain. There are rains normally twice a year. The long rains are April - June, and short rains are October-November.

There are 12 major tribes in Kenya. We have all of them on our staff except Turkana and Somali. Each tribe has its own language and usually are the major population in 2 or 3 districts. There are 3 different types of tribes, Nilotic, Cushitic and the major portion are Bantu.

The political system in use in Kenya is still evolving. Independence was gained in 1963 and the first President was Jomo Kenyatta. The current President, The Honorable Daniel Arap Moi, was the Vice President when President Kenyatta died. The system is parliamentary in style based on the British constituency system but only has one house. There will be a general election in September which has been called about one year early. Last year the Kenya Africa National Union (KANU) Party was declared to be the only legal party, which was the situation in fact for at least 2 years before the constitution was changed.

The economy of Kenya is as many Third World countries, based on export primarily of raw materials, which in Kenya's case are tea, and coffee, or tourism earnings. A unique aspect of this economy is the role of the Indian businessman. They control a large section of the middle-level retail and wholesale businesses. They are Kenyan citizens in most cases, but based in the cities or towns rather than having a large attachment to the villages as do most of the other urban Kenyans.

CLUSTER MODEL OPERATIONS

The basic cluster of the Kenya Replication Scheme follows the government's administrative units. The smallest cluster project is equal to the smallest administrative units: the sub-location. A sub-location cluster project contains from 3 - 8 villages and the project includes all

do two forms of circuiting, DOOP circuiting, DOOP circuits and health circuits. DOOP circuiting is a two day construct. A circuit team is usually made up of one ICA staff and one village leader from another village in the cluster. This team spends Monday and Tuesday in one village, Wednesday and Thursday in another, and on Friday holds a training session for leaders from both villages. 14,000 leaders have received this form of training in the past year.

The two day circuit model includes home to home visits, 2 leaders meetings, a workday and all 3 DOOP meetings, stake, assembly and guild.

<u>Day One</u>	<u>Day Two</u>
Travel	Home to Home Visits
1st Leaders Meeting	Demonstration
Home to Home Visits	Workday
	DOOP Meeting
	2nd Leaders Meeting

The morning of the 1st day is used for travel and the set-up of the first Leaders Meeting. At the first Leaders Meeting, the circuit team hears the reports of the village accomplishments, reviews the quarter timeline, plans the workday and plans the DOOP meeting, making assignments and so forth. The balance of the day is spent doing home to home visits using a specific construct.

The second day begins again with home to home visits until the workday. At the workday, the methods of eventfulness are demonstrated for the villagers. When the workday is completed, the village gathers for the DOOP meeting. They begin by reviewing the quarter timeline and making a new one if necessary. Then the stakes meet, the assembly is held to name the 5 village victories for the next month. Guilds are formed one per victory and meet to work out their next month's implementaries. After the DOOP meeting, the second Leaders Meeting is held at which all the guild timelines are pulled together, other public events put on the calendar, and a comprehensive timeline for the next month for the whole village is consensed on. The timeline includes setting plans for mid-month stake, guild and leaders meetings. The circuit closes with a celebration and reflection. Approximately 68,000 villagers have participated in these circuits in the past year.

The other form of circuiting is the health circuit. Circuit teams meet with trained health caretakers in the village. They visit the home to demonstrate the caretakers task. The circuiters do a training for the caretakers and help them build a plan for further action.

The major result of this kind of cluster operations is what we have named 'self-generating' development. We have discovered that when you reach a level of 3 or 4 sub-location cluster projects together, the villagers begin to respond in a massive way to the call for them to do their own development. Here are a few examples: In economic development this past year, 955 kilometres of terracing have been dug, 293 new shops have been opened, 562 demonstration plots have been planted, 149 poultry

the villages in the sub-location. In a sub-location cluster project, each village has a two-year timeline based on the 9 Programme Chart and the sub-location cluster as a whole has a two year timeline. These projects are being intensified by initiating sub-locations projects in all of the sub-locations in a location. When this process is completed then the whole location creates a 2 year timeline and becomes a location cluster project. Finally we use the impact initiation procedure to begin location projects in all the other locations in 1 division, thus creating contiguous location cluster projects. We do not create a timeline for those entire divisions which we call multi-clusters.

We have two basic initiation designs for sub-location cluster projects. These 2 methods are the Cluster Consult and the Location Impact. The first method is a week-long meeting with representatives from each village in a sub-location cluster. The consult follows the standard consult method ending with a 2 year timeline and detailed quarter timeline and has times in it where the participants return to the villages to involve more people. We use the consult for the first cluster in a particular area and for all the other sub-locations in a location until we have one location cluster project. After we have a location cluster project and we wish to begin working in other locations in a division then we use the Location Impact design. In this design we meet for one day with each village in a location to do an accelerated version of the consult method which results in a 2 year and detailed first quarter timeline. We call this the village development meeting. After these are completed we meet with representatives from each village for 2 days in a sub-location assembly which creates a 2 year timeline for the sub-location. After this is completed we then meet for a one-day Location Assembly with representatives from each village. This creates a 2 year timeline for the whole location.

After both of these designs we follow up with a Village Leaders Institute (VLI) and Village Health Caretaker Training. The VLI is a week-long training course at which we try to recruit at least all the stake leaders. The VLI trains leaders in how to be a stake leader which essentially means the DOOP Model. We also follow up the initiation with a 2 week-long Health Training course.

Our project operations are based, almost entirely, on the DOOP Model. (see attached sheet). When we begin working with a village we tell the village that we are going to do four things and four things only. We tell them (1) that we are going to help them build their own 2 year comprehensive development plan. (2) We are going to provide them with various forms of training so that they can learn to do their own development. (3) We are going to visit with their village on a regular basis to consult with them, find out what they have accomplished, and help them to continue their planning. That is the DOOP Model. Finally (4) we are going to work with special programmes with other sectors as they come available, especially in the arenas of health and agriculture. Inputs when available will be done at the location level. What we do not do is provide help in any form for specific actuation needs whether that is materials or technical expertise.

Circuiting is the form we use for ongoing nurture of the project. We

houses have been started. Human Development, 1283,687 trees have been planted, 150 kilometres of roads have been repaired or constructed, 706 signboards have been erected. In social development, 4,606 Health Caretakers have been trained. 227 literacy classes have been formed. 452 classrooms have been built and 102 football clubs have been formed.

Perhaps the most exciting result of our work has been the emergence of what we have called the Village Leaders Movement. They not only carry out all the development work in their own villages, they are also involved in circuiting, initiation and training activities in other villages.

Another important aspect of our cluster operations is the house operating design. Each project in Kenya operates the same way with the same Week I - Week II design. Monday through Friday everyone participates in the circuiting model described above. This is true in single village HDP's which do stake circuiting. Friday night we all do Roundtable. Saturday morning begins with daily ritual and a staff training collegium. The rest of the morning is spent hearing circuit reports and creating the next week plan. In the afternoon, each team makes its own preparation for the coming week. Saturday night is a celebration. Sunday is spent practicing the coming week's Friday Leaders Training curriculum. Sunday afternoon is discontinuous. Sunday night is the house finance meeting.

PRESUPPOSITIONS

1. The first presupposition behind our work in Kenya is that we are out to catalyze the villages to renew themselves. We presuppose that local people have what is necessary to build their own future. Our work is to catalyze that decision by awakening them to this possibility and providing them with methods which will release the development of the whole village. And these are the methods wherein we are the experts.

We do not involve ourselves in a direct way in the actuation of any programme except corporate patterns. In doing so, we would seriously inhibit our ability to play the catalytic role.

2. The second presupposition is that it is the local sector which is able to do the job of catalyzing the local to do self-generating development. No representative of another sector "wearing the Hat" of that sector can authentically demand of a village that they develop themselves because of the kind of role that they play in society. Thus we live in villages and we are primarily made up of local people in both our staff and the majority of the broader movement forces.

3. The 3rd presupposition is that the vision of the movement grounded in a constant expansion scheme is a necessary part of awakening and sustaining human development in any village. Unless the village is a part of a broad and growing scheme of mass catalysis, the spirit decision of the village to develop itself will lose its basic context. The "on behalf of" the 2 million villages image must be practically evident. The context of "you are a demonstration" is insufficient by itself.

4. The 4th presupposition that underlies our strategy is that mass

expansion brings forth a new gestalt at each level. This new gestalt cannot be predicted before it happens, but when it does happen, new possibilities for care for the 2 million breaks loose. When we began clusters, we discovered the possibility of a purely catalytic role for the auxiliary. When we began to do clusters of clusters, we discovered self-generation, where density releases villages to do their own projects and interact with similarly motivated projects. When we began multi-clusters, we discovered the Village Leaders Movement. We now wait to see what happens when there exists a mass of multi-clusters.

TRAINING

The Kenya training programme is mainly out to create and empower a network of village leaders. We are out to have a trained stake leader and a health caretaker in every stake. As we are expanding so fast, this is a big job.

Our ways of training these 2 kinds of leaders are a week-long Village Leaders Institute (VLI) of training stake leaders in corporate methods, and a 2 week long Health Caretakers Training course. After this training, the DOOP circuit teams and health circuit teams come back regularly and offer some additional training on each circuit.

Here is our chart of what formal and on-circuit training events we had this year:

Event	Number	Participants
VLI	35	1310 (2403 to date)
CIRCUIT LEADERS TRNG	1,778	14,181
HEALTH TRAINING	96	2,585 (4,606 to date)
HEALTH CIRCUIT TRNG	196	3,676

Now in this training, we didn't get finished. So far we have initiated 3760 stake leaders trained in VLI. And some of those came from the same stake. On the health caretakers, we had 4,606 trained so far. But all those have come from 99 out of 158 clusters or projects. Some of this has to do with the large number of clusters initiated last quarter and scheduled next quarter.

Now, to describe the two training events a bit:

The VLI lasts a week and the main part of it is practice on the DOOP meetings. There is also a lot of reflection on the Ronstrom from the Ancient of Days. In trained clusters, lots of people know Ronstrom. At a meeting on the coast, an auxiliary was leading the meeting in Kiswahili. He asked a question and everybody shouted "Iron Man". He asked another question and everybody shouted "Ronstrom". We have also begun to utilize the "Eight Steps on the Human Journey" in VLIs and VLCs. It has been extremely well-received.

The health caretaker training is in 7 parts over 7 days. They cover things like nutrition, sanitation, first aid, etc. The whole focus is on enabling these stake health caretakers to visit the families of their stake, and give practical help on preventive health care.

To follow up this training, we have our circuit systems. The DOOP circuiters go to two villages a week. That takes four days. On Friday, they offer a training event for leaders of the two villages they just went to. We need only three curricula a quarter because we only get to each village 2 or 3 times a quarter. These lessons have included village record keeping, how to draw DOOP meeting charts, workday planning, and applications for government assistance.

The health circuit takes a week to each sub-location cluster, which averages 5 villages. The last day is a training event focused on current health issues in the cluster.

To staff these training and circuit events, we have our staff training. Here is a chart of staff training this year;

Events	Number	Participants
HDTI No. 11, 12, 13	3	210
ADVANCED TRAINING SCH#4	1	35
HEALTH CIRCUITER SCHOOL	2	45
AUXILIARY STAFF HOUSE TRAINING	1135	ALMOST ALL STAFF

The HDTI is a spin off of the HDTI developed in India except that there is more emphasis on doing DOOP meetings, field experience on circuits, Vocational Journey Labs, etc.

This year we tried a new Advanced Training School. This was the second in a series which focused on circuit systems in cluster projects. There are a lot of large clusters of 10 or 40 or 150 villages and this was about how to organize these in a systematic way.

The third kind of training is to train auxiliary health circuiters. There were 2 of these lasting 6 weeks each.

The last item on the chart refers to the Week II training held in each house in 2 arenas. The first is to practice the training they are going to lead on circuits. Both the DOOP circuit and health teams do this. The second is in-depth training of edge work, primarily required for house life and task effectiveness.

There are two other things to report. The local government officers are introduced to our methods with the LENS seminar. So far, 10 location clusters have had Officers LENS courses. It has been helpful to build a context, but we have found few ways to practically follow these up. In addition, we found in many cases, government officers participating in village DOOP meetings.

Finally, it would seem that the most effective type of training is engagement in the task. The village leaders have started to take over responsibility for staffing the Area's training programmes. They have started circuiting to other villages, doing initiation events and leading VLI's. Here is the year's list of local leaders engagement in leading training:

Leaders on circuit	599
on impact	62
on consults	4
teaching VLI's	19
TOTAL	684

People agreed to engage in these movement activities largely out of a series of village leaders meetings. There were 19 Leaders Engagement Meetings where leaders could look over the timeline of programmes for the quarter and sign up for what they wanted to do.

But the finest events of the year were a series of 5 Leaders Conferences that were like movement councils. These conferences averaged about 89 people each and the leaders helped plan the next steps in building a village leaders movement.

There were several other conferences of various types: 3 Farmers Conferences, 6 Health Conferences, 1 LENS with labor union, 1 Urban Futures Conference, and in the course of all the planning events, 11 Think Tanks.

THREE SECTORS

With the establishing of a solid base of village leadership and structures, we have looked for new ways to integrate the 3 sectors as resources for the local, as well as new ways to allow the input of local initiative and direction to be of benefit to the 3 sectors. Two of the major corporations in Kenya, Firestone and Brooke Bond, have been major ICA contributors and have adopted particular projects to assist. This past year, the New Stanley Hotel (Sarova Hotels) has tried a new approach in not only adopting a cluster of villages but regularly having teams of hotel staff do joint workdays and celebrations with the village. One of the major strengths of the Kenya programme has been its involvement with the government and careful nurturing of our support from the local officers up to the cabinet. Four present cabinet members are on the Global Advisory Board of the IERD. A strong National Steering Committee headed by the honorary chairman, the Permanent Secretary of the Ministry of Economic Planning and Development, has given us access to top government officers who are familiar with and support our work.

The edge of our work with the government is to find arenas in which the New Village Movement can work hand in hand with the government programmes. We are currently negotiating with SIDA (Swedish International Development Agency) a proposal to be co-implementors with the Ministry of Agriculture in a "Mini-holders" Farm Programme. Thinking through ways in which we can facilitate national policies has been one of the key strategies in allowing us to increase development by 40% in the last year

through major grants from NORAD, (Norwegian Aid), SCC (Swedish Cooperative Centre), EEC, and the Ford Foundation. The EEC Grant has allowed us to expand our HDTI building and build 6 community centres/staff residences plus the Ford Grant which included three new training centers.

The Kabiro Human Development Project has been our urban location for experiments in three sector involvement. Both the University of Nairobi's Urban Housing Department and the United Nation's Habitat Programme have assisted in building demonstration low-cost, locally made structures using compressed soil blocks and cement sisal roofing panels made in Kabiro as the materials. Kabiro has built 3 community building through a grant from OXFAM, for which we are currently in the process of buying two acres of land for expansion into an urban housing experiment. UNICEF, in conjunction with the ICA, has established a "jiko" (stove) workshop in Kabiro to manufacture and distribute a low-cost low-energy design of the commonly used coal-burning stove. Kabiro is just beginning an "Adopt a Child" programme with Christian Children's Fund to find ways to care for the 600 children in the community Harambee School. The Kabiro Health Clinic funded by Family Planning International Assistance has been a tremendous resource not only for Kabiro, but also for all Kawangware as well as for our nation-wide health caretakers programme. The clinic is regarded as one of the best family planning programmes in Kenya. In addition, for the last year "Meals for Millions" (Freedom From Hunger) has worked in Kabiro in Home Gardens Programmes that are used for demonstration and training for their other projects in Kenya.

CONCILIAR DYNAMIC

The conciliar dynamic has been crucial to our polity and common strategy, planning and implementation across Kenya. The dynamic is based on a quarter's rhythm with conciliar events held four times throughout.

At the end of the first three weeks is a meeting of the project directors which checks implementation status of previous quarters' area councils plans and works through local implementation required. The next meeting consists of the national project directors who apply a mid-course correction of the quarter's plans and begin planning for the next quarter. At the end of the meeting the section project directors meet separately for final checking.

Three weeks later a meeting is held in each section with three to four representatives from each house. This is to finalize the quarter's implementation, and plan for the Area Council. The Area Council is made up of 3 representatives from each house. It meets at the end of the quarter to hear the reports of the quarter and plan for the next. Again, at the end of the Council the section representatives meet.

With this type of dynamic, rotation of attendance can be set up so that every staff member participated in at least one conciliar dynamic. The section meetings are one day in length; the National Project Directors Meetings 2 days in length, and the Area Council 3 days. In addition, a planning group meets before these last 2 meetings. It is made up of section leaders and representatives of the Area Support Forces.

MULTIPLE VILLAGE DEVELOPMENT STRATEGY

Replication strategy is born out of the vision of the awakening and fulfillment of human beings of the 2 million human communities around the world. Its purpose is creating an awakening process that transforms the individual, family, village, extended community, nation and finally the world.

In a small, primarily rural nation, this can perhaps come about best when the replication plans include the whole nation, or finally the whole nation becomes the human development zone.. Such nations with one economic, political and cultural node and base cannot finally be administered to in parts alone.

16 Year Image

The present 12 year replication scheme is entering the last year of its second four year phase. The remaining 4 year phase after this needs to be expanded into 16 years. This will include a process that will touch every village, town, urban centre and sector.

In the march of the replication process, we began with the individual-family-village; moved to clusters, then clusters of clusters, and now are working with multi-clusters. Two steps remain in the process: mass of multi-clusters, and total or national development.

Moving to masses of multi-clusters will be or become a mass mobilization of the rural. To take this step is to move toward the expansion of the awakening and development of all, and is perhaps the most crucial and necessary step. People power is the one asset the rural has. A mass mobilization of this power source seems to be the only alternative to dependence and victimization under which the rural now rests.

Finally, to be effective, this mobilization needs to be developed into a total all-embracing vigorous activity which both encompasses the nation and at the same time becomes the national activity. Only when all structures and sectors begin participating in local development across the land with and for the village's awakening, will the nations own structures be awakened and recast for the needs of all its peoples.

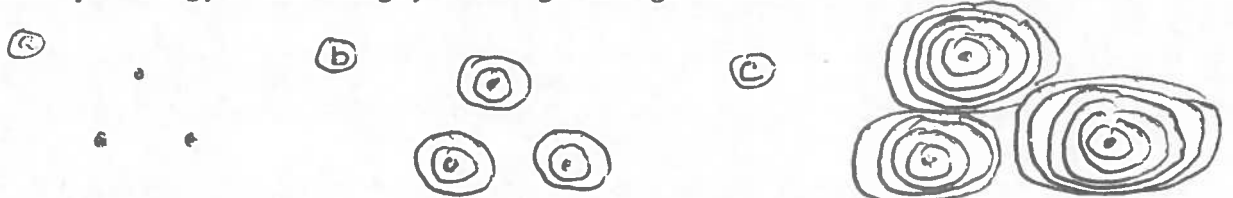
IMAGES FOR FOUR YEARS

Primarily 2 foci will be emphasized in the next four year phase. The first will be to launch a full-fledged Village Leaders Movement programme that undergirds its structure and organisational dynamic. This would include extension and ongoing nurture systems. The village leaders would slowly take over the present circuiting systems and participate in the creation of future systems. The auxiliary staff role would shift primarily to a monitoring, training and advance planning and guiding function..

The second focus would be building up catalytic interaction through high density expansion/intensification programmes.

This present four year phase which has one more year to go has targeted completing a project in every district of the 90% population belt; establishing location projects in all divisions of 3 districts in each bi-province (section) and 1 location project in our other district in each bi-province.

The next four year phase calls for initiating all the villages around (and in some cases between) these location projects in order to build up a high-density motivational milieu. This would activate around 3,300 village projects that would be interacting with each other in various forms of common planning, interchange, meetings and guild work.



Other items would include moving all our present projects to location status, devising LENS-type programmes for government officials up to the district level, setting up demonstration projects in the nomadic areas which at first will be symbolic presence, continuing to push for new forms of training and journey structures for both auxiliary staff and village leaders.

IMAGES FOR ONE YEAR

For the past few years, the images of the Village Leaders Movement became increasingly more intriguing. Last year, at this time, that vision was filled out. Since then, we have been trying to ground the vision in concrete practical operating pictures. This has paid off, and especially in the last few months, the building blocks have been falling into place.

This coming year we plan to begin a training programme and operations dynamic that will include a series of long-term training schools for village leaders to equip them to carry out movemental activities. In addition, practical in-service training is planned to take place with alternating time in the field.

A pilot programme will begin in one section and then go to the other three sections so that by the end of the year we should have an operating model in being that would allow us to launch the next 4 years, with a full-fledged programme for undergirding the Village Leaders Movement..

WHAT HAS WORKED

A. Modes

1. Establishing a New Village Movement symbolized by 752 participating villages.
2. Utilizing a rapid replication of expansion/intensification dynamic, symbolized by auxiliary trained in expansion and nurture system.
3. Building a Village Leaders Movement to take over the NVM, symbolized by the village leaders who pick up their own situation and move

beyond to act on behalf of.

B. Techniques

1. National Phased Replication Scheme
2. Project and cluster expansion tools and techniques
3. DOOP Model
4. Cluster structure and operations tools and techniques
5. Training forms and structures for staff and villagers
6. Area-wide regular conciliar planning and activities
7. Common operating procedures and structures throughout the Area both in missional task and house life.
8. Decentralized programmatic and monitoring activities.
9. Living in the villages and operating out of them to other villages.
10. Calling for the national staff from the villages to serve the New Village Movement.

WHAT HAS NOT WORKED

1. Inputs of goods and services below the location level..
2. Doing village actuation even by subtle action of "working through" the villagers.

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