

# REPLICATION OF DEVELOPMENT METHODS IN THE USA

*a planning manual*

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# Replication of Development Methods in the USA

February 15, 1979

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Submitted to

The Office of Neighborhoods  
Voluntary Assistance and  
Consumer Protection  
of the  
U.S. Department of Housing and Urban Development  
Washington, D. C. 20410

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## I. THE REPORT ON THE MAHARASHTRA REPLICATION EXPERIMENT

Virtually any local community provides the elements required for a Human Development Project. In the past twenty years, the work of the Institute of Cultural Affairs in inner city neighborhoods, suburban towns and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. The U.S.A. replication methods are based on various guidelines learned from initiating Human Development Projects in thirty nations, but most particularly in the current replication experiment in Maharashtra State, India. The following paragraphs explain these guidelines in detail.

### A. THE PROJECT GUIDELINES

#### 1. Project Formation

There are five guidelines which serve as reference points in the formation of Human Development Projects.

- (1) The selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation.
- (2) A potential location will be characterized by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need.
- (3) Both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results.
- (4) Both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and relevance.

- (5) It is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

## 2. Economic Development

Effective economic development at the local level rests upon five principles.

- (1) The community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated.
- (2) Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using state and federal funds, and in some instances, by soliciting special cash grants and donations in kind.
- (3) Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level.
- (4) The funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community.
- (5) Finally, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, state, regional, national and international levels.

## 3. Social Development

There are five foundational guidelines in the arena of social development.

- (1) The project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be

dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity.

- (2) Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure.
- (3) The depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible.
- (4) Particular effort is made to involve all social and age groups in the task of recreating the community.
- (5) Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project; thus, they can be the difference between social despair and creative engagement.

#### 4. Project Actuation

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation.

- (1) First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole as well as its specific program parts.
- (2) The widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur.
- (3) The presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained.
- (4) Actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community, thereby building the

cooperation vital to effective results in every program arena within a period of six to twelve months.

- (5) Although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

## B. MAHARASHTRA REPLICATION

### 1. Pilot Demonstration

In December, 1975, the Institute of Cultural Affairs; India, at the invitation and with the cooperation of the Government of Maharashtra, initiated a demonstration community development project in Maliwada, a rural village of 2,300 residents located thirteen kilometers from Aurangabad. The project began with a week-long consultation in which villagers and outside consultants created an inclusive plan for the socio-economic development of the entire community. The results have been a remarkable demonstration of what ordinary people are capable of accomplishing when trained in methods of effective action. In the economic arena, for example, there is now at least one wage-earner in every family, electricity has been brought to the village, new ancillary and khadi industries have been started, modern farming techniques and the use of hybrid seeds have quadrupled normal crop yields, an inclusive dairy scheme is underway and over two hundred families have opened savings accounts in a new branch bank in the village. Correspondingly, the social development of the community is marked by a new health outpost, a community kitchen and feeding program, a pre-school and an adult education center, as well as model housing in the Harijan colony.

### 2. Replication Plan

This rapid transformation of a depressed village into a vigorous and self-sustaining human community has made Maliwada the center of a state-wide replication effort. Phase One of this effort involved the launching of three additional demonstration village projects, one in each of the other three divisions of the state, as of December, 1976. Phase Two has entailed the expansion of this to one project in each district of the state as of December, 1977, a total of twenty-five. Phase Three is accelerating this expansion so as to initiate a project in every taluka of the state by April, 1979, a total of 232. The final phase will entail the replication of the projects within each

taluka until every village in the state is included. The overall intention of this effort is that Maharashtra becomes a demonstration for other states in India as well as other nations of the practical feasibility of replicating rapid and effective rural development at the local level.

### 3. Comprehensive Values

The Maharashtra Village Development Project is comprehensive in four ways.

- (1) First, it is designed to systematically and rapidly develop all the rural villages of Maharashtra State. Such a comprehensive approach to the entire rural sector allows development efforts to address renewal on a large enough scale to have long-range effectiveness.
- (2) Second, the project is comprehensive in that it will assist every citizen of every village to participate creatively and effectively in the development of his community. Broad local participation is critical to assure that the human motivity needed to sustain renewal can be generated.
- (3) The project is designed to deal with all the problems encountered in rural development at the local level. Only when economic and social development are undertaken as a single coordinated effort, does fundamental and lasting change occur.
- (4) Finally, the project is comprehensive in that the unique practical renewal plan developed for each village brings together the actual needs and hopes of the local situation with the wide range of development options afforded by global technology. Without such a combination of local wisdom and global expertise at the planning stage, development efforts are often hampered by limited vision or unrealistic plans.

### 4. Principles of Replication

As a result of the Maharashtra Replication Experiment, the following principles have emerged:

- (1) Systematic Geographic Coverage: Projects are established on a rational geographic spread to maximize visibility and accessibility to surrounding communities.



- (2) Identifiable Regional Contradiction: Projects are located in communities which represent identifiable social and economic development issues for which solutions are not obvious and are being sought.
- (3) Varied Community Typologies: Projects are selected to represent a cross section of ethnic, economic and social needs, thereby increasing the network of research and solutions to unique and common issues alike.
- (4) Representational Demonstration Approach: Communities elect participation as demonstration communities on behalf of other communities in their city, state and nation and participate in a global network.
- (5) Phased Initiation Plan: Initiation of projects is phased beginning with a pilot and expanding strategically until all typologies are covered and a network is positioned for replication to begin.
- (6) Two Year Actuation Timeline: Each project is designed to be completed within two years as a demonstration of effective methods of planning and implementation.
- (7) Primal Demonstration Base: The total network is concerned with primal models for research, training, and replication demonstrating the possibility for altering primary contradictions.
- (8) Leadership Training Center: The total network is served by a leadership training center located in a pilot project which equips local leadership with skills and models for implementation in their own community.
- (9) Information Interchange System: The total network establishes a system for interchanging technical breakthroughs, resources, access, models and skills through research assemblies, planning councils and project directors meetings.
- (10) Comprehensive Private/Public Framework: Corporation and foundation officers, elected and agency officials are engaged at all levels -- federal, state and regional -- in assisting the development and propagation of the replication scheme.
- (11) Available Initiation Funds: Projects are selected on the basis of dramatic need and the willingness of public and private sources to fund a two year demonstration project.

- (12) Local Advocacy Engagement: The public and private advocates in government, business and voluntary agencies are engaged in assisting resource development by interpreting and endorsing the projects in their vicinity.
- (13) Local Economic Structure: Each project must develop a local economic structure which can receive, administrate and manage grants and loans for specific projects.
- (14) Common Social Scheme: Each project utilizes a common social organizational screen for project implementation through informal structures engaging the total local citizenry.
- (15) Community Consensus Mechanism: Each project has a planning, reporting and consensus building mechanism which catalyzes total community participation in development of the project plan.
- (16) Global Voluntary Group: A global group of volunteers skilled in economic and social arenas and available for two year assignments is essential to provide continuity in the implementation of projects.
- (17) Resident Auxiliary Interchange: A representative number of local residents trained in the training school commit themselves to a two year assignment to work with the global volunteers in projects other than their own community.
- (18) Local Resident Engagement: The global volunteer and trained auxiliary each form a team with local residents to directly develop their skills in community development and leadership.
- (19) Technical Assistance Delivery: The delivery of technical assistance is coordinated through a combination of local and global sources which provide access to practical techniques and professional skills for project implementation.
- (20) Progress Evaluation Screening: The progress of each project is measured through an objective data screen which begins with a complete pre-project baseline analysis and is regularly updated.
- (21) Project Development Acceleration: A series of technical assistance teams visiting each project assist in planning and accelerating project implementation in the economic, social and environmental arenas.

- (22) Unifying Community Forms: Historic and contemporary forms such as stories, songs, rituals and symbols are developed to create a unified effort of all projects in the replication scheme.
- (23) Part-time Support Network: A network of part-time volunteers is developed to give short term assistance to projects where needed and to participate in national research and planning events as advisors.
- (24) Pilot Laboratory Projects: One project of each typology (ethnic, urban, rural, etc.) is designated as the pilot lab for the total replication network and is developed as the lead showcase for the others.

## II. THE U.S.A. PROJECTS EXPANSION

The U.S.A. is in Phase III of projects expansion. The phases are described in the following paragraphs and laid out geographically on the following page.

### A. PHASE I: NATIONAL PILOT PROJECT

The national pilot project has been the Fifth City Project on Chicago's Westside. It is now moving toward serving as the training center for the development of the expansion scheme through the equipping of leadership through an intensive eight week training program for citizens from each project.

### B. PHASE II: AREA EXPANSION SHOWCASES

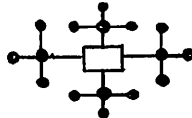
In 1976 three new projects were located in the East (Ivy City in Washington, D.C.), South (Pace, Mississippi) and West (Cannonball, North Dakota). These have become showcases for the black urban inner city, the small, rural, southern town and the Native American reservation respectively.

### C. PHASE III: REGIONAL URBAN/RURAL NETWORK

In 1978 twelve new rural projects were launched as the first phase of positioning a total of 24 rural and 24 urban projects by 1980 across the nation creating direct visibility and access for all communities to a working model for comprehensive human development.

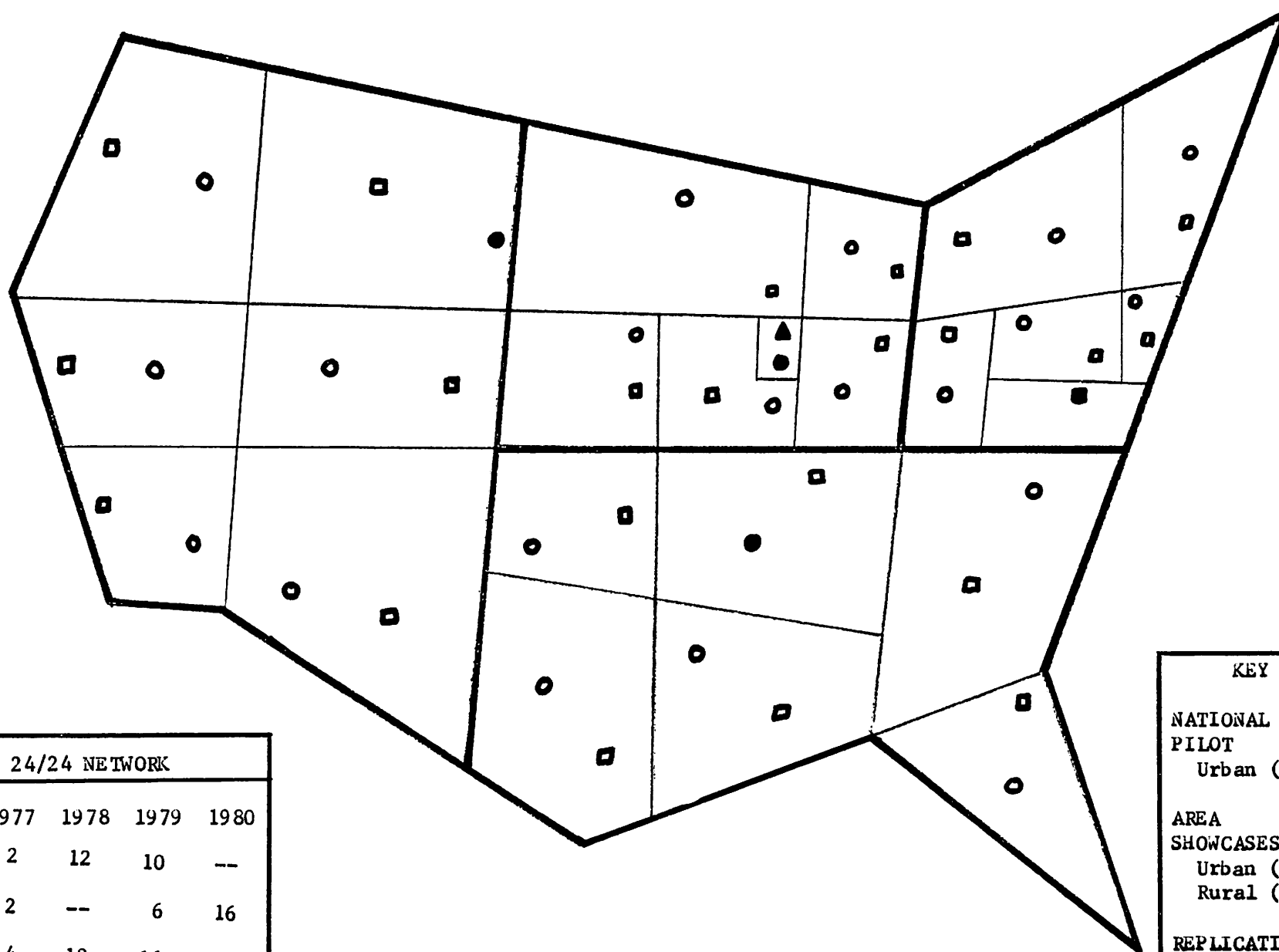
### D. PHASE IV: LOCAL PROJECTS EXPANSION

The local expansion will begin in any city state or identifiable region as readiness occurs. The phasing will be related primarily to the completion status of the preceding projects (48) though not limited to that.



The pilot regional project will function as a catalyzer to geographically strategic communities within the region who in turn will catalyze their neighboring communities to participate in rapid economic and social development. This may take a variety of forms through forums, training programs and consultations but will probably not be like the Maharashtra Program since the U.S.A. is a developed nation and grassroots liaison with both public and private agencies is far more developed. The ICA network (48) of projects would serve as a reservoir of reduplicable components augmented by training programs and consultative interchange to intensify the effectiveness of the investments of public and private agencies in communities utilizing the network of demonstrations and the training and consultative resources of the ICA.

## THE URBAN/RURAL REPLICATION NETWORK



## THE 24/24 NETWORK

	1977	1978	1979	1980
RURAL	2	12	10	--
URBAN	2	--	6	16
SUB.TOT.	4	12	16	16
CUM.TOT.	4	16	32	48

## KEY

NATIONAL  
PILOT

Urban (1)

AREA  
SHOWCASES

Urban (1)

Rural (2)

REPLICATION  
NETWORK

Urban (22)

Rural (22)

### III. THE PROJECT EXPANSION

As Phase III of the U.S.A. Project Expansion Plan is in progress, Human Development Projects are being initiated in urban and rural areas in conjunction with the intensification of the Community Forums. Training programs also allow the expansion and intensification to continue. The following section describes the basic arenas involved in each of the programs.

#### A. HUMAN DEVELOPMENT PROJECTS

There are five operating arenas for the Human Development Project initiation and ongoing development. These include the criteria used for site selection, the consult, the economic plans and social structures that are developed and the technical assistance teams that are used for project acceleration.

##### 1. Site Selection Criteria

On the basis of a rational design for systematically covering the geography of the nation, sites are chosen for their potential for rapid change. Each site is representative of the human suffering or needs typical to that region. Geographic insularity and easy access are both necessary if the site is to be an effective demonstration of possibility. A project begins only with an invitation from the local community.

##### 2. The Consultation

Each project is initiated with a week long consultation involving the total community, ICA staff and volunteer business and professional consultants representing technological expertise appropriate to the community. The consult begins by enabling the residents themselves to articulate their own vision of possibility, to identify the underlying contradictions to that vision, to create the practical proposals to release these contradictions and finally to build the tactical systems for the actuation of the proposals. (see Master Consult Flow Chart, p. 12). The methods are designed to deal with all the issues of a community at once. It is this comprehensiveness that generates the motivity necessary for actuation of the project by local people. The emphasis of the methodology is toward thinking tactically relative to contradictions, rather than on setting goals. Though careful planning is important, the focus is on methods of actuation. More important, the methods draw out of

BRIEFING	THE CONSULT					DEBRIEFING
day 1	day 2	day 3	day 4	day 5	day 6	day 7
ORIENTATION TOUR	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium	Breakfast Collegium
	METHODOLOGICAL DYNAMICS	LOCAL ECONOMICS	SOCIAL DEVELOPMENT	PROJECT FORMATION	INCLUSIVE FRAMING	COMMUNITY DEMONSTRATION
	FIELD TRIPS	Plenary	Plenary	Plenary	Plenary	CONSULT WRAP-UP
		VISION CROSS-GESTALT	CONTRADICTIONS SWIRL	PROPOSAL CROSS-GESTALT	TACTICS CROSS-GESTALT	
	Team Work	Team Work	Team Work	Team Work	Team Work	
	SITE VISITS	SITE VISITS	SITE VISITS	SITE VISITS	TACTICS WRITING	CLOSING PLENARY
OPENING PLENARY	PROBLEMATICS WORKSHOP	DETERRENTS WORKSHOP	RESOLUTIONS WORKSHOP	TACTICS WORKSHOP	PROGRAMS WORKSHOP	
OPENING	OPERATING VISION	UNDERLYING CONTRADICTIONS	PRACTICAL PROPOSALS	TACTICAL SYSTEMS	ACTUATING PROGRAMS	CLOSING
ANALYZING THE SITUATION		DETERMINING THE POTENTIALITY			DESIGNING THE ACTUALIZATION	

the local people their wisdom and creativity instead of super-imposing ideas from the outside. A Consult Document is written the following week detailing the work plans built and consensed on by the community for its development. An auxiliary staff of six to eight remain in residence during the two years of the project as a catalytic presence.

### 3. Economic Development Plan

Key to the rapid economic development of a project is the creation of a comprehensive Economic Development Plan. As soon as possible after the consult has been held, a team of businessmen from the community, ICA staff and volunteer business and professional consultants spend two weeks creating a detailed Economic Development Plan.

#### (1) Project Description

Baseline data is compiled on the population, employment and income of the residents of the community. The economic condition of the community is analyzed in terms of its history and present industry, commerce and agricultural opportunities. Analysis is made of the accessibility of transportation, utilities, resources and communications. Also a social profile is designed on the health, education, community welfare and environment of the project.

#### (2) Economic Proposals

Proposals are written on industrial, commercial and agricultural projections, describing the programs planned, the components needed and suggesting implementation strategies. Descriptions are included on the organization of the economic plan, financing, management training and operations as well as the role of consultants.

#### (3) Visible Impact

Key to the rapid development of the project is the visible change that occurs in the physical environment of the community. Therefore architectural sketches are made on the land use, both in terms of current and projected.

#### (4) Projected Costs

Capital budgets are designed for major rehabilitation, remodeling, new construction and land development. Proformas are created for commercial businesses including the start-up investments, first quarter, first year and three year plans. A funding frame is designed for securing public and private funding.



#### 4. Social Organizational Structures

For rapid social change to occur in the community various social organizational dynamics need to be created or strengthened within the community. These include geographic care units (stakes), specialized work groups (guilds), leadership meetings (Commissions and the Secretariat) as well as opportunities for the total community to gather to celebrate its past and consense on future directions (Assemblies). The chart which appears on page 15 indicates the relationships these structures have to one another and the community as a whole.

##### (1) Stakes

Stakes are designated within the community along geo-social boundaries, usually streets and paths, which border natural neighborhoods. The stake complex is the care structure for every project resident. It is the structure for delivering individual care such as security services and for organizing engagement such as workdays. It is the principal structure along with the community assembly in building community consensus through on-going visitation and the weekly stake meetings.

##### (2) Guilds

The guilds are the community structures through which people with common skills and training plan and implement the programs of the community. These arenas include agriculture, industry, commerce, health, education and welfare.

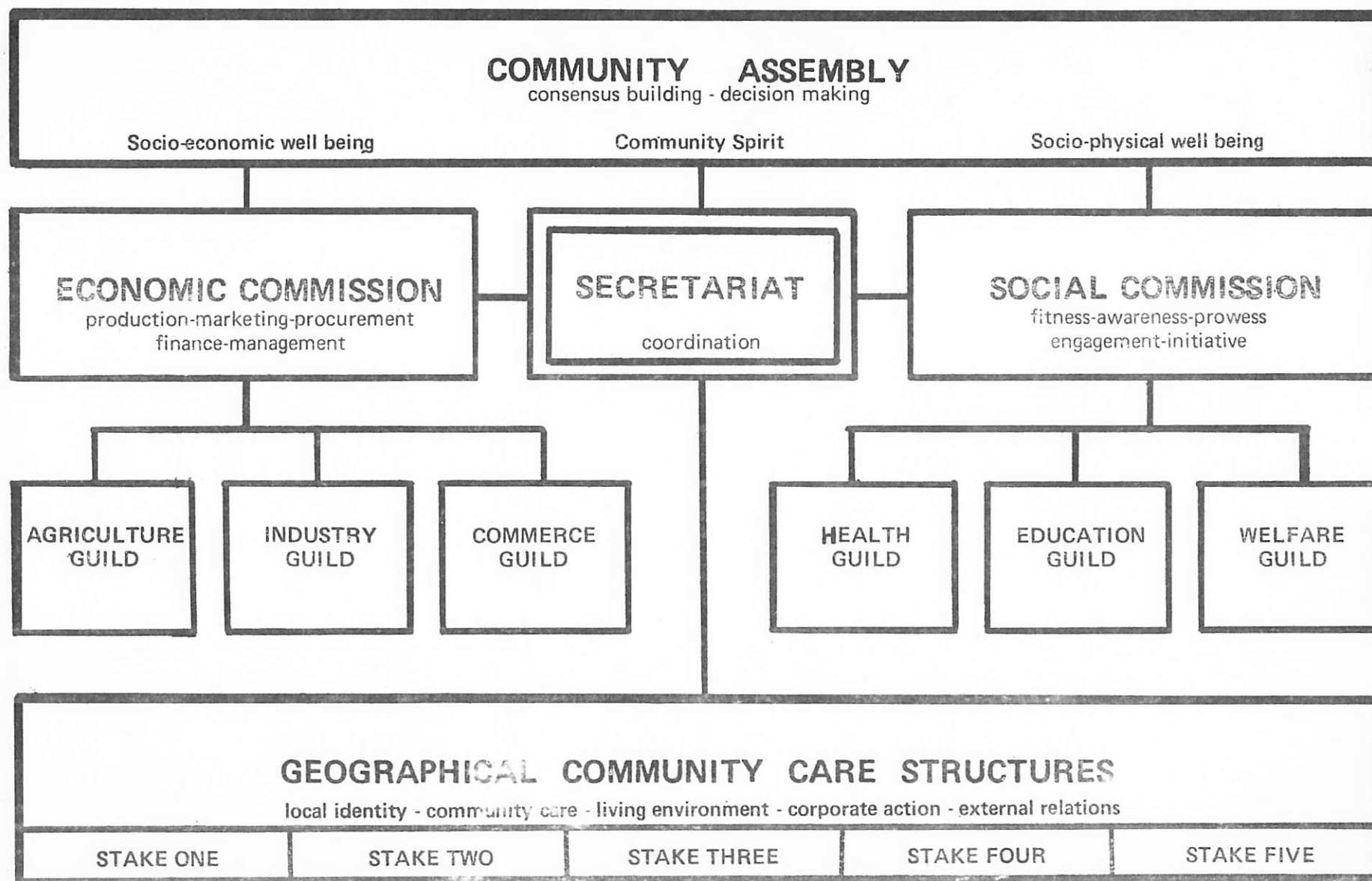
##### (3) Commissions

When the leadership of the various guilds are meeting together for purposes of coordination of activities, they make up the commissions. The Economic Commission monitors the activities of the Agricultural, Industrial and Commercial Guilds. The Social Commission relates to the activities of the Health, Education and Welfare Guilds. The commissions provide the necessary entity for the legal functions of the economic and social dimension of the community's life and provide liaison with outside related activities.

##### (4) Secretariat

The Secretariat is a small, representative body including stake and commission representatives that maintains daily coordination and monitoring of all of the activities in the community, guards the community consensus as set forth by the community assembly, administers services and coordinates project implementation.

# ORGANIZATIONAL CHART — toward the actuation of comprehensive HUMAN DEVELOPMENT PROJECTS — on the local level



(5) Assembly

The Community Assembly is the periodic gathering of the whole community in one location at the same time, to hear and celebrate reports of progress of the project and to consense on and plan the priority directions for the future.

5. Technical Assistance for Project Acceleration

Various forms of technical assistance are needed in order to bring objectivity to the community and provide needed additional expertise to accelerate the economic and social programs.

(1) Consult Actuation Team

The technical assistance needed the week following the consult is a demonstration of the immediate initiation of all the programs planned at the consult.

(2) Social Acceleration Team

The team identifies the social program which most needs acceleration. Then they recruit and train community staff for the program. Contacts are made with existing regional private and governmental agencies to serve as liaison to the program. Tactics from the consult document are initiated including the improvement of program facilities, equipment and materials.

(3) Economic Acceleration Team

Volunteer business, commercial and agricultural professionals apply their expertise to the local economic situation in order to upgrade existing businesses and to initiate new businesses. Upgrading existing businesses involves improving production technology, introducing managerial systems and providing financial services. The team also works to build a network of support within the region which will carry on after they leave, including soliciting support from agencies and large private companies in that area.

(4) Leadership Expansion Team

A team of skilled workshop leaders leads a series of forums geared to particular segments of the community's life, including women, youth, elders, business leaders and concluded with a forum for the entire community. Interested community residents are then trained to lead the forums in other neighboring communities.

# TECHNICAL ASSISTANCE FOR PROJECT ACCELERATION

	CONSULT ACTUATION	ECONOMIC ACCELERATION	SOCIAL ACCELERATION	LEADERSHIP EXPANSION	MANAGERIAL SYSTEMS AND EVALUATION
MAJOR FOCUS	Space Design  Construction Process	Opening New Industries  Small Stock	Preventive Care  Practical Employ- able Skills	Leading Community Forums	Comprehensive Management Systems
INFRA- STRUCTURE	Builders' Guild	Economic Develop- ment Structures  Cooperative Agri- cultural Scheme	Health Caretaker System  Basic Apprentice- ship Training	Town Meeting Plan	Economic and Social Commissions
LIAISON	Government Financing Construction Local Advisory Forum	Banks Government agencies Experimental station	Hospitals Schools Doctors, nurses	Social Organization Communities	Lawyers Business managers
EDIFICE	Community Nodes  Space Transforma- tion	Livestock facility  Industrial sheds  Community Store	Skills workshop  Preschool center  Health Center	Community Center	Water system  Bookkeeping system
TRAINING	Practical Methods  Construction	Economic methods  Agricultural Methods	Health Caretakers	Auxiliary Staff	Management Skills

#### (5) Managerial Systems and Evaluation Team

During the second year of the project visits by consultants are needed to emphasize management systems, provide legal advice on matters such as registration and incorporation and managerial experience on uniform accounting systems and administrative services.

### B. THE COMMUNITY FORUMS

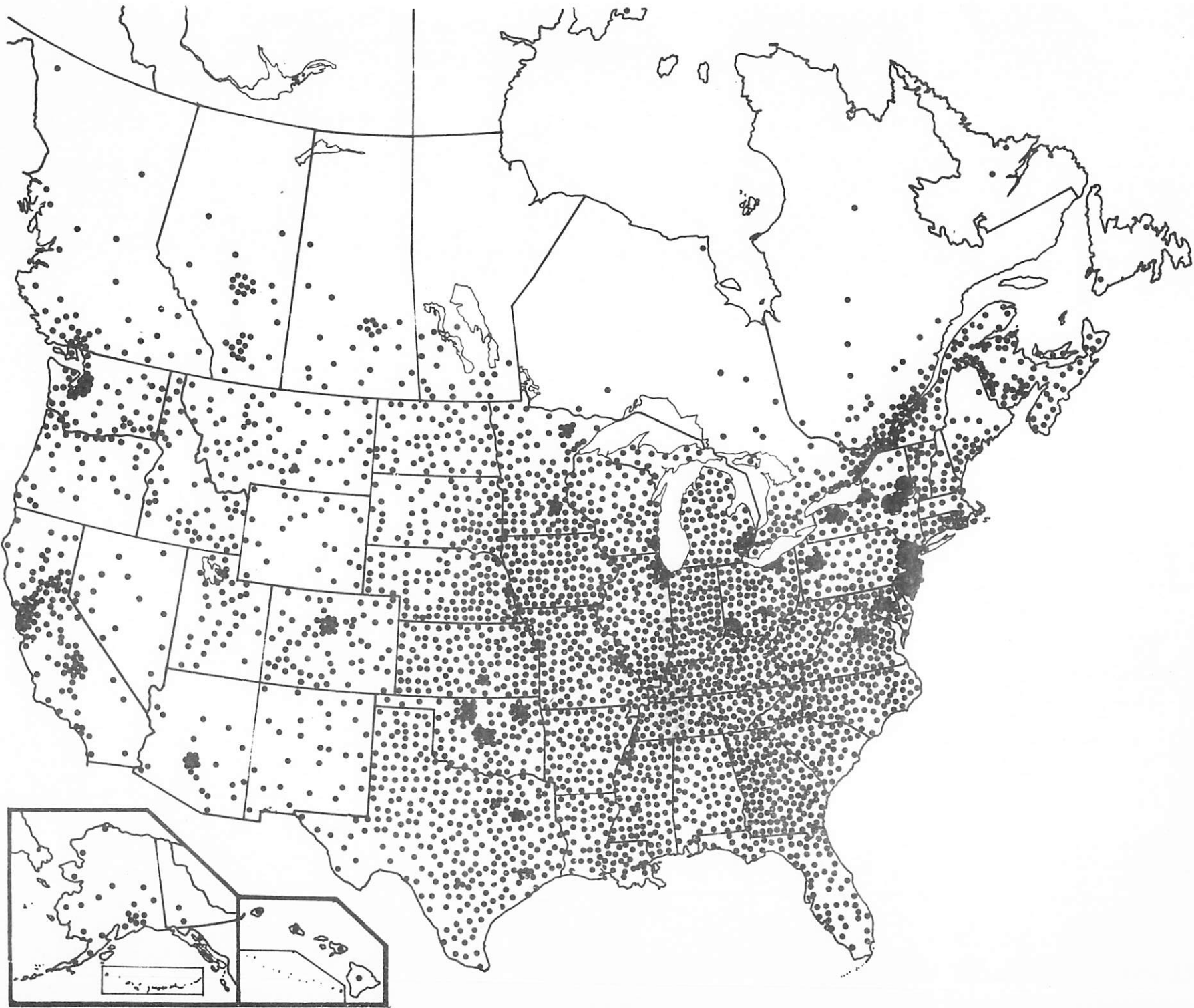
Last year Town Meetings were held in each county in the United States as a part of an effort to rapidly extend the network of developing communities in the United States (See map on page 18). Requests for intensification of Town Meetings and expansion of Human Development Projects resulted from this effort.

#### 1. Human Development Project Relationship to Community Forums

Sixteen projects are presently visible showpieces of rapid and practical local development. They serve as regional laboratories in demonstrating the effective implementation of local development plans. Through visitation, interchange and training these sixteen projects encourage similar implementation in other communities. The most immediate and obvious benefits will be where visible signs of accomplishment quickly appear. More important the many Town Meeting communities will develop a sense of their own direction out of their planning and will devise locally appropriate means of implementation in conjunction with the regional projects. Public sector agencies at county, state and federal levels will be complemented in their development efforts by locally focused efforts at renewal which will channel government programs through local delivery systems to enable their effective use. Private groups participating in the project will be pioneering new modes of effective social responsibility both in challenging these local efforts and in possible follow-up activities related to the implementation of projects in sponsored counties and towns.

#### 2. Community Forums

The Town Meeting, using the issue identification, planning and proposal design methods, has been tested in several forms as a short term consultation with community members. Since the celebration of the American Bicentennial five thousand of these community events have been held. The method of corporately discerning the issues that face communities and building concrete, practical proposals to deal with those issues enable local residents to have input into designing the programs that affect them.



### 3. Special Focus Forums

A number of requests have been made to focus forums on special interest groups. Therefore constructs have been designed and used for Economic Leadership Forums, Women's Forums, Youth Forums as well as a number of issue oriented forums including law enforcement, health and integration.

### 4. County by County

The response of communities after the Bicentennial was to encourage that Town Meetings be made available in as many communities as possible. Town Meeting participants helped to set up and lead forums in other towns. As a result of this encouragement, it was possible to hold Town Meetings in every county of the United States this past year.

### 5. Neighborhood by Neighborhood

There have been four primary requests since the completion of Town Meetings in every county last June. The first is to continue to make Town Meetings available to as many communities as possible within a more concentrated geographic area. Special requests have been made for particular interest groups such as business leadership, women and youth groups. Many requests have been received for training in the Town Meeting methods. Finally as a result of state and regional assemblies, there were requests to pull together all the thinking of neighboring communities to allow more effective cooperation between neighborhoods and available agencies at the county level. As a result of these requests, the forums are now offered to neighborhoods and towns within a county in a package of some 15-20 events. Initially there is a training session for workshop leaders, followed by a series of Town Meetings and special focus forums. This is concluded with an assembly where representatives from all the forums share their thinking and planning and discern the linking relationships they have in light of their proposals.

## C. METHODS TRAINING

### 1. Impact Programs

People from the projects are trained in leading the forums and setting them up in other towns. This serves as both a training for the community residents in teaching what they have learned as well as giving them an objective perspective of their community through their experience of working with other communities.

### 2. The Human Development Training School

The Human Development Training School teaches the fundamental methods of comprehensive socio-economic development on the local level. This includes training in local economics: local resources, production, marketing, capital and labour, as they relate to economic well-being. There is training related to community services, structures and community identity that moves people toward social self-reliance. Special attention is given to understanding the local, district and state government organization and agencies and the means of delivering services and assistance to local communities. In addition the trainees are equipped with methodologies of corporate action, managerial effectivity, tactical thinking and human motivity. Special attention is given to developing skills for directing Town Meetings and conducting consultations. This school is held annually until the rapid replication around the 48 projects occurs during Phase IV making it necessary to hold schools quarterly.

### 3. Auxiliary Internship

For people volunteering to participate in a Human Development Project for a year or two, an internship program is designed to provide in-service training in simple methods relating to early learning, basic health care, sanitation and nutrition and to provide skills in intermediate technology relating to farming, light industry and local commerce. Particular attention will be given to learning to live and work creatively and usefully as catalyzers along with the people of the community.

### 4. Quarterly National Directors Meetings

The primary training occurs from the "on-the-job" experience. Therefore there are quarterly national meetings held in order that community residents can exchange ideas and successful models with other communities and think thru common issues and concerns.