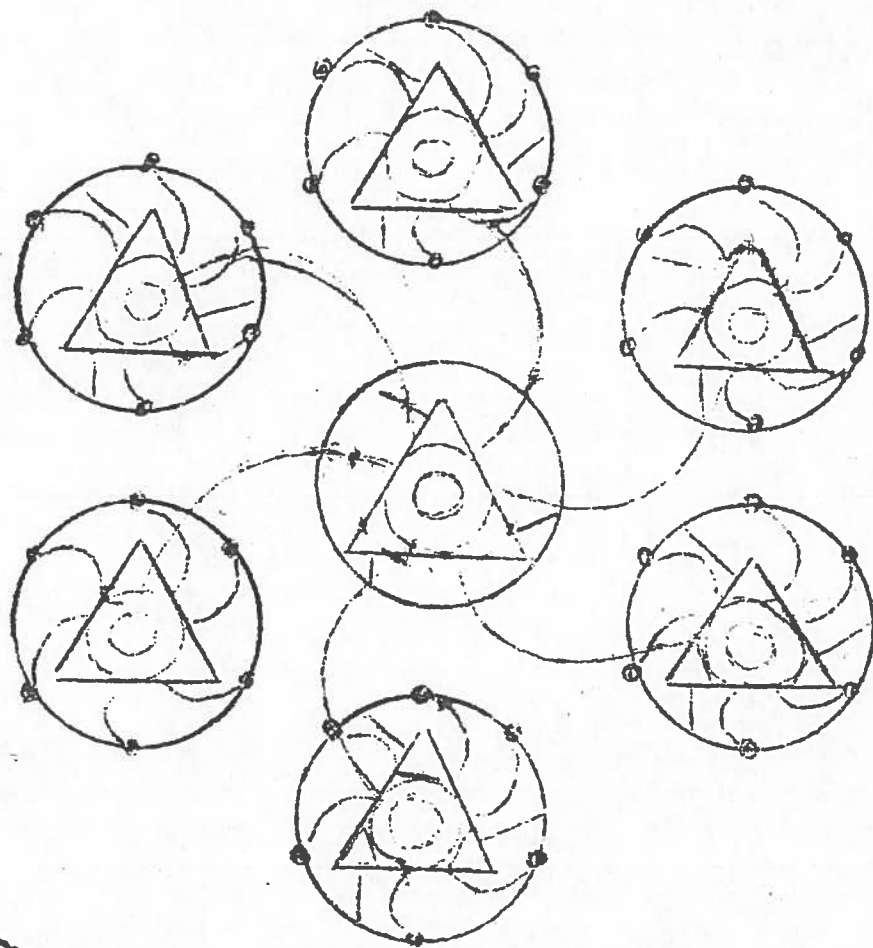


CLUSTER CONSULT MANUAL

SLICKER  
UPDATED  
JUNE 1981



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## THE CLUSTER CONSULT DESIGN

## FOUR DAY PLANNING MODULE - PROJECT IMPLEMENTARIES

Beginning	Day 1	Day 2	Day 3	Day 4	Ending
OPENING  CELEBRATION	ANALYSIS MODULE	TACTICS MODULE		IMPLEMENTARY MODULE	CLOSING  CELEBRATION
	Vision	SOCIAL <u>MODULE</u>	ECONOMIC <u>MODULE</u>	Timelines	
	Contradictions	- Environment	- Agriculture	Resources	
	Proposals	- Health	- Industry	Organisation	
		- Education	- Commerce		

Institute of  
Cultural Affairs

THE CLUSTER CONSULT DESIGN

Five Day Planning Module - Project Implementaries

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
ANALYSIS MODULE	T A C T I C S   M O D U L E S			
VISION  CONTRADICTIONS  PROPOSALS	SOCIAL <u>MODULE</u> --Environment --Health --Education	ECONOMIC <u>MODULE</u> --Agriculture --Industry --Commerce	IMPLEMENTARY <u>MODULE</u> --Timelines --Resources --Workday	ORGANISATION MODULE  STAKES  ASSEMBLIES  GUILDS

OPENING DAY  
TIME DESIGN

Page 3

7:00 am

Breakfast  
Consult Team Planning

8:00 am

Meeting with Village Committees as necessary

9:00 am

Consult Team Planning

Last Minute Set-up in Host Village

(buffet lunch by  
working groups)

1:00 pm

Team departs for host village

3:00 pm

Opening Celebration

Dinner  
Addresses  
Vision Workshop

7:00 pm

Day's End  
Consult Team Meeting  
Preparation for next day

OPENING DAY  
PLENARY

Page 4

OPENING  
PLENARY

THE  
OPENING

Greetings  
Songs  
Introductions  
Dignataries  
Guests  
Outside Consultants

THE  
ADDRESSES

Local Speeches  
Special Presentation  
Chief Guests Speech  
The Consultant Address  
The Institute of Cultural Affairs

THE  
WORKSHOP

The Practical Operating Vision Chart  
The Response  
The Recommendations

THE  
CLOSING

Announcements  
Sending Forth  
Song

THE  
VISION  
WORKSHOP

Spin:

Villages and sub-locations live out of their hopes and dreams. Our task this week is to begin with the vision and move through it to a two year plan for the sub-location. A vision chart has been prepared for each village out of data collected from the village meetings. You see these charts displayed. From these charts the sub-location vision chart has been prepared.

Read through the major categories of the chart. Ask the following questions:

1. What is the first phrase that strikes you?
2. What is on the chart that excites you?  
What is there that frightens you? O.K., what do you think puts urgency into the task?
3. To what on the chart do you say, "Yes, that is needed?"
4. Now let's take a quick look at a comprehensive picture of village development. These nine programs include (do a quick walk through) Does this remind you of the aspects of the sub-location vision? List responses on the blackboard by the chart.
5. If this sub-location aspired to be a model sub-location, how would you alter or improve the chart?

ANALYSIS MODULE  
Time Design

Page 5

9:00 am	Breakfast
10:00 am	Contradiction Workshop
11:30 am	Contradiction Plenary
12:30 pm	Lunch
1:30 pm	Proposals Workshop
3:00 pm	Proposals Plenary
7:00 pm	Consult Team Meeting Preparation for next day

## CONTRADICTION WORKSHOP

## CONTRADICTION PLENARY

Page 6

BREAKFAST	<p>Opening Songs and Ritual  "Run into the future run..."  "Let us eat this meal on behalf of..."</p> <p>Spin: Consult Method</p> <p>Context for the day  Closing song and ritual</p>
CONTRADICTION WORKSHOP	<ol style="list-style-type: none"> <li>1. Call the group together with a song.</li> <li>2. Context: Yesterday we looked at the Vision Chart of the Sub-location which was a gestalt of the Vision Chart of all the villages. Now, we move on to discern what is blocking the sub-location from achieving that vision. We call this discerning the major contradiction, or those deep underlying blocks that prevent solving the surface issues and effectively dealing with the situation. Spin on a contradictions short course, e.g. The Monkey Story.</li> <li>3. The Village Meetings held in each village obtained key issues brainstormed by the villagers. These were gestalted into like categories. The chart now presented shows the gestalted arenas and the issues included in each.</li> <li>4. We are now to break into four teams: <ol style="list-style-type: none"> <li>1) Agriculture and Livestock, 2) Industry and Commerce</li> <li>3) Environment and Services, and 4) Education and Community Organisation.</li> </ol> <ol style="list-style-type: none"> <li>a. Each team is assigned two or more of these contradiction columns.</li> <li>b. Look at list of issues in each column. Ask "In what arenas does the contradiction actually lie?" (See Contradiction Aids page for suggestions.)</li> <li>c. Once the arena has been selected, name a descriptive phrase that describes the social pain. (See Contradiction Aids page for suggestions.)</li> </ol> </li> </ol>
CONTRADICTION PLENARY	<ol style="list-style-type: none"> <li>1. Come together as a group by singing a song.</li> <li>2. Have the rational chart on the blackboard or on butcher paper. <ol style="list-style-type: none"> <li>a. Have each team representative read the titles aloud.</li> <li>b. Ask for questions of clarity:  "Does this title accurately hold the social arena?" "Does it adequately express the social pain?"</li> </ol> </li> </ol>



## CONTRADICTION PLENARY

## PROPOSALS WORKSHOP

Page 7

PLENARY (con't)	<p>3. Reflect briefly on what this informs us about the major contradiction in the Sub-location.</p> <ol style="list-style-type: none"> <li>What strikes you about the contradiction?</li> <li>Which one is most on target?</li> <li>Which one is most basic?</li> <li>Which one, if released, will release the others?</li> <li>How would you restate the major contradiction in your own words?</li> </ol>
LUNCH	<p>Opening song and ritual          "Adjust your steps to the steps of the promise..."          "Let us eat this meal on behalf of..."</p> <p>Context for Working Groups, Day 3          Day after tomorrow will be the Economic Tactics Module whereby we plan to triple the income of all in the Sub-location over the next two years. One of the tasks is to meet with those who have working skills throughout the day.</p> <p>In the consult preparation each village prepared a survey of those in their village who have working skills. We have pulled these lists together and made suggested times for meeting with them on Day 3.</p> <p>Read through the list. Ask for additional names and other suggestions.</p> <p>I will give a list to each village. Please contact these people to see if they can meet at the recommended time. Let us know tomorrow. If they cannot meet at the suggested times we would appreciate their recommending an alternate time.</p> <p>This afternoon we will move on to do the proposals workshop and pull together.</p> <p>Close with song and send-out.</p>
PROPOSALS WORKSH OP	<ol style="list-style-type: none"> <li>Sing a song as a transition.</li> <li>Assign each team 2 or 3 contradiction columns.</li> <li>Each team divides itself into units of 2 or 3 to write proposals for specific columns or arenas in columns, e.g. sanitation, housing, schools, crops. The proposals for the sub-location need to go through the contradiction, meet it, handle it or remove the block.</li> <li>Each unit brainstorm proposals so that there are 10 - 15 for each contradiction. Be sure and brainstorm over against the contradiction and not individual issues.</li> <li>Gather back as a team and each unit report its proposals. Add, delete and modify.</li> </ol>

<p><b>PROPOSALS WORKSHOP</b></p> <p>(Cont.)</p>	<ol style="list-style-type: none"> <li>6. Critique the total list for relevance, viability, clarity and comprehensiveness. Check those that strike at the heart of the contradiction, or deal with one or several aspects of the contradiction.</li> <li>7. Draw up a set of six independent practical proposals for each contradiction assigned to the team. Eliminate overlap, good ideas and sub-points.</li> <li>8. Give each proposal a 3 to 4 word holding title. Place the titles in English and Kiswahili on butcher paper. Letter each proposal A,B,C,D,E,F, (see form Page 42 Give the list of proposals to the consult leaders.</li> </ol> <p>After the workshop a group is appointed to prepare a rational Proposal Chart for afternoon work.</p>
<p><b>PROPOSALS PLENARY</b></p>	<p>Opening:</p> <ol style="list-style-type: none"> <li>1. Song</li> <li>2. Spin: Standing Tall</li> <li>3. Methods Context</li> <li>4. Instruction to teams</li> </ol>
<p><b>OBJECTIVE</b></p>	<p>Round One</p> <ol style="list-style-type: none"> <li>1. First sample: Ask for the last proposal on each chart. Put in proper column.</li> <li>2. Second sample: One more proposal from each team. Not the first, or Proposal A. Put in proper column.</li> <li>3. Initial reflection/interpretation: Where the columns are pointing, name columns. Give a broad interpretation on the proposals that are emerging.</li> </ol>
<p><b>REFLECTIVE</b></p>	<p>Round Two</p> <ol style="list-style-type: none"> <li>1. Teams mark similar and identical proposals with the appropriate column symbol. (Fill out report form and turn it in at the end of plenary.) Leave unmarked the ones that the team is uncertain of what it is related to.</li> <li>2. Third sample: Call for different items, those that don't fit the present columns, in your team's opinion. Plot in already established column or new column.</li> <li>3. Fourth sample: Call for all remaining items. Plot in proper column.</li> </ol>

## PROPOSALS PLENARY

Page 9

<p>PROPOSALS PLENARY (Cont.) INTERPRETIVE</p> <p>TEAM DATA AND FOLLOW UP</p>	<ol style="list-style-type: none"> <li>1. Second interpretation: Combine columns and name them.</li> <li>2. Box-in related material in a column and name it. Try to name 15 - 20.</li> <li>3. Above the line: point out relationships. Below the line: point out the content of columns.</li> </ol> <p>Dismiss the plenary with announcements and send out.</p> <p>Invite the teams to turn in their remaining data and similar items to the coordinators. They will be plotted later by the consult team.</p>
<p>CLOSING CONTEXT</p>	<p>Tomorrow we will do the Social Tactics Module. This work will start in each village at 9 a.m. Please eat your breakfast before you come. We will meet at <u>(name the node in their village)</u>. It is crucial we begin on time tomorrow so remember 9:00 a.m. This is an opportunity to expand the participation of your village in the consult. Please recruit 40 more people to participate in the morning part of the Social Module.</p>
<p>FOLLOW UP</p>	<p>Check the node in each village to see if it is set up for tomorrow's workshop.</p> <p>During the evening, prepare the rational proposals chart and put it on butcher paper for each village.</p>

9:00 am	Breakfast in homes of individual families.
	Social Tactics Fieldwork conducted in each village -environment -services -health -education
11:00 am	Social Tactics Workshop
12:30 pm	Leave for Sub-location Consult Site
1:30 pm	LUNCH
2:30 pm	Social Tactics Plenary
7:00 pm	Consult Team Meeting Preparation for next day

## SOCIAL TACTICS FIELDWORK

## SOCIAL TACTICS WORKSHOP

Page 11

SOCIAL  
TACTICS  
FIELDWORK

The Social Tactics Fieldwork and Social Tactics Workshop will be held in each village. No corporate breakfast is scheduled. It is crucial to begin on time at 9:00 am.

Begin with several songs to call the people together. Have the proposal chart posted from the beginning.

1. Walk through the proposals chart. Explain the overnight work to obtain the rational chart.
2. Ask for their reflections on comments.
3. Does this chart adequately represent the proposals we did yesterday? Does anything need to be added?
4. Explain that this morning we are going to do the field work to get social tactical events to implement the proposals.
5. Point out social proposals on the chart.
6. Looking at the social proposal titles, ask what information and issues the village has on these proposal areas.
7. Ask where we need to visit in the village to gather events that can be done.
  - a. Who would have special insights in the arena?
  - b. Who has tried something and failed? Why did he fail? What did he learn?
8. Divide up into four teams and assign the proposals to the teams as follows:

I  
housing  
public  
facilities  
beautification

II  
health  
sanitation  
education

III  
water  
roadways  
services

IV  
community  
organisat.  
welfare  
external  
relations

9. Make one more check on where to go and who to see.

SOCIAL  
TACTICS  
WORKSHOP

1. Meet back in common space by teams. Each team put their proposals titles from the proposals chart on a blackboard or butcher paper.
2. Have each team brainstorm village events for each proposal.

## VILLAGE MAP CONSENSUS

Page 11a

Social  
Tactics  
Workshop  
(cont.)

Village Map  
Consensus

During the preparation weeks, the village map is prepared. The village boundaries, rivers, roads, markets, schools, etc., should be prepared by the staff from government maps. This is checked by the villagers, especially the boundaries. Also, they will want to add other items not on the government maps, perhaps even the location of each house.

Present the map to the group at this time. Walk through all the items on the map and explain in detail where necessary.

- a. Ask what strikes them about the map?
- b. What surprises them?
- c. Ask what picture of the village this represents?
- d. Does anything need to be changed or added?
- e. Is this our consensus of the map?

Village  
Grid  
Consensus

1. Next, we want to consense on the grid of the village and sub-location.
2. Walk through the work done on the village map and grid.
3. Spin on the operating function of the stakes.
  - a. Restructures the village into smaller areas.
  - b. Is a means for more people to participate.
  - c. Provides a small enough area for effective care structures to take place.
  - d. Is basic planning unit of the village.
4. Give rationale as to why the grids are drawn the way they are: simplicity, memory and symbol.
5. Discuss and obtain consensus on both the village grid and sub-location grid.

Workshop  
Pull-  
Together

## SOCIAL TACTICS WORKSHOP

Page 12

SOCIAL  
TACTICS  
WORKSHOP  
(Cont.)

For village events, brainstorm events both to do in your own village in conjunction with and simultaneously with other villages in the Sub-location, e.g. adult education, community center, etc., and to do in your own village, that would be unique to your village.

Explain that an event is a concrete action or series of actions that will bring off the proposal thrust.

3. As the brainstorm proceeds, ask questions under each proposal heading such as: What do we need to do in drinking water supply? Transportation? Health? etc.

If the people give an implementary ask them to re-state the event behind it. One guideline is if you can do something in one day, it is not a tactical event, e.g. buy medicine, get trees, etc. These are implementaries.

4. Keep up the brainstorm until you have a minimum of 5 - 8 events under each proposal title (3 - 6 for sub-location events).
5. Refine and choose the most catalytic events until you have 10 events total for all the proposals assigned to your team (6 for sub-location events.)
6. Next, have the team brainstorm sub-location events for each proposal assigned to the team.

For sub-location events brainstorm events for the sub-location as a whole, e.g. water system, secondary school, etc.

7. Repeat procedures 1 through 5 for Sub-location events.

WORKSHOP  
PULL-  
TOGETHER

1. When all teams have completed their procedures, come together as a total group and each team read results to total group.

Read village events. Discuss. Read sub-location events and discuss.

- a. Ask for questions of clarity.
- b. Which events seem to be most catalytic?
- c. Are there other events that would be more catalytic which have been left off? Why?

2. Get group final consensus on the four team's lists of events. Post them on chart. Social Module, Events Workshop Page 43.



## SOCIAL TACTICS PLENARY

Page 13

FOLLOW UP DURING LUNCH	Gather charts from all villages and prepare charts, Social Module Events Pull-Together Sheets 1 and 2. Put on butcher paper for this afternoons plenary.
TRAVEL	Village representatives travel to consult site for lunch.
LUNCH	<p>Opening Song and Ritual          "Adjust your steps to the steps of the Promise..."          "Let us eat this meal on behalf of..."</p> <p>Spin: Social Principles</p> <p>Context from Working Groups</p> <p>Let us receive the reports of the recommended times for the tomorrow's meeting of the Working Skills Groups.</p> <p>Have each village report. Adjust timeline as necessary. If it is too complicated to do quickly, say it will be pulled together this afternoon. In any case, now or later, in the afternoon finalize tomorrow's working group schedule and give the schedule to each Head Man to take to the people involved.</p> <p>Announce that the afternoon will continue with the pull-together of the morning work in plenary.</p> <p>Song and send-out</p>
SOCIAL TACTICS PULL TOGETHER	<p>Call the group together with a song.</p> <ol style="list-style-type: none"> <li>1. ... Put up the butcher paper pull-together of all village events (see page49 and page45 for Social Module Events Pull-together, sheets 1 and 2) prepared over lunch from all the village's events workshops.</li> <li>2. Walk through the chart with the whole group, explaining how the chart was done.             <ol style="list-style-type: none"> <li>a. Point out where the villages came out with the same, or overlapping events, and how the chart holds that repetition.</li> <li>b. Read out the events contained in each of the village events pull-together. Start with those repeated most and then the lesser repetitive ones</li> <li>c. Ask what strikes them about the events?</li> <li>d. What surprised them?</li> </ol> </li> </ol>



## SOCIAL TACTICS PLENARY

Page 14

SOCIAL  
TACTICS  
PULL-  
TOGETHER

{Cont.)

- e. Of those events repeated most, which would be best for simultaneous action by all the villages? (Record answers on blackboard or butcher paper.)
  - f. Which ones would be the most striking (visible)? (Record answer)
  - g. Which ones would be most effective in catalyzing the villages? the sub-location? (Record)
  - h. Which ones would call forth the most participation? (Record answer).
3. Read events in the sub-location events pull-together.
- a. Ask what strikes them? What surprises?
  - b. How are they related to the village events? How are they different?
  - c. Of those repeated most, which ones would the villagers desire immediate action on?
  - d. Which ones would be most striking (visible) (Record answer)
  - e. Which ones would be most effective in catalyzing the sub-location? (Record answers)
  - f. Which one would offer and call forth the most participation? (Record answer)
4. Select the 20 key village events for each of 4 columns.
- a. Look at the list of events recorded and begin checking where there is obvious consensus.
  - b. Where consensus is almost complete call out the event and obtain consensus.
  - c. Pick up the next best grouping, recall data and the discussion made.  
Make suggestions.  
Keep up until consensus is there for all <sup>20</sup>ten key events.
5. Select the 8 sub-location events for each of 4 columns.
- Repeat procedures described in Item 4 as the sub-location events.

# ECONOMIC MODULE

## Time Design

Page 15

9:00 am

Breakfast

10:00 am

Economic Tactics Workshop

### Agriculture Workshops

1. Crops
2. Livestock

### Industry Workshops

1. Product Feasibility
2. Working Groups

conducted  
throughout  
the  
day

(lunch by workgroups)

3:00 pm

Economic Events Pull-together

3:30 pm

Implementary Module Prep

4:00 pm

Economic Tactics Plenary

Triple the Income Workshop

7:00 pm

Consult Team Meetings

Preparation for next day

## ECONOMIC TACTICS WORKSHOP

## AGRICULTURE WORKSHOP

Page 16

## BREAKFAST

## Opening Songs and Ritual

"Run into the future run..."

"Let us eat this meal on behalf of..."

## Spin: Economic Principles

## Context for the day:

Today we will be working on the <sup>economic</sup> social module. This will be working on tripling the income for every family in the sub-location. We will be running parallel workshops the balance of the day on Agriculture and Industry.

In Agriculture there will be workshops on Crops and Livestock. In Industry there will be a survey workshop to check on the possibility of new industries. At the same time there will be meetings throughout the day with those who already have working skills to see how to benefit them and the sub-location as a whole.

Get a report from Headman of each village on those from their villages who will participate in the working skills groups. Confirm a time and place for each working group.

Song and send out. Break into groups.

AGRICULTURE  
WORKSHOPCROP  
PROCEDURES

Open with a song and a brief statement on the purpose of the workshop.

1. Have the farmers list the crops they grow.
2. Ask what percentage of farmers are growing each of these crops.
3. Ask in which season the crops are grown: how many months to harvest?
4. Sketch a time-line of the cropping pattern.
5. Take each crop grown and ask these questions:
  - a. How much do they pay for labour - planting, cultivation, harvesting?
  - b. How much do they pay for seeds per acre?
  - c. How much does the fertilizer they use cost?
  - d. How much does the pesticide used cost?
  - e. What does any necessary irrigation cost?
  - f. How many kilograms do they get per acre? Work out the average yield.
  - g. How much do they get per kilo on the market?

## AGRICULTURE WORKSHOP

## CROP PROCEDURES

Page 17

CROP  
PROCEDURES  
(Cont.)

- h. Add up all the expenditures. Multiply the number of kilos per acre by the market price per kilo. Subtract the money spent from the money received. This is the net profit.

Ask all these questions for each crop. Note: Hybrid maize is one crop. Ordinary maize is another. At this step you will see what the most profitable crops are.

6. Use the example of a farmer having 10 acres. How many acres of \_\_\_\_\_ crop would you grow in the long rains? How many acres in the short rains?
7. Begin to push on the cropping patterns, e.g. Why don't you grow more of (high profit crop) ? Why do you grow so much of \_\_\_\_\_ which has so little profit? Do you practice double cropping? With what crops? Why don't you use hybrid? Why don't you use fertilizer? terracing? spacing? mulching? shading?
8.
  - a. Begin to state the possible new cropping patterns. Note: It is helpful in this workshop to have agricultural experts, and most important in sophisticated villages.
  - b. What other ways can you think of to increase your income? Make a list...e.g. new wells, land leveling, irrigation, tractor, electrification, goats, sheep, poultry.
9. At this point we want to pull together what the group has indirectly been working with all day...TACTICAL EVENTS.
  - a. Sing a song as a transition.
  - b. Give a context: We have been working together today on how to triple the income for all villagers in the sub-location. We have been dealing indirectly with tactics. Now we want to work directly.
  - c. Put the proposal titles on the blackboard or butcher paper dealith with agriculture (excluding livestock).
  - d. Have the group brainstorm village events under each proposal.
 

For village events, brainstorm events both to do in your own village in conjunction with and simultaneously with other villages in the sub-location, e.g. special cash crops, shamba terracing, etc. and to do in your own village ...events that would be unique to the village.

Explain that an event is a concrete action or series of actions that will bring off the proposal thrust.

## CROP AND LIVESTOCK PROCEDURES

Page 18

CROP  
PROCEDURES  
(Cont.)

- e. As the brainstorm proceeds, ask questions under each agriculture proposal heading, such as "What is needed to get better cash crops? What is needed to improve the yield in maize? etc.

If people give an implementary, ask them to re-state the event behind it. One guideline is if you can do something in one day; it is not a tactical event, e.g. buy seeds, get shovels, plough land...these are implementaries.

- f. Keep up the brainstorm until you have a minimum of 8 to 10 items under each agriculture proposal title (4 to 6 for sub-location events).
- g. Refine and choose the most catalytic events until you have 10 events for all the agriculture proposals (4 for sub-location events). Post on a chart titled "Economic Module", shop, page 49.
- h. Have the group brainstorm sub-location events for each agriculture proposal.

For sub-location events brainstorm events for the sub-location as a whole, e.g. storage center, crop loans, demonstration farm, etc.

- f. Repeat procedures 'e' through 'g' for sub-location events.

LIVESTOCK  
PROCEDURES

1. Have the farmers list the livestock they keep.
2. Ask how many of each the average family owns.
3. Ask how many they sell per year of each? Which market? How much per animal?
4. Ask particulars about each animal:
  - a. When do you get the animals?
  - b. How much do you have to pay for them?
  - c. Do they have adequate grazing pasture?
  - d. Do you have to supplement with feed?
    1. How much feed?
    2. Cost?
  - e. Other costs?
    1. Medicine
    2. Veterinarian?
    3. Transportation?
    4. Organisation Fee?
5. Add up all the expenditures. Make sure you calculate on a per animal basis. Subtract this from the price of the animal. This is the net profit per animal.

## LIVESTOCK PROCEDURES

Page 19

LIVESTOCK  
PROCEDURES

(Cont.)

6. Ask how the cost of maintaining the animals can be lowered.
  - a. For each insight, ask how much this would reduce the money spent?
  - b. After a number of insights, get a consensus on the reduction of money spent.
  - c. Re-add money spent and money received to get a new net profit.
7. Push on the insights in relation to each animal.
  - a. Are there better markets? Where? How much do they pay?
  - b. What would it take to sell the animals there?
    1. Increase in cost? Which items? e.g. transport.
    2. What other efforts are required?
  - c. Are there other sources for purchase and sale of animals, e.g. "Agricultural Finance Corporation"?
    1. What are the purchase and sale prices?
    2. What else is involved in an animal arrangement?
  - d. Which of the above is the best way to move? (Select 2 or 3 choices to push through for each animal after pushing for why each stated is the best.)
    1. What should we do to carry these out? (Follow up key insights with further steps.)
    2. Should we make our first visit during the Resources Module on Day 4?
    3. Where should we go? Who should we see?
    4. What answers or commitments do we want from them?
    5. What questions should we ask to do this? (Make a list and refine).
    6. Who from our group should go?
8. At this point pull together what the group had individually been working with all day: TACTICAL EVENTS.
  - a. Sing a song as a transition.
  - b. Context: We have been working together today on how to triple the income for all villagers in this sub-location. We have been dealing indirectly with tactical events, how we want to work directly.
  - c. Put the proposal titles on the blackboard or butcher paper dealing with livestock.
  - d. Have the group brainstorm village events for each proposal.

For village events brainstorm events both to do in your own village in conjunction with and simultaneously with other villages in the sub-location, e.g. artificial insemination programs, fodder grass plots, etc., and to do in your own village events that would be unique to that particular village.



LIVESTOCK  
PROCEDURES

(Cont.)

Explain that an event is a concrete action or series of actions that will bring off the proposal thrusts.

- e. As the brainstorm proceeds ask questions under each livestock heading such as: What is needed to improve the health of the livestock? How do we get better stock?

If the people give an implementary, ask them to restate the event behind it. One guideline is if you can do something in one day it is not a tactical event, e.g. buy medicine, get rope, etc. these are implementaries.

- f. Keep up the brainstorm until you have a minimum of 10 - 15 events under each livestock proposal title (8 to 10 for sub-location events.)

- g. Refine and choose the most catalytic events until you have 10 events for all the livestock proposals (4 for sub-location events). Post them on chart entitled "Economic Module Events Workshop (page 4).

- h. Have the group brainstorm sub-location events for each livestock proposal.

For sub-location events, brainstorm events for the sub-location as a whole, e.g. cattle dip, milk collection system, etc.

- i. Repeat procedures 'e' through 'g' for sub-location events.

PRODUCT  
FEASIBILITY  
PROCEDURES

1. What are the skills that exist in the Sub-location? List persons, skills and where they work or worked.
2. In what trades or skills are there persons who could play a managerial, supervisory or training role?
3. Which products were once made in this community? Grown, processed, manufactured or assembled?
4. Why are they no longer made?
5. What products are now made in the community? Grown, processed, manufactured or assembled?
6. Who makes them? What is the production cost? price? where sold?
7. What are the consumable items that people regularly have to buy outside the community? List the items.
8. How far do they have to travel to buy these items? At what price? Recordwork:

Item

Place

Kilometers

Price

## PRODUCT FEASIBILITY PROCEDURES

Page 21

PRODUCT  
FEASIBILITY  
PROCEDURES

(Cont.)

9. What items are bought far enough away so that it would be feasible to have them made at home? List items with home sale price.
10. What industries within 2 hours driving time have items or parts of products that could be sub-contracted to a smaller company?
11. What are the local resources in your village? List.
12. Which of these can be sold to an industry without processing? List items and price.
13. Which of these can be processed with a minimum of equipment? List items and price?
14. Out of the data of the following:
  - a. Skills of the community (#1 above)
  - b. Products once made in the community (#3)
  - c. Products now made in the community (#5)
  - d. Items people buy (#7)
  - e. Products industries sub-contract (#10)
  - f. The local resources (#11 - 13)what are the ten possible products you will investigate further? List.
15. Use the following screen to check the list of ten:
  - a. Is there a guaranteed market? What is the purchase price?
  - b. Does someone in the community know how to produce it?
  - c. Is there a manager available who can set up and operate the industry?
  - d. Are the raw materials available and at low cost?
  - e. Are the distribution costs low?
  - f. Are capital requirements low or available on loan?
  - g. Can you employ at least 3 people in this industry?
  - h. Will the people in the community work at this kind of occupation?
16. Choose the top 3 products.  
List total cost of raw materials, production and distribution costs, sale price and net profit of each item.
17. What visits during the Resource Module on Day 4 do we need to make to initiate these industries? Who?Where?
18. What do we want from them?
  - a. Information
  - b. Commitments



## PRODUCT FEASIBILITY PROCEDURES

Page 22

PRODUCT  
FEASIBILITY  
PROCEDURES

(Cont.)

19. What questions should we ask to do this?  
Make a list and refine.
20. Who from our group should go?
21. At this point pull together what the group has indirectly been working with all day: TACTICAL EVENTS.
  - a. Sing a song as a transition.
  - b. Context: We have been working together today on how to triple the income for all villagers. We have been dealing indirectly with tactics. Now we want to work directly.
  - c. Put the proposal titles on the blackboard or on butcher paper dealing with industry and commerce.
  - d. Have the group brainstorm village events under each proposal.
 

For the village events, brainstorm events both to do in your own village in conjunction with and simultaneously with other villages in the sub-location, e.g. basket making, bee keeping, brick making, etc., and to do in your own village...events that would be unique to the village.

Explain that an event is a concrete action or series of actions that will bring off the proposed thrust.
  - e. As the brainstorm proceeds, ask questions under each industry and commerce proposal heading, such as "What is needed to get better markets? What is needed to provide more employment? etc.
 

If people give an implementary, ask them to restate the event behind it. One guideline is if you can do something in one day; it is NOT a tactical event, e.g. buy lumber, get sewing machine, borrow money, etc...these are implementaries.
  - f. Keep up the brainstorm until you have a minimum of 8 - 10 items under each industry and commerce proposal title (4 to 6 for sub-location events).
  - g. Refine and choose the most catalytic events until you have 10 events for the industry and commerce column (4 for sub-location events). Post them on the chart entitled 'Economic Module Events Worksp
  - h. Have the group brainstorm sub-location events for each industry and commerce proposal title.
 

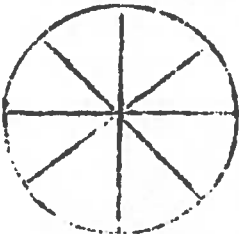
For sub-location events brainstorm events for the sub-location as a whole, e.g. construction industry vegetable marketing, etc.
  - i. Repeat procedures 'e' through 'g' for s/l events.

INDUSTRY WORKSHOP  
WORKING GROUPS PROCEDURES

Page 23

WORKING  
GROUPS  
PROCEDURES

1. At breakfast, a schedule was laid out for various working groups (employment groups).
2. Meet with each group and give a context that we are working to triple the income for every family in the village. Say "In order to do this we need to get the detailed information on your costs and income now and your ideas on how you can triple your income."
3. Begin to ask questions, taking careful notes:
  - a. How many families in this village do this work?
  - b. How much does it cost you to make what you make or sell in one month? Get details (see the Industries Profit Analysis Worksheet as a guide, page 6). Include cost of raw materials, labour, production, distribution, debt repayment and interest. Ask why it costs so much.
  - c. What is your income per month?  
What is the market price of all the articles you make?  
How many do you sell in one month?
  - d. Calculate the monthly profit (income minus costs).
  - e. Estimate the yearly income. Ask.. "Is this the right figure?"
  - f. Make suggestions of how you see income may be increased. Ask "What ideas do you have for increasing your income? Where can you get a better market? How much would this increase your income? How can you reduce transport and other costs? Would a society be of benefit to your group? Why haven't you been able to do this? What are the blocks?"
  - g. Out of this brainstorm, name the complex of 1 - 5 programmes that are going to triple the income.
  - h. Rehearse that this has been a great beginning. Explain that we will be getting together with the whole village to consense on a plan to triple the income after we have finished each group...ask if they will come.
4. Do this same workshop with all the different working groups in the village

<p>RESOURCE MODULE PREPARATION</p>	<ol style="list-style-type: none"> <li>1. Reconvene with a song.</li> <li>2. Explain that tomorrow we are going to follow-up the events planning with               <ol style="list-style-type: none"> <li>a. Public and Private Sector visits</li> <li>b. Harambee Miracle Workday in each village and a common sub-location happening, e.g. paint sign</li> </ol> <p>Context the importance of tying into the government program of goods and services. Also, the workday will be a sign that the sub-location is on the move.</p> </li> <li>3. Break into village groups. Decide what the workday should consist of, who will come and who will bring tools.</li> <li>4. Ask each village to brood on who should be visited in the public and private sectors, and who should go on the visit. Also, what the sub-location workday should consist of and who should come from their villages with what tools.</li> <li>5. Ask for a report from each village. Briefly reflect on the reports. Select the sub-location workday, and list who will participate from each village and with what tools. Decide place to meet at 9 am tomorrow.</li> <li>6. Sing a song for transition.</li> </ol>
<p>PLENARY PREP</p>	<p>While the Resource Module Preparation is going on, the consult staff should gather the reports from all Agriculture and Industry groups. Decide on the programmes needed and possible arising out of the given situation.</p>
<p>ECONOMIC TACTICS PLENARY</p>	<ol style="list-style-type: none"> <li>1. Context the triple the income drive.</li> <li>2.  Draw a circle on the chalkboard. Count the number of programmes and make the same number of parts of the circle. Write the names of programmes in the wedges with accompanying economic data.</li> <li>3. Walk through the circle sharing the local wisdom on how each programme will triple the income.</li> <li>4. Ask the group if this seems right. Are these the programmes which will do the job?</li> <li>5. Ask which of these seem hardest/easiest?</li> <li>6. Ask what is the next step for each programme?</li> <li>7. Ask who is ready to work on each?</li> </ol>

# ECONOMIC EVENTS PULL-TOGETHER

P-24

## ECONOMIC EVENTS PULL TOGETHER

Call the groups together with a song.

1. Put up the butcher paper pull-together of all work groups economic events (see page 49 for Economic Module Events Pull Together) done day before yesterday.
2. Walk through the chart with the whole group. Read villages events in each column quickly; stopping only where brief explanations are necessary.
3. Briefly discuss the events:
  - a. What strikes you most about the events?
  - b. What surprises you?
  - c. Which of these events would be best for simultaneous action by all villages? Record on blackboard.
  - d. Which would be the most striking (visible)? Record.
  - e. Which would be most effective in catalyzing the villages? The sub-location? Record.
  - f. Which would call forth the most participation? Record.
  - g. Are there some events of equal or more catalytic than these that should be added? Write answers in proper columns.
4. Affirm the work done and receive each team's work with a kilo clap.

## IMPLEMENTARY MODULE PREPARATION

1. Reconvene with a song.
2. Explain that tomorrow we are going to follow-up the events planning with
  - a. Public and Private Sector visits
  - b. Harambee Miracle Workday; a common sub-location happening, e.g. paint sign.

Context the importance of tying into the government program of goods and services. Also, the workday will be a sign that the sub-location is on the move.
3. Break into village groups. Decide what sub-location workday should consist of, who will come and who will bring tools.
4. Ask each village to brood on who should be visited in the public and private sectors, and who should go on the visit.
5. Ask for a report from each village. Briefly reflect on the reports. Select the sub-location workday, and list who will participate from each village and with what tools. Decide place to meet at 9 a.m. tomorrow.
6. Sing a song for transition.

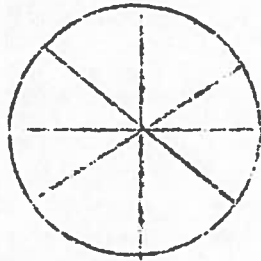
# ECONOMIC TACTICS PLENARY

p. 25

## ECONOMIC TACTICS PLENARY

1. Context the triple the income drive.

2.



Draw a circle on the chalkboard. Count the number of programmes and make the same number of parts of the circle. Write the names of programmes in the wedges with accompanying economic data.

3. Walk through the circle sharing the local wisdom on how each programme will triple the income.

4. Ask the group if this seems right. Are these the programmes which will do the job?

5. Ask which of these seem hardest/easiest?

6. Ask what is the next step for each programme.

7. Ask who is ready to work on each?

8. Context the guild as the vehicle of implementing these programmes. Say which programmes would be assigned to each guild.

9. Ask the people if they are ready to work in these guilds.

10. Define 2 - 3 visits that will be made on the Resource Module Day, as symbols.

11. Announce tomorrow's schedule. Sing a song and send-out.

## FOLLOW-UP

Prepare charts for tomorrow's session. See Economic Module Workshop and Events Pull-together Chart, page 49, and Two Year Events Timeline Chart, page 50, and First Quarter Events Timeline Chart, page 51.

Large wall chart - Economic Module Events Pull-together

Large wall chart - 9 Programmatic Arenas with economic and social events plotted according to village and sub-location

Wall chart copy of 9 Programmatic Arenas for each village workshop

Wall Charts - Two Years Events T/L for each village  
- First Quarter Events T/L for each village  
- Two Years Events T/L for sub-location  
- First Quarter Events T/L for sub-location  
- DOOP charts: p. 52, 53, 54

Also, prepare lists of questions for each private or public sector visit to be made.

<p>ECONOMIC TACTICS PLENARY</p> <p>(Cont.)</p>	<ol style="list-style-type: none"><li>8. Context the guild as the vehicle of implementing these programmes. Say which programmes would be assigned to each guild.</li><li>9. Ask the people if they are ready to work in these guilds.</li><li>10. Define 2 - 3 visits that will be made on the Resource Module Day as symbols.</li><li>11. Announce tomorrow's schedule.</li><li>12. Sing a song and send-out.</li></ol>
<p>FOLLOW UP</p>	<p>Prepare charts for tomorrow's session. See Economic Module Workshop and Events Pull Together Chart, page 49 and "Two Year Events Timeline" chart, page 50, and "First Quarter Events Timeline " chart, page 51.</p>

## IMPLEMENTARY MODULE

## TIME DESIGN

page 26

9:00 am	Breakfast	
10:00 am	<p><u>IMPLEMENTARY TIME LINE WORKSHOPS</u></p> <p>Two Year Timelines</p> <ul style="list-style-type: none"> <li>- Villages</li> <li>- Sub-location</li> </ul> <p>First Quarter Timeline</p> <ul style="list-style-type: none"> <li>--Villages</li> <li>-Sub-location</li> </ul>	<p><u>PUBLIC AND PRIVATE SECTOR VISITS</u></p> <p>Sub-location</p> <p>Location</p> <p>Division</p> <p>District</p> <p><u>HARAMBEE MIRACLE SUB-LOCATION WORKDAY</u></p> <p>visible, striking event</p>
1:00 pm	L U N C H	(Lunch by work groups)
2:00 pm	Travel to each village	
2:30 pm	Village Timeline and Grid Consensus	Return of visitation teams.
3:00 pm	<p>Community Organisation Context</p> <p>Stake Meetings</p> <p>Community Assembly</p>	Closing Ceremony for Sub-location Workgroup
7:00 pm	<p>Consult Team Meetings</p> <p>Preparation for next day.</p>	

## Time Design

Page 26

	Breakfast in homes of individual families	
9:00 am	Visitation and Workday Planning	
9:30 am	Public and Private Sector Visits	Harambee Miracle Workday <u>Villages</u> <u>Sub-locations</u>
	Local Shopping Center	- visible
	Location Markets	- striking
	Special Places	- low cost
	Division Centre	- village participation
	District Town	- one day event
12:00 pm	Closing Ceremony for each workgroup Return of the visitation teams	
12:30 pm	Leave for Sub-location Consult Site	
1:00 pm	LUNCH	
2:00 pm	Economic Tactics Pull-Together	
2:30 pm	Two Year Time Line - villages - sub-location First Quarter Time Line - villages - sub-location	
7:00 pm	Consult Team Meeting Preparation for next day	



VISITATION, WORKDAY PLANNING  
IMPLEMENTARIES

page 27

Breakfast 2-4:30	<p>Opening Songs and Ritual</p> <p>"Run into the future, run..."</p> <p>"Let us eat this meal on behalf of..."</p> <p><u>Contexts</u></p>
VISITATION	<p><u>Visitation Planning</u> (This could be done before breakfast if the teams are ready.)</p> <ol style="list-style-type: none"> <li>1. Check to make sure people are present who were assigned to go. (e.g. two per village plus three from cluster team divided into 3 teams.)</li> <li>2. Go over with them the visit questions and plans plus any necessary maps, lists, etc.</li> <li>3. Ask each team to prepare a 4 minute report of their visit and assign someone to present it at breakfast tomorrow.</li> </ol>
WORKDAY PLANNING	<p><u>Workday Planning</u></p> <ol style="list-style-type: none"> <li>1. Go over the sub-location workday briefly.</li> <li>2. Check to see if people and equipment are present. Make sure those assigned to signboard have abilities and will take pains to letter well.</li> <li>3. Ask them to select a person to give a four minute report tomorrow at breakfast.</li> </ol>
IMPLEMENTARIES	<p><u>Implementaries</u></p> <p>This morning the remaining ones of us will take both the economic and social events and select the most catalytic to put on a two-year timeline, both for the village and sub-location. The first quarter events for each village and the sub-location will be refined into implementaries.</p>
IMPLEMENTARIES	<ol style="list-style-type: none"> <li>1. Open with a song.</li> <li>2. Put up results of Economic and Social Events Pull-together on butcher paper or chalkboard. You will have 56 events (40 village events and 16 sub-location events) for the economic, and 112 events (80 village and 32 sub-location events) for the social.</li> <li>3. Now put up a large programmatic chart with 9 programs having already been posted with the social events, each valenced with the number of times reported. Quickly walk through what has been done. Begin posting the economic events, explaining why the events go into their respective boxes.</li> <li>4. Context that we are now at the point of actually deciding what and when we will do during the next two years as a cluster.</li> </ol> <p>"Our first step is to break into village groups and decide what are going to be the 72 events your village will do over the next 8 quarters."</p>

(2 years)

VISITATION PLANNING	<p>At 9:00 am in the chosen place for visitation teams to gather, build on yesterday's plans and finalize them at this time.</p> <ol style="list-style-type: none"> <li>1. Ask for brief reflection on yesterday's planning meeting. Ask in light of the Economic and Social Modules what visits need to be made today. In light of this, ask what visits should be made to the public and private sectors using the screen of local shopping center, location market, special places, division center and district town.</li> <li>2. Get a list of names and places. Quickly prioritize.</li> <li>3. Discuss who should go and make assignments of team. Each team should go and make assignments of team. Each team should include a sub-location person or two, an auxiliary or a consult team member.</li> <li>4. List visit questions and plans, plus any necessary maps, lists, etc.</li> <li>5. Ask each team to prepare a 5 minute report of their visit and assign someone to present it at breakfast tomorrow.</li> <li>6. Closing song and send out.</li> </ol>
WORKDAY PLANNING	<ol style="list-style-type: none"> <li>1. Get the people to workday planning in each village and at chosen sub-location site with singing.</li> <li>2. Review who else should be present and send runners.</li> <li>3. Review plans for tool supply and make sure they are gathered.</li> <li>4. Review plans of yesterday's group.</li> <li>5. Discuss alternatives and make decision according to effectivity screen and people and tools available.</li> <li>6. Set aside people to build and paint signboard. Make sure someone is assigned that has the abilities and will take pains to letter well.</li> <li>7. Decide who will prepare report at breakfast tomorrow.</li> <li>8. Announce ending time and place of closing ceremony.</li> <li>9. Song and send out.</li> </ol>

## IMPLEMETARY PROCEDURES

## TWO YEAR TIMELINE

page 28

IMPLEMEN-  
TARY  
PROCEDURES  
(cont.)

After that we will place these events on a timeline by quarters. This will be 9 events per quarter, or 3 economic, 3 human and 3 social. Then we will come together and report.

Next, we will repeat the same procedure for the sub-location events.

TWO YEAR  
TIMELINE

5. Send out each village to work in a space with 2-year timeline sheet.
  - a. As a village, review the events named, add or modify any that are necessary for you to accomplish to renew your village on behalf of the nation and the world.
  - b. You are out to plot 72 events over the next 8 quarters. Select 8 events from each of the 9 programmatic arenas (this will total 24 social, 24 human and 24 economic)
  - c. Divide into 3 units, one each for economic, human and social columns. Plot events over the next 8 quarters. Each unit plots 1 event per quarter per programmatic arena (or 3 per quarter per column over the next 8 quarters.) If there are not 8 events in each programmatic arena, choose an event in another arena of the same column.
 

As a screen, tell the people that the easiest catalytic event that uses the least money and involves many people should be placed at the beginning stages of the timeline.
  - d. Report back to the group. Make adjustments as necessary on the timeline. Then obtain a consensus on selection for all units.
6. Pull back into total sub-location group with a song. Each village reads out its economic, human and social timeline. Receive with a kilo clap.
7. Hold a brief conversation:
  - What surprises you about their timeline?
  - What strikes you?
  - What common events did you hear? Different events?
  - What will be the most dramatic event for your village? the most catalytic?
  - What suggestions do you have to make on your own or other villages?
8. Now we will move to plan for the sub-location.
  - a. Review again the results of the Economic and Social Events Pull-together for the sub-location.
  - b. Select 8 events from the 3 columns, economic, human and social, for the final sub-location events. You are out to plot 24 events over the next 8 quarters, 1 economic, 1 social, and 1 human per quarter.

<p>WORKDAY CLOSING CEREMONY</p>	<ol style="list-style-type: none"> <li>1. Call group together with a song.</li> <li>2. Ask what struck them about the workday.</li> <li>3. What surprised them? Were there humorous happenings?</li> <li>4. What do they recall someone saying?</li> <li>5. What would they like to say to other villages about what happened?</li> <li>6. What should be reported to the total group tomorrow at breakfast?</li> <li>7. Assign someone to give a 2-minute report at that meal.</li> <li>8. Close with a song and send out.</li> </ol>
<p>TRAVEL</p>	<p>The village representatives travel to Consult Site for lunch.</p>
<p>LUNCH</p> <p>REPORTS AND CONTEXT</p>	<p>Opening Songs and Ritual</p> <p>"Adjust your steps to the steps of the Promise..."</p> <p>"Let us eat this meal on behalf of..."</p> <p>Report on this morning's visitation and workday projects</p> <ol style="list-style-type: none"> <li>1. Visitation Reports <ol style="list-style-type: none"> <li>a. Call for reports by teams.</li> <li>b. Ask for questions of clarity.</li> </ol> </li> <li>2. Workday Project Reports <ol style="list-style-type: none"> <li>a. Call for reports by village and sub-location work projects</li> <li>b. Ask for questions of clarity.</li> </ol> </li> <li>3. Reflection Conversation <ol style="list-style-type: none"> <li>a. What struck you, surprised you?</li> <li>b. What was the breakthrough or amazing results?</li> <li>c. What is the required follow through?</li> <li>d. How are we different after today?</li> </ol> </li> </ol> <p>Context for the afternoon: This afternoon we will be doing two things:</p> <ol style="list-style-type: none"> <li>1. Economic Events Pull-Together <p>Day before yesterday we brainstormed economic events for agriculture, crops, livestock, industry and commerce. Today we will pull these events together.</p> </li> <li>2. Implementaries <p>Next we will take the economic events along with the social events and select the most catalytic to put on a two-year timeline, both for the sub-location and the village. The first quarter timeline for each village will then be refined into implementaries</p> </li> </ol>

## TWO YEAR TIMELINE

## FIRST QUARTER TIMELINE

page 29

TWO YEAR  
TIMELINE  
(cont.)

- c. Divide into 3 units, one each for the economic, human and social columns. Plot events over the next 8 quarters. Each unit plots 1 event per quarter per economic, human and social columns.
- d. Report back to the group. Make adjustments as necessary on the timeline. Obtain consensus.

## 5. Hold a brief conversation:

- a. What strikes you about this timeline?  
What surprises you?
- b. Which quarter will be the easiest? Hardest? Why?
- c. What will be the most dramatic event for the sub-location? the most catalytic?
- d. Is the flow of the timeline right?
- e. Is this our timeline for the next 2 years?

Celebrate by singing a song.

FIRST  
QUARTER  
TIMELINE

- 1. Pull 5 people from each village to come together and get implementaries for the first quarter sub-location events. The remaining group from each village will do the same for their villages first quarter.
- 2. Brainstorm what needs to be done for the three phases: Preparation, Actuation and Follow-up for the quarter's events. Prepare board/chart as follows:

<u>Phase</u>	<u>Tactical Actions To Do</u>	<u>Amount of Time (Days or Weeks)</u>
PREPARATION		
ACTUATION		
FOLLOW UP		

- 3. Plot these on the quarters timeline.
- 4. After all are plotted, go back and adjust the actions so that the flow for all the villages/sub-location actions go smoothly.
- 5. Pull back into total group and present timelines for each of the villages and sub-location.

ECONOMIC TACTICS PULL TOGETHER	<p>Call the groups together with a song.</p> <ol style="list-style-type: none"> <li>1. Put up the butcher paper pull-together of all work groups economic events (See page 49 for Economic Module Events Pull Together) done day before yesterday (Day 2)</li> <li>2. Walk through the chart with the whole group. Read villages events in each column quickly, stopping only where brief explanations are necessary.</li> <li>3. Briefly discuss the events:             <ol style="list-style-type: none"> <li>a. What strikes you most about the events?</li> <li>b. What surprises you?</li> <li>c. Which of these events would be best for simultaneous action by all villages? Record on blackboard.</li> <li>d. Which would be the most striking (visible)? Record.</li> <li>e. Which would be most effective in catalyzing the villages? The sub-location? Record answers.</li> <li>f. Which would call forth the most participation? Record answers.</li> <li>g. Are there some events of equal or more catalytic than these that should be added? Write answers in proper columns.</li> </ol> </li> <li>4. Affirm the work done and receive each team's work with a kilo clap.</li> </ol>
IMPLEMENTA- RIES	<ol style="list-style-type: none"> <li>1. Open with a song.</li> <li>2. Put up results of Economic and Social Events Pull-Together on butcher paper or chalkboard. You will have 56 events (40 village events and 16 sub-location events) for the economic, and 112 events (80 village and 32 sub-location events) for the social.</li> <li>3. Now put up a large programmatic chart with 9 programs having already been posted with the social events, each valenced with the number of times reported. Quickly walk through what has been done. Begin posting the Economic events, explaining why the events go into their respective boxes.</li> <li>4. Context that we are now at the point of actually deciding what and when we will do during the next 2 years as a cluster.             <p>Our first step is to break into village groups and decide what are going to be the 72 events your village will do over the next 8 quarters (2 years)</p> <p>After that we will place these events on a timeline by quarters. This will be 9 events per quarter, or 3 economic, 3 human, and 3 social. Then we will come together and report.</p> </li> </ol>

## TWO YEAR TIMELINE

page 30

## LUNCH

## Opening Songs and Ritual

"Adjust your steps to the steps of the Promise..."

"Let us eat this meal on behalf of..."

Spin: Framing

Context for the afternoon:

This afternoon we will return to our villages to join others in the village. 1) We want to get a broader consensus of the events planned by the consult, 2) we want to get a consensus on the village grid and 3) we want to participate in the first step of our implementation through effective community organisation dynamics.

## TRAVEL

Each group of village representatives travel back to the modal meeting place for their village.

TIMELINE  
CONSENSUS

In each village, reconvene the people with singing.

1. At this point we want to look at the events timeline of the village and sub-location.
  - a. Present the 2 year timeline. Walk through it explaining the rationale for holding the events (programmatic headings).
  - b. Repeat the process for the 13 week timeline.
  - c. Do the same for the 2 year and 13 week timelines of the sub-location.
2. Hold a conversation on the timeline.
  - a. What strikes you about the events?
  - b. What surprises you?
  - c. Which are the most striking?
  - d. Which would be the most catalytic?
  - e. Are there some events of equal or more catalytic value that should be added?
  - f. Are these our timelines?

IMPLEMENTARY PROCEDURES  
TWO YEAR TIMELINE

Page 30

TWO  
YEAR  
TIMELINE

Next, we will repeat the same procedure for the sub-location events.

5. Send out each village to work in a space with 2-year timeline sheet.
  - a. As a village, review the events named, add or modify any that are necessary for you to accomplish to renew your village on behalf of the nation and the world.
  - b. You are out to plot 72 events over the next 8 quarters. Select 8 events from each of the 9 programmatic arenas (this will total 24 social, 24 human, 24 economic).
  - c. Divide into 3 units, one each for economic, human and social columns. Plot events over the next 8 quarters. Each unit plots 1 event per quarter per programmatic arena (or 3 per quarter per column over the next 8 quarters.)

As a screen, tell the people that the easiest catalytic event that uses the least money and involves many people should be placed at the beginning stages of the timeline.
  - d. Report back to the group. Make adjustments as necessary on the timeline. Then obtain a consensus on selection for all units.
6. Pull back into total sub-location group with a song. Each village reads out its economic, human and social timeline. Receive with a kilo clap.
7. Hold a brief conversation.

What surprises you about their timeline?  
What strikes you?  
What common events did you hear?  
What different events?  
What will be the most dramatic event for your village? the most catalytic?  
What suggestions do you have to make on your own or other villages?
8. Now let us move to planning for the sub-location as a whole.
  - a. Review again the results of the Economic and Social Events Pull Together for the sub-location.
  - b. Select 8 events from the 3 columns, economic, human and social, for the final sub-location events. You are out to plot 24 events over the next 8 quarters, 1 economic, 1 social, 1 human per quarter.



## GRID CONSENSUS

page 31

GRID  
CONSENSUS

1. Next, we want to consense on the grid of the village and the sub-location.
2. Walk through the work done on the village map and grid.
3. Spin on the operating function of the stakes.
  - a. Restructures the village into smaller areas.
  - b. Is a means for more people to participate.
  - c. Provides a small enough area for effective care structures to take place.
  - d. Is basic planning unit of the village.
4. Give a rationale as to why the grids are drawn the way they are: simplicity, memory, symbol.
5. Discuss and obtain consensus on both the village and sub-location grid.

# TWO YEAR TIMELINE

## FIRST QUARTER TIMELINE

Page 31

### TWO YEAR TIMELINE

(Cont.)

- c. Divide into 3 units, one each for the economic, human and social columns. Plot events over the next 8 quarters. Each unit plots 1 event per quarter per economic, human and social columns.
- d. Report back to the group. Make adjustments as necessary on the timeline. Obtain consensus.

9. Hold a brief conversation
  - a. What strikes you about this timeline? Surprises you?
  - b. Which quarter will be the easiest? hardest? Why?
  - c. What will be the most dramatic event for the sub-location? the most catalytic?
  - d. Is the flow of the timeline right?
  - e. Is this our timeline for the next 2 years?

Celebrate by singing a song.

### FIRST QUARTER TIMELINE

1. Pull 5 people from each village to come together and get implementaries for the first quarter sub-location events. The remaining group from each village will do the same for their villages first quarter.
2. Brainstorm what needs to be done for the three phases, Preparation, Actuation and Follow-up of the quarter's events. Prepare board/chart similar to the followin

<u>Phase</u>	<u>Tactical Actions To Do</u>	<u>Amount of Time (Days or Weeks)</u>
--------------	-----------------------------------	---

Preparation

Actuation

Follow up

3. Plot these on the quarters timeline.
4. After all are plotted, go back and adjust the actions so that the flow for all the villages/sub-location action go smoothly.
5. Pull back into total group and present timelines for each of the villages and the sub-location.

### FOLLOW UP

Prepare charts for tomorrow's session: DOOP charts, page 52,53,54.

COMMUNITY ORGANISATION CONTEXT

Page 34 32

COMMUNITY  
ORGANISATION  
CONTEXT

Community Organisation Dynamic

You have decided as a whole sub-location and by individual villages what you are going to do in the first 2 years. Now we want to go through with you how communities can organise themselves to actuate their own development.

The DOOP model (Do Our Own Project) was designed as a method to involve the entire community in its decision to actuate its own renewal. Perhaps the most exciting implication of this method is the way it gives realistic and practical form to the fundamental principle - "All the decisions belong to all the people."

The model inter-relates the various dynamics of the community organisation design that are used in every Human Development Project: 1. The Community Assembly, 2. The Secretariat, 3. The Commissions, 4. The Guild Network, 5. The Stake System.

Go through imaginal presentation of the DOOP Model and go through the three operating principles:

The Whole Village Knows  
The Whole Village Decides  
The Whole Village Moves Ahead

Then review the regular Cluster DOOP Model Monthly Operation Chart, see page 52 .

Walk through the various meetings during the week showing the relationship of the various organisational dynamics. Also, show how planning for action flows from the stakes to the assemblies and to the guilds. Show how the schedule sets up the stake planning twice a month for the stake, once a month for the village, and once a month for the sub-location. Also point out how village guilds and sub-location guilds meet back to back since many people will be attending both. The same applies to village and sub-location leaders.

Go through the DOOP model. Out of the 13 week timeline the 5 stakes have to choose 3 victories that can be achieved in one month that brings off the emphasized item, either the individual stake, the whole village, or whole sub-location. Then immediately after the stake meetings, a whole village assembly is held in which 5 out of the 15 victories are chosen to be completed in one month. From that, practical task forces (guilds) are formed to design and actuate a month time design to bring off these victories. Then the process is repeated, to renew the actual victories and re-design and carry out next month's victories.

# ORGANISATION MODULE

## Time Design

Page 32

	Breakfast in homes of individual families
9:00 am	Timelines and Grid Consensus conducted in each village
10:00 am	Community Organisation Context Stake Meetings Community Assembly
12:30 pm	Leave for Sub-location Consult Site
1:00 pm	Lunch
2:00 pm	Sub-location Guild Meeting
3:00 pm	Coalition Cadre Meeting
4:00 pm	Closing Celebration
7:00 pm	Cluster Consult Ends Team meets for closing and follow up activities

COMMUNITY DEVELOPMENT COMMITTEE

STAKE MEETINGS

page 32a

Community  
Development  
Committee

The village leadership needs to be formed into an effective operating structure. This group is sometimes called the secretariat, or the village leadership group or structure. It should be made up of leaders in various parts of the DOOP operations dynamic, especially the stakes and guilds.

Page 52a lays out a model for determining the number of leaders to be chosen from each village grouping, viz., stakes, guilds and villagers 'at large'.

Stake  
Meetings

OPENING CONTEXT	<p>The morning section of the Organisation Module will be held in each village. No corporate breakfast is scheduled. It is crucial to begin at 9:00 am.</p> <p>Begin with several songs to call the people together. Explain that to start the day we want to get a broader consensus of the village on the events planned by the consult, a consensus on the village grid and to participate in the first step of our implementation through effective community organisation dynamics.</p>
TIMELINE CONSENSUS	<ol style="list-style-type: none"> <li>1. At this point we want to look at the events timeline of the village and sub-location. <ol style="list-style-type: none"> <li>a. Present the 2 year timeline. Walk through it explaining the rationale for holding the events (programmatic headings).</li> <li>b. Repeat the process for the 13 week timeline.</li> <li>c. Do the same for the 2 year and 13 week timelines of the sub-location.</li> </ol> </li> <li>2. Hold a conversation on the timeline. <ol style="list-style-type: none"> <li>a. What strikes you about the events?</li> <li>b. What surprises you?</li> <li>c. Which are the most striking?</li> <li>d. Which would be the most catalytic?</li> <li>e. Are there some events of equal or more catalytic value that should be added?</li> <li>f. Are these our timelines?</li> </ol> </li> </ol>
GRID CONSENSUS	<ol style="list-style-type: none"> <li>1. Next we want to consense on the grid of the village and the sub-location.</li> <li>2. Walk through the work done on the village map and grid.</li> <li>3. Spin on the operating function of the stakes. <ol style="list-style-type: none"> <li>a. Restructures the village into smaller areas.</li> <li>b. Is a means for more people to participate.</li> <li>c. Provides a small enough area for effective care structures to take place</li> <li>d. Is basic planning unit of the village.</li> </ol> </li> <li>4. Give a rationale as why the grids are drawn the way they are (simplicity, memory, symbol).</li> <li>5. Discuss and obtain consensus on both the village and sub-location grid.</li> </ol>

## COMMUNITY ASSEMBLY

## SUB-LOCATION GUILD MEETING

page 34

COMMUNITY  
ASSEMBLY

- 1) Choose the 5 keystone victories for the month.
  - 2) Select the four steps that will bring each victory. Use the steps in the stake charts as a guide.
  - 3) Choose and commission the guild gun.
- f. Divide the Assembly into guild groups. Set the time and place of the first meeting.
- At the same time, set up recommended regular meeting times for Stakes, Assembly, Guilds and leaders.
- g. Closing ritual and send-out.

Context tomorrow as a final and climatic day of the Consult. It will be an exciting experience.

Urge many to bring other people, especially to the final celebration around 2:00 p.m.

The day will begin for all of us at 9:00 a.m. with breakfast followed by the final beat of the DOOP, i.e. the sub-location guild implementing plans.

## FOLLOW UP

Prepare charts for tomorrows Sub-location Guild Meeting.

- Pull together all recommendations from the Community Assemblies.

Clean them and put them on a large wall chart in economic, human and social columns.

- Take First Quarter Sub-location Timeline in large chart form

- Prepare 3 large Guild skeleton charts for economic, human and social guilds.

## DECOR:

If the final day is held indoors or in a sheltered place, put up all major large charts, maps and grids of the consult for the final session.

COMMUNITY  
ORGANISATION  
CONTEXT

Community Organisation Dynamic

You have decided as a whole sub-location and by individual villages what you are going to do in the first 2 years. Now we want to go through with you how communities can organise themselves to actuate their own development.

The DOOP model (Do Our Own Project) was designed as a method to involve the entire community in its decision to actuate its own renewal. Perhaps the most exciting implication of this method is the way it gives realistic and practical form to the fundamental principle - "All the decisions belong to all the people."

The model inter-relates the various dynamics of the community organisation design that are used in every Human Development Project: 1. The Community Assembly, 2. The Secretariat, 3. The Commissions, 4. The Guild Network, 5. The Stake System.

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Then review the regular Cluster DOOP Model Monthly Operation Chart, see page 52 .

Walk through the various meetings during the week showing the relationship of the various organisational dynamics. Also, show how planning for action flows from the stakes to the assemblies and to the guilds. Show how the schedule sets up the stake planning twice a month for the stake, once a month for the village, and once a month for the sub-location. Also point out how village guilds and sub-location guilds meet back to back since many people will be attending both. The same applies to village and sub-location leaders.

Go through the DOOP model. Out of the 13 week timeline the 5 stakes have to choose 3 victories that can be achieved in one month that brings off the emphasized item, either the individual stake, the whole village, or whole sub-location. Then immediately after the stake meetings, a whole village assembly is held in which 5 out of the 15 victories are chosen to be completed in one month. From that, practical task forces (guilds) are formed to design and actuate a month time design to bring off these victories. Then the process is repeated, to renew the actual victories and re-design and carry out next month's victories.



# STAKE MEETINGS

## COMMUNITY ASSEMBLIES

Page 35

### STAKE MEETINGS

Sing a song and restate the role of the stakes in the community organisation dynamic. Stake planning is done twice a month for the stakes, once a month for the village and once a month for the sub-location. Today our stake planning will be for the sub-location.

#### Stake Meeting

Divide the group into stakes. (If this is not feasible have each team serve as a stake.) Proceed with the stake meeting.

- a. Have the stake opening, songs and ritual:  
Ritual: Kenya mashambani ya songa mbele  
ni kionyesho.
- b. Spin on the stake as a place of widest village participation and its role in care for the community.
- c. Show them the stake chart and the items the stake is to do, i.e. one insight ('what') per person, 3 victories, 4 'hows' for each, and 2 people for each.
- d. Pick the tactical actions from the first four weeks of the quarter timeline. Ask each person 'what' will be accomplished in these tactical actions.
- e. After 15 - 18 responses stop the responses and ask them to pick the 3 keystone victories.
- f. Work through the 4 steps of 'how' for each victory.
- g. Select the two people (village wide) who will gain each victory.
- h. Give the send out and closing ritual.

### COMMUNITY ASSEMBLY

#### Community Assembly

After the stake meetings have finished, call the group together as a Community Assembly. Put the Community Assembly chart in the center of the chalkboard and then put the completed stake charts on each side of the Assembly chart.

- a. Open the meeting with a song and ritual.
- b. Account by stakes.
- c. Spin on DOOP Model.
- d. Review the 15 stake victory recommendations.
- e. Fill out Community Assembly Chart.

9:00 am	Breakfast
10:00 am	Sub-location Guild Meeting
11:00 am	Coalition Cadre Meeting
12:00 NOON	CLOSING CELEBRATION
3:00 pm	Cluster Consult Ends Team meets for closing and follow-up activities

## SUB-LOCATION GUILD MEETING

page 36

## BREAKFAST

## Opening Songs and Ritual

"Run into the future run..."

"Let us eat this meal on behalf of..."

Spin: Community Organisation

Context for the Day:

Today is the closing day of the consult. Three things are scheduled to climax the week:

1. Guild meetings

Yesterday afternoon we held stake meetings and a community assembly in order to plan for the sub-location events. Today we will hold demonstration sub-location guild meetings.

2. Coalition Cadre Meeting

Leaders of the sub-location are usually selected by the village to be representatives on the Sub-location Development Committee. When these leaders meet with Those Who Care from the Public, Private and Volunteer sectors, a Coalit Coalition Cadre exists that plans, advises and aids the work of the Cluster. A demonstration meeting is held this morning.

3. Closing Celebration

A closing celebration for the Cluster Consult is scheduled at noon. This will also be a demonstration Quarterly Sub-location Community Assembly which will be the first step in a new beginning.

Close with a song and send out.

SUB-  
LOCATION  
GUILD

1. Open with the guild song and ritual. Restate context for Guild Meeting given at breakfast.

2. Review the on-going programme and the last four weeks victories!

# COMMUNITY ASSEMBLY

## SUB-LOCATION GUILD MEETING

Page 36

COMMUNITY ASSEMBLY	<ol style="list-style-type: none"> <li>1) Choose the 5 keystone victories for the month.</li> <li>2) Select the four steps that will bring each victory. Use the steps in the stake charts as a guide.</li> <li>3) Choose and commission the guild gun.</li> </ol> <p>f. Divide the Assembly into guild groups. Set the time and place of the first meeting.</p> <p>At the same time set up recommended <u>regular meeting times</u> for Stakes, Assembly, Guilds and leaders.</p> <p>g. Closing ritual and send out with village representatives going to Consult Site.</p>
TRAVEL	Village representatives travel to consult site for lunch.
LUNCH	<p>Context for afternoon:</p> <p>Today is the closing day of the consult. Three things are scheduled to climax the week:</p> <ol style="list-style-type: none"> <li>1. Guild Meetings Yesterday afternoon we held stake meetings and a community assembly in order to plan for the sub-location events. Today we will hold demonstration sub-location guild meetings.</li> <li>2. Coalition Cadre Meeting Leaders of the sub-location are usually selected by the village to be representative on the Sub-location Development Committee. When these leaders meet with Those Who Care from the Public, Private and Volunteer sectors, a Coalition Cadre exists that plans, advises and aids the work of the cluster. A demonstration meeting is held this morning.</li> <li>3. Closing Celebration A closing celebration for the cluster consult is scheduled at noon. This will also be a demonstration Quarterly Sub-location Community Assembly which will be the first step in a new beginning.</li> </ol> <p>Close with a song and send out.</p>
SUB- LOCATION GUILD	<p>Divide the group into the 3 guilds of the sub-location: economic, human and social guilds.</p> <ol style="list-style-type: none"> <li>1. Open with the guild song and ritual.</li> <li>2. Review the ongoing programme and the last four weeks victories.</li> </ol>

## SUB-LOCATION GUILD MEETING

## COALITION CADRE MEETING

page 37

SUB-  
LOCATION  
GUILD  
MEETING  
(cont.)

3. Post logbook up to date of accomplishments and framing visits.  
NOTE: These 2 steps are not used in the Consult Guild Demonstration. They are used in the regular village Guild Meeting.
4. Review the assigned task as it came from the Community Assemblies. Each assembly will send 5 victories in event language from the 3 social dynamics: economic, human and social.
  - a. Take the victories and eliminate duplication and overlap.
  - b. Group remaining victories by social dynamics.
5. Divide the group into the 3 guilds of the sub-location: Economic, Human and Social Guilds.
  - a. In each guild, name one victory that restates or holds all the other victories for that dynamic. This is the four-week victory.
  - b. Look at other victories and see if they can be victories for Weeks 1, 2 or 3. If not, re-state these victories in light of final victories.
6. Fill in detailed Guild Victory planning chart.
  - a. What are the victories for the 3 weeks, 2 weeks, 1 week and each day?
  - b. Put the daily victories in the form of implementaries to answer the question of HOW.
  - c. Fill in at least 10 names who are the invincible team.
7. Post log book up to date with plans
8. Claim the next day's victory (DO NOT FAIL to win in the first step.)
9. Come together as total group. Each Guild report to the total body. Hold art form conversation on all charts. Obtain consensus.)
10. Song and send out.

COALITION  
CADRE  
MEETING

Decor for this meeting consists of the various charts that have been produced during the Consult: Vision chart, Contradiction chart, Proposal Chart, Social Events Chart, Economic Events Chart, Programmatic Chart plotted with events, Village and S/L Two Year Timeline Charts, and Village Maps and Grids.

Have a guest registration book to get names and addresses of potential cadre members present.

Open with a song from the Participants Manual.

Welcome the people to the Cadre Meeting this morning and our appreciation in their interest in the Cluster Method of local renewal.

COALITION CADRE MEETING

Page 38

COALITION  
CADRE  
MEETING  
(Cont.)

Briefly run through the following:

1. ICA: Global work  
Kenya History  
National Plan  
Cluster Experiment
2. Cluster Pilot:  
Cluster rationale  
Cluster Consult - rational chart  
\_\_\_\_\_ Sub-location Cluster Consult  
Walk through results  
Follow up  
Walk through Cluster DOOP Model  
Monthly Operations Chart  
Sub-Location Guild Maneuvers completed  
this morning

Take time at this point for questions.

3. Coalition Cadre

Roll of Cadre:

Catalytic support  
Expertise  
Outside Liaison  
Regular Participation

Make-up of Cadre

Those Who Care  
Local Leaders  
Public and Private Sector  
Volunteer Groups

Ask for their insights and suggestions for such a meeting

4. Cadre Participation

Would they be interested/willing to participate in the  
\_\_\_\_\_ sub-location coalition cadre? Ask if  
they can come to the next meeting. Give date and  
place. How could they participate in this month's  
sub-location guild maneuver victories? List answers.

Who else not present would be interested/willing?

Again, thank them for their coming today, and their  
willingness to be of help.

Close with a song and send out.

CLOSING  
CELEBRATION

This is the closing celebration of the consult, and at the same time the launching celebration for the sub-location project. It is the high symbolic event that celebrates the great work of the Consult and the open possibilities of the future. Here you will have your chief guests and other guests including various module consultants.

## Opening

Songs, greetings and welcome

## Reports

Village Reports  
(Team Reports)

## Chief Guest

Special Speech

## Closing Address

ICA

## Closing

Songs and Sendout

CLOSING  
CELEBRATION

This is the closing celebration of the consult, and at the same time the launching celebration for the sub-location project. It is the high symbolic event that celebrates the great work of the Consult and the open possibilities of the future. Here you will have your chief guests and other guests including various module consultants.

Opening.

Songs, greetings and welcome

Reports

Village Reports  
(Team Reports)

Chief Guest

Special Speech

Closing Address

ICA

Commissioning of Villages and Sub-Location

Closing

Announcements: VLI  
Training

Songs and Send out

COMMISSIONING  
PROCEDURES

I. Contextual Statement

II. Invitation for all village representatives to come forward as village name is called.

As each team comes forward, make presentation:

- 1) 2 year timeline wall charts
- 2) Packet of materials including key charts of the document

Read statement and get their response:

"Do you take responsibility for the future of your village, of the \_\_\_\_\_ Sub-location and all the villages of Kenya?"

(Response): "Yes"

"I send you out to be the enablers, the Those Who Care of the Planet Earth."

III. Invite all of the villages to stand as the Assist. Chief (if present) and the Head Men of every village comes forward to receive:

- 1) 2 year timeline of the sub-location,
  - 2) Packet , sub-location timelines, etc.
- Read statement and get response.



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# CONTRADICTION AIDS

For team use during the workshop

Page 41

**CONTEXT** The following suggestions are examples to be of aid during the contradictions workshop, in naming the contradiction. The underlying assumption is that the workshop is not finding fault, or what is wrong with the village, but attempts to look at the situation as it is.

## CONTRA- DICTION NAME SUGGEST- IONS

Categories to help push beyond "something wrong" type names in the contradiction workshop might be:

narrow options	undeveloped potential
restricted access	rigid forms
inadequate systems	collapsed structures
undirected activities	unfocused design

## SOCIAL ARENA CATEGORIES

Basic categories for Social Arenas in contradiction titles:

Agricultural Production	Market Crops
Village Provisions	Local Materials
Capital Resources	Development Planning
Essential Services	Service Channels
Income Sources	Local Employment
Support Systems	External Relations
Functional Skills	Practical Training
Village Involvement	Community Identity
Traditional Patterns	Family Relationships
Decision Making	Community Consensus
Environmental Design	Public Space
Social Benefits	Health Care

## SOCIAL PAIN CATEGORIES

Basic categories for Social Pain in contradiction titles:

Unrealised potential	Narrow Base
Fragmented Practices	Unfocused Design
Neglected Development	Limited Mechanisms
Obsolete Methods	Inflexible Roles
Restricted Availability	Sporadic Delivery
Limited Range	Restrictive Range
Untapped Channels	Disorganised Liaison
Partial Access	Severe Isolation
Paralyzing Patterns	Demoralizing Story
Inappropriate Level	Unclearified Story
Ineffective Approach	Unclearified Structure
Haphazard Provision	Unsystematic Method
	Detrimental Complexity

PROPOSAL A

Plotted Symbol \_\_\_\_\_

Kiswahili

English

B  
Kiswahili

Plotted Symbol \_\_\_\_\_

English

C  
Kiswahili

Plotted Symbol \_\_\_\_\_

English

D  
Kiswahili

Plotted Symbol \_\_\_\_\_

English

E  
Kiswahili

Plotted Symbol \_\_\_\_\_

English

F  
Kiswahili

Plotted Symbol \_\_\_\_\_

English

Prepare a wall chart as above on approximately 3' x 4' butcher paper prior to the consult. Fill out one for each assigned contradiction column at the end of the workshop for the plenary.

Fill out this form and turn it in to Coordination at the end of the plenary. Be sure the symbol is included to which the proposal was plotted.

Use 3 or 4 word titles for each proposal...remember, a proposal is a practical thrust versus a principle or a good idea.

Events Workshop

p. 43

Place	Events	Water	Health	Housing	Education
	No.	Public Facilities Beautification	Sanitation Services	Roadways External Relations	Community Organisation Welfare
V I L L A G E	1.				
	2.				
	3.				
	4.				
	5.				
	6.				
	7.				
	8.				
	9.				
	10.				
S U B L O C A T I O N	1.				
	2.				
	3.				
	4.				
	5.				
	6.				

VILLAGE EVENTS

Fill out transforming events for your village

- both to do in your own village in conjunction with and simultaneously with other villages in the sub-location, e.g. adult education, community centre, etc.
- and to do in your own village that would be unique to the village

SUB-LOCATION EVENTS

Fill out catalytic events for the Sub-location that would be for the sub-location as a whole, e.g. water system, secondary school etc

# SOCIAL MODULE

p. 44

## SAMPLE SOCIAL EVENTS BRAINSTORM SHEET

On butcher paper or chalkboard  
Four brainstorm groups in each village, this sample dealing with  
Water, Roadways and Services

Proposal Title	Village Workday Project	Water Development Project	Public Utilities Project	Roads & Pathways Project
Proposal Back-up Data	Regular Community Workdays Workday Coord. Group	Piped Water System Wells Construct. Dam Construct. Water Catchment System	Electrical Power System Toilet Construction	Road Improv. Road Machine Clean Pathways Village Ent.
VILLAGE EVENTS				
SUB-LOCATION EVENTS				

Events repeated:	Events	Housing	Loadways	Leautification	Education	Community Organization	Welfare
10 - 9 times	Village						
	Sub-Location						
8 - 7 times	Village						
	Sub-Location						
6 - 5 times	Village						
	Sub-Location						
4 - 3 times	Village						
	Sub-Location						
2 - 1 times	Village						
	Sub-Location						
	LO.						
VILLAGE	1 2 3 4 5						
SUB LOCATION	1 2 3 4 5						

# SOCIAL MODULE

sub-location

Events Pull Together

page 45

events rep:		WATER, PUBLIC FACILITIES BEAUTIFICATION	HEALTH, SANITATION SERVICES
10 - 9 times	Village		
	Sub-Location		
8 - 7 times	Village		
	Sub-Location		
6 - 5 times	Village		
	Sub-Location		
4 - 3 times	Village		
	Sub-Location		
2 - 1 times	Village		
	Sub-Location		

	no.	THE NEW EVENTS SELECTED FROM ABOVE VILL. & S / L lvt			
VILLAGE	1	0	1	2	11
	2	7	3	3	12
	3	8	4	4	13
	4	9	5	5	14
	5	10	6	6	15
SUB-LOCATION	1	0	1	1	5
	2	7	2	2	6
	3	8	3	3	7
	4	9	4	4	8
	5	10			



LIVESTOCK  
Profit Analysis

page 46

<u>INCOME</u>	<u>Cattle</u>	<u>Goats</u>		
Yearly Products (milk, wool)	( )	( )	( )	( )
Sale Price/ Unit				
Product Income				
Sale Offspring/ per year				
Sale animal				
Total income per animal				
<u>COST</u>				
Purchase Price				
<u>LABOR</u>				
milk/shearing				
attendants				
<u>Operations</u>				
Fodder				
Feed				
Medicine				
Dip/Spray				
Breeding				
Veterinary				
Transport				
Marketing				
<u>Overhead</u>				
Equipment				
Debts				
Shed				
<u>Other Costs</u>				
Total Costs				
NET PROFIT/ Loss				

# PROFIT ANALYSIS

## INCOME

Yield/acre  
per season

Sale Price  
Shillings/-

Total  
Income

## COST

### Input

Seeds

Fertilizer

Chemicals

### Operations

Ploughing

Tractor

Oxen

Manpower

Weeding

Spraying

Harvesting

Transport

Marketing

### Overhead

Tools

Equipment

Debt

### Other Costs

TOTAL COST

Net Profits/Loss

## INDUSTRIES

INCOME

PRODUCT

AMT/MON.

UNIT SALE  
PRICE

INCOME/MON.

COST

## RAW MATERIALS

item	unit cost	cost monthly
------	--------------	-----------------

<u>item</u>	<u>unit</u> <u>cost</u>	<u>cost</u> <u>monthly</u>
-------------	----------------------------	-------------------------------

LABOUR

<u>job</u>	<u>Wage</u> <u>rate</u>	<u>cost</u> <u>monthly</u>
------------	----------------------------	-------------------------------

<u>job</u>	<u>wage</u> <u>rate</u>	<u>cost</u> <u>monthly</u>
------------	----------------------------	-------------------------------

# PRODUCTION

item	unit cost	cost monthly
------	--------------	-----------------

item	unit cost	cost monthly
------	--------------	-----------------

TRANSPORTATION

## MARKETING

## TOOLS

EQUIPMENT

DEBT

## INTEREST

TOTAL COST MONTH '

NET PROFIT/LOSS

## ECONOMIC MODULE

SUB-location \_\_\_\_\_

EVENTS WORKSHOP

DATE: \_\_\_\_\_

EVENTS FULL LISTING

page P 49

Events					
Place	no.	AGRICULTURE	LIVESTOCK	INDUSTRY	COMMERCE
V I L L A G E	1.				
	2.				
	3.				
	4.				
	5.				
	6.				
	7.				
	8.				
	9.				
	10.				
	.				
	1.				
	2.				
	3.				
	4.				

VILLAGE EVENTS

Fill out transforming events for your village....both to do in your own village in conjunction with and simultaneously with other villages in the sub-location, e.g. special cash crops, shamba terracing, etc.,...and to do in your own village that would be unique to the village.

SUB LOCATION EVENTS

Fill out catalytic events for the sub-location that would be for the sub-location as a whole, e.g. construction industry, vegetable marketing, etc.

Cluster Consult

(date) 1 TO YEAR EVENTS TIM INE

(village) (sub-locatn)

UCA Consultants

Q T R S  
phases

Initiating

Expanding

Establishing

Completing

First

Second

Third

Fourth

Programs

Cooperative  
Agriculture

Appropriate  
Industry

Commercial  
Services

Living  
Environment

Corporate  
Patterns

Identity  
Systems

Preventive  
Care

Functional  
Education

Community  
Welfare

ECONOMIC

DEVELOPMENT

HUMAN

DEVELOPMENT

SOCIAL

DEVELOPMENT

social  
process

Cluster Consult		FIRST QUARTER TIMELINE			(village) (sub-locatn)
(date)					ICA Consultants
Month	Program	1st MONTH	2nd MONTH	3rd MONTH	
Social Process					
ECONOMIC DEVELOPMENT					
HUMAN DEVELOPMENT					
SOCIAL DEVELOPMENT					

MONTHLY OPERATIONS

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	MONDAY	TUESDAY	WEDNES	THURS	FRIDAY	SATURDY	SUNDAY
		Stake and Community Assembly Day	<u>Guild</u> Day		<u>Leaders</u> Day	Training Days	
1st Week	Village Planning Week	Stake Meetings  Community Assembly	<u>Village</u> Guild Meetings  Sub- <u>Location</u> Guild Meeting		<u>Village</u> Leaders Meetings  Sub- <u>Location</u> Leaders Meeting	Village Training	
2nd Week	Stake Planning Week	Stake Meetings	<u>Village</u> Guild Meetings  Sub- <u>Location</u> Guild Meeting		<u>Village</u> Leaders Meeting  Sub- <u>Location</u> Leaders Meeting	Village Training	
3rd Week	Sub- Location Planning Week	Stake Meetings  Community Assembly	<u>Village</u> Guild Meeting  Sub- <u>Location</u> Guild Meeting		<u>Village</u> Leaders Meeting  Sub- <u>Location</u> Leaders Meeting	Village Training	
4th Week	Stake Planning Week	Stake Meetings	<u>Village</u> Guild Meeting  Sub- <u>Location</u> Guild Meeting		<u>Village</u> Leaders Meeting  Sub- <u>Location</u> Leaders Meeting	Village Training	



## COMMUNITY DEVELOPMENT COMMITTEE

The Community Development Committee is the village organisation that oversees village development or the activities of tactical action in the village. As such it sees that the stakes, guilds and community assembly function in a proper and effective manner, and is responsible for the general welfare of the village and effective wide-range village responsibility to the sub-location and beyond. The Committee is selected from leaders of the village.

In order to have broad representation and insure that all functions are covered, it is recommended that the following representatives be considered:

1 per stake, or a total of	5
1 per economic and social guilds, or a total of	2
3 leaders at large, i.e. 3 more leaders selected in addition to those selected from the stakes and guild groupings, for a total of	3
<hr/>	
TOTAL	10

This group would meet at least weekly to perform its functions as it fits into the monthly operations of the Cluster DOOP Model.

The Community Development Committee maintains coordination and monitors the community calendar and all activities in the community, guards the community consensus as set forth by the Assembly, sees that special issues and outside requests are handled, and oversees project implementation.

The planning and detailed maneuvers take place in the stakes and guilds. The leaders' task is to unblock or clear the action of the stakes, guilds and assembly, by making recommendations or decisions that would release them to effectively function. In addition, it conveys the work, recommendations and decisions of the village to the Sub-location Guilds and Development and other Leaders Committees.

STAKE Stake No. \_\_\_\_\_

Our village has decided to be a sign of the rise of local man.  
Looking at the 13 week timeline and victories of the past four  
weeks, what victories are we going to accomplish in the next four  
weeks to prove that local man is on the move?

Date \_\_\_\_\_

\*

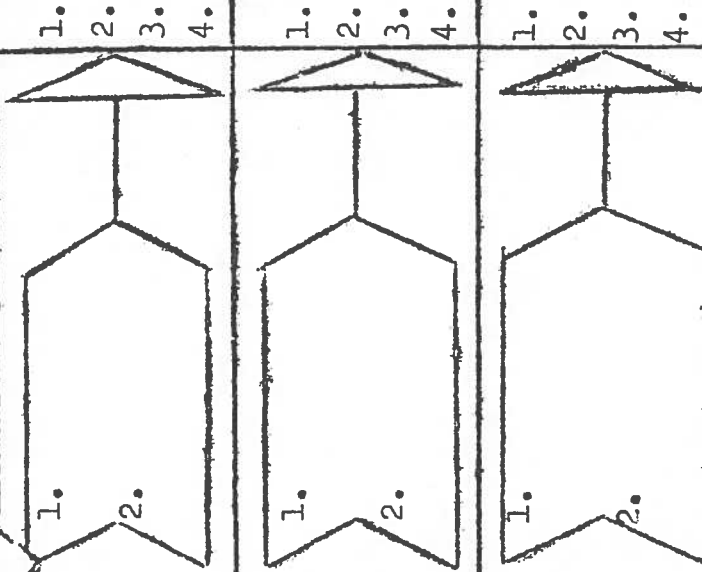
List one insight  
from everyone  
at the meeting.

Who will be the  
ones responsible for  
these victories ?

How can we win  
these victories?  
( 4 steps )

The Three  
Keystone  
Victories

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.



Choose the three keystone victories and write them in the winners circle.  
\* enter here : Stake, or Village, or Sub-location



GUILD

The

Guild assumes responsibility for its assigned task and claims t.

CHART

the victory of the

The Invincible

Team

date:

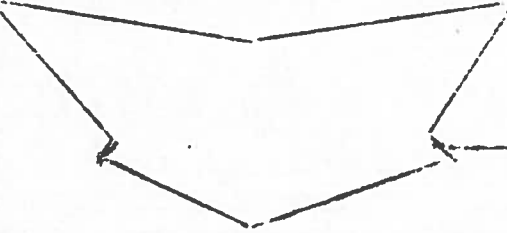
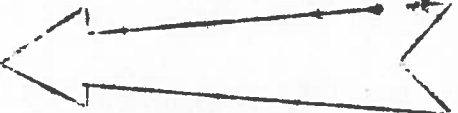
Fill in the steps that are necessary to win the victory:

Monday Tuesday Wed. Thurs. Friday Saturday Sunday victory

Victory for the  
Two Weeks

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

date:



OPENING  
PLENARY

Opening Spin

1. The Global Band
  - hour of local community
  - local man on the move
  - seen around the world
  - sign for all
2. The I.C.A.A.
  - puts shoulder behind TWC
  - intra-global movement
  - operates in 35 nations
  - human factor in socio-economic development
3. The Project
  - key place to be for humanness
  - effort of local communities
  - effort of I.C.A.A.
  - glorious transformation
4. The Consult Week
  - 100 participants
  - social-economic-cultural arenas
  - planning for actuation
  - project on behalf of/a global sign

DAY 1  
Breakfast

Consult Method

1. Operating Vision - dreams
2. Underlying Contradictions - blocks
3. Practical Proposals - directions
4. Tactical Systems - weaponry
5. Actuating Programmes - organisation
6. Timelined Implementaries - action

DAY 2  
Breakfast

Economic Principles

1. Village as an independent economic unit
2. Brings in as much money as possible
3. Keeps money in as much as possible
4. Circulates money as many times as possible
5. Relates to global economy

DAY 3  
Breakfast

Social Principles

1. Limited Geographical Area
2. All problems at once, simultaneous
3. Comprehensive age range
4. Depth Human Issue
5. Symbol is Key

DAY 4  
Dinner

Framing

1. Public Sector
2. Private Sector
3. Local, Regional, National
4. Economic Agent
5. Social Agent
6. Catalytic Core

DAY 5  
Breakfast

Planning Method

1. List Tasks
2. Organise Tasks
3. Timeline Tasks
4. Assign Tasks

# CONSULT SPINS TEAM STRUCTURES

DAY 5  
LUNCH

## Community Organization

1. Stakes
2. Guilds
3. Assembly
4. Secretariat

DAY 5  
DINNER

## CLOSING SPIN

1. Consult - Gift to History
  - Participate in New Village Movement
  - The happening
  - The Product
  - The Promise
2. Village Project - Center of Universe
  - Get hold of the past
  - Relations with the globe
  - Future is created here
  - On behalf of 2 million/14,000
3. Those Who Care
  - Some do - some do not
  - History is calling
  - Colleagues around the globe
  - Create a sign
4. The Future
  - Planning is complete
  - Do the tactics - as the renewal
  - Eyes of World upon you
  - Perserver

TEAM  
STRUCTURE

## TEAM ARENA OF RESPONSIBILITY

### Agricultural Productivity

- Crop Development
- Animal Husbandry
- Farm Management
- Water Harvesting

### Industry Development

- Small Business
- Village Industries
- Capital Financing
- Cottage Industries

### Living Environment

- Housing Reconstruction
- Public Buildings
- Essential Services
- Public Health

### Community Education

- Early Learning
- Formal Schooling
- Adult Education
- Community Organization

sub-location

Institute of  
Cultural Affairs

date

#	Chart	skeleton drawn	data pre- pared	chart filled out	posted on A-4	People Assigned
1	Vision Chart	not applic.				
1	Contradiction Chart	n/a				
1/prop	Proposal Sheet p.42		wkshps	A-4		
1	Proposal Chart	n/a	plenry			
4/vil	Social Events Workshop p.43		wkshps			
1	Social Events Pull-together		plenry			
1/vil	Village Map					
1	Sub-location Map					
	Profit Analysis Charts:					
	Crops p.47	n/a	wkshp	A-4		
	Livestock p.46	n/a	wkshp	A-4		
	Industry p.48	n/a	wkshp	A-4		
1	Triple Income Wheel	n/a	plenry			
4	Economic Events Workshop 49		wkshp			
1	Economic Events Pull-togeth		plenry			
1	Nine Prog. Chart Pull-Tog.		economic socials plenry			
1/vil	Nine Prog. Chart Pull-Tog.		plenry			
1/vil	Two Year Timeline p.50		wkshps			
1/vil	First Quarter Timeline p.51		wkshps			
1	S/L Two Year Timeline p.50		plenry			
1	S/L First Quarter Timeline		plenry			
5/vil	Stake Charts p.53		stake etc			
1/vil	Community Assembly p.54		commty assmby			
1/gld	Community Assem. Pull-Tog.					
1/vil	Village Grid					
1	S/L Grid					
	S/L Guild Charts					
	1 1 Economic p.55		guild meetng			
	1 Human		"			
	1 Social		"			

## CONSULT ASSIGNMENTS

Sub-location

page 59

ICA

date

DAY	MEAL HOST	SPIN	PLENARY
Opening		Opening	Vision Workshop
-	Brk	Consult Mth Working Grp	Concord
	Ln	Days Out	Proposals
-	Ln	Soc Proc	Soc. Pl.
3	Brk	Eco Prin	Impl. Prep
	Ln	Eco Ext	Trpl Inc
4	Brk	Engg	Eco P/T
	Ln	Visit Ext	T/L Plan
5	Brk	Closing	Guild
	Ln	Commissiong	Cadre

## VILLAGE TEAM ASSIGNMENTS

	(village)	(village)	(village)	(village)	(village)
Team Leader					
Team Member					
Team Member					
Team Member					
Support Frc					

## CONTENT TEAM ASSIGNMENTS

	Agriculture and Livestock	Industry Commerce	Environment and Services	Education & Organisation
Day 1, 2, 4, 5:				
Team Leader				
Team Member				
Team Member				
Support Frc				

Day 3

(Foods, Livestock, Industry Feasibility, Working Groups)



Symbol

The Guild assumes responsibility for its assigned task

and claims the victory of the

# The Tavinable Team

fill in the steps that are necessary to win the victory

# Victory for the Four Wheel

Year	Number of people in millions
1970	18
1975	22
1980	21
1985	24
1990	28

date:

১৫

date:

date:

# SOCIAL EVENTS PULL-TOGETHER

Institute of Cultural Affairs

Consult

Water Public Facilities Beautification	Health Sanitation Services	Housing Roadways External Relations	Education Community Organisations, Welfare
Pull together of social events for the villages:			
* 6 community hall 5 water tank 5 water purification 4 water dams 4 water pipes 2 water jars 2 wells 2 windmill experiments 2 shopping centre 2 community storage water survey nursery school primary school teachers qtrs. training center paint shops beautify school flowers around market village plan	6 health training 6 compost pits 5 toilets 5 health care takers 3 mobile clinics 3 soak pit 3 home sanitation 3 telephone 2 electricity 2 emergency vehicle 2 nutrition class food storage market cleaning vaccination mosquito/fly control demo toilets matatu service community kitchen health center	11 outside visits 9 outside experts 7 fund raising 5 road repair 4 road grader 3 build drift 3 home pathways 3 government site visits 2 dig trenches 2 culvert construction 2 house construct. separate animal housing muram road small bridges house repair gov't proposals house signs road workdays village sign-boards	6 adult classes 5 women's groups 5 skills training 4 self-help groups 4 permanent nursery schools 4 youth clubs 3 village elders 3 village meetings 2 village celebrations 2 village planning committees 2 women's training classes 2 leadership training school library community films youth task force expand primary school business management classes school enrollment campaign

## Pull together of social events for the sub-locations:

* 4 dam construct'n 4 community center 3 shopping center 3 secondary school 2 plaza area 2 water tank paint dukas create master-plan	6 health care takers 4 post office 4 health training 4 public utilities 2 demo toilets 2 water purification 2 immunization 2 complete disp.	4 inter-village roads 3 bridge construct. 2 site visits repair Kathuni-Mbuuni road muram roads model house outside visits harambee events	6 sub-loc. dev't committee 5 secondary schools 2 ext. relations committee 2 sports compet. 2 practical skill training 2 regular workday celebrations field trips
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\* numbers indicate frequency of mention during brainstorm pull-together