

BATTLEFIELD MANEUVERS: Brazil

THE SITE SELECTION

The vast global experience of the last two years will be brought to bear in the task of selecting a village in the Rio de Janeiro area. The task of geo-social and socio-economic research will be carried out during Week 4 with the Chilean team and Fafael Davila. The selection criteria will also be localized at that time to the extent necessary to insure that the selected site is typical of Brazil and thus has the greatest potential of being a sign for the nation. A few villages will be visited in order to get a feel after the village situation in Brazil. During the first part of Week 7 a selection team composed of the auxiliary and selected grads who will set out to select five potential sites. A final selection of one will be made and the reasons for its selection articulated as objectively as possible. This task will take no more than four days. The visit of the Global Authorization Team will be the occasion for confirmation of this site or if necessary the selection of another.

THE VILLAGE CONCENSUS

The wisdom gathered in the last two years in gaining village concensus for initiation of GSD's across the globe will enable the auxiliary to move quickly to secure village agreement to the project. A visit with village leaders will lay out the possibilities and secure permission to hold a Town Meeting in the village. Following the Town Meeting dynamic, one of the proposals will be actualized as a sign to the community and 10 to 15 trainees will be selected for attending the HDTS in Cano Negro. As a final sign of the village's decision, plans will be worked out to provide housing for the auxiliary when they return from the school.

TRAINEES

In order to prepare the village leadership to select the 10 trainees, the team will meet with the leadership to explain the intent of choosing 10 representatives and what the school is about. This will insure the selection of a group which represents all aspects of the village. After the trainees have been chosen, a series of meetings will be held to both train them in how to raise money and speak to government officials as well as to work out practical details related to familial matters. Where necessary, clothing will have to be arranged for them to make calls. Transportation and scheduling will also need to be arranged to insure the effectivity of this maneuver. Simultaneous with the training of the villagers, initial steps will be taken through our government contacts in order to secure travel documents quickly. Finally, 2 - 4 nationals from the cadre will be recruited for the school and workshops held to enable them to secure funds, as well as to sort out practical issues related to job and family.

THE CHURCH NOD

The support of Archbishop Bernal of the Cano Negro Project and his endorsement of the work of ICA gives us a powerful advantage in the Church in

BATTLEFIELD MANEUVERS: Brazil (2)

Brazil. The Dominican Superior in Rio, an ITI grad, will be involved in the framing of the church and also Rev. Celso Franco Oliveira, an ITI grad will be used in the Protestant Church. Relations will also be established with the Unio Church in Rio to facilitate possible local development contacts. In the Catholic Church we will use the letters given to us by Archbishop Bernal to contact the Secretariate of the Episcopal Conference and explore the structures of the Church. They will also be used to secure a firm endorsement at the operating level of the Church. With the visit of the Global Aurtherization Team, a call will be made on the Cardinal Araujo Sales of Rio de Janeiro. We will seek his nod for the ICA to work in the Rio area.

THE GOVERNMENT NOD

Rev. Celso Franco Oliveira is an ITI grad and teacher who is a pastor and lawyer. He will be key in the task of getting on top of the government structures and modes of operation. Key, also, will be Lela's friends from her past experience in Rio. The contacts with the Venezuelan and U.S. ambassadors will be used to open up government channels. Other grads, contacts made through the Church networks, and the international community will all enable us to build a picture of the Brazilian government and target the key people we must see. The visit of the Global Authorization Team will be the occasion for such visits, probably at the ministerial level in both the state and federal governments.

THE INTERNATIONAL NOD

The letters from Minister Gabaldon in Venezuela will enable us to visit the Venezuelan Ambassador in Brazil and to have him open his network of government and private contacts for furthering authorization and funding. Letters from Andrew Young to the U.S. Ambassador will do the same for his networks beginning with the Commerical Attache. Thses visits will greatly enhance our potential clout on the Brazilian governemnt and the officials we must see in these structurrs. On a secondary level, but a level cursila to international funding, we will initiate relations with the USAID offices and the Iner-American Development Bank. Both of these calls will be oriented to potential funding and the resulting authorization for the work in Brazil.

THE BUSINESS NOD

The letter from Newmont mining, contacts in the Rotary, contacts from former visits in Brazil, references from the Commercial Attache of the U.S. Embassy and potential contacts with the Chamber of Commerce will enhance our ability to receive a nod from the business community and also open funding sources. The Dominican Superior, Father Paulo Telegan, has a businessmen's group which will be contexted and used as a base to establish a funding network. The work done in Coral Gables and references from U.S. Corporations such as Goodyear and Gulf and IBM will also be used. This work will be geared to helping us identify the key corporation in three major areas of the economy: private local corporations, private intenrational corporations and quasi-government coporations. The visit of the Global Authorization Team will occasion visits in these three areas with the intent to secure letters of acknowledgement and the initiation of potential funding.

BATTLEFIELD MANEUVERS: Brazil (3)

GRADUATE ENLISTMENT

In order to begin cultivating the grads, the Brazilian and Chilean Team will be introduced to Rev. Celso Franco Oliveira by Fafael Davila. Rafael will also introduce us to other grads where necessary. Celso will then be asked for practical assistance in meeting the rest of the grads in Rio which we will do on an individual basis. The intent of this maneuver is to see all of the 10 grads in Rio in order to determine the receptivity of each person for selecting 3-5 local guides who will become shadows to the Brazilian tema. Special attention will be placed on Father Paulo Tellegan for training him to be a local presence in the business community. It is the intent of this maneuver finally to create a small group of grads to be trained in site selection, development and authorization calls and to be access to information about the Brazilian situation.

SECONDARY FRAME

Having secured letters from Mr. Dunia, Gov. of the Rotary in Venezuela, an appointment will be made with Mr. Jama Murgel, Gov. of Rotary in Rio, where we will deliver a list of Rotary participation globally and explore with him the economic situation and secure more names to visit. In order to begin establishing a network in the business community, three strategies will be employed. First, gaining entree into the business man's group through Father Telegan, secondly, visiting Goodyear, Gulf Oil and IBM for further references and exploring future development possibilities, and finally begin to visit past E.I. development contacts with Rafael in Week 4. Within the Church, research through the grads will be conducted to discover who within the Catholic Secretariate would be appropriate to see who will be willing to give us a picture of the state of the Church in Brazil. At the same time, we will be looking for names related to the Cardinal and the Sec. General of the Catholic Secretariate whom we can see for creating the ground-work for a nod from the Cardinal. The So. Brazilde Instaucas, a quasi-governmental organization, will be our entree into beginning research relative to both the international organizations as well as the government. By using the UNDP letter, we will ask an introduction to other people related to the National and state governments as well as other international organizations. A final surprise move will be into the University through contacting Edgar Kuhlman, a professor in the Rio University. The intent of this maneuver, to be initiated during Week 4 will be to create a broad based web of contacts within the government, Church business and international communities. This web will allow a targeting process. Key in this maneuver will be the training of the grads to accompany a member of the tema in doing authorization calls.

TERTIARY FRAMING

Tertiary framing will ensure the cooperation and participation for the official District and local Authorities as well as the un-official leaders in the immediate geography of the village. The point of advantage in this maneuver is the nod of the village leadership and the nod of the key authorization figures and the training of the villagers to do authorization and funding calls. By using the points of advantage, a chart of the local polity structure will be

BATTLEFIELD MANEUVERS: Brazil (4)

made in order to target the key people within the decision making process which affects the village. The team plus a villager will call on the key leaders to get a nod to be in the village and to have a public meeting in June. This will mean involving local leadership in the task of doing the Consult so that they see it as "their meeting". This will be accomplished by the end of March before we leave for the Human Development Training School.

LOCAL FUNDING

This maneuver will begin simultaneous with building the secondary fram. While visiting people in all sectors of society the question will be raised relative to potential funding for transportation for the villagers. A budget, one page brief and calling cards will be printed in-kind to create the atmosphere of authenticity. As potential sources are illuminated a chart will be made and a filing system set-up to ensure systematic coverage of all sources. Simultaneous with the systems set-up the grads will be trained to go on calls with a member of the team. As soon as the village has been selected the nod given by the leadership and the ten villagers named, meetings will be held to train the villagers to go on calls in order to participate in raising their own air fare. This maneuver will be completed by April 1 to ensure the round-trip air fare for each of the 10 villagers.

ESTABLISHING THE BEACHHEAD SUPPORT NETWORK

THE SYMBOLIC NOD

MOVING THE VILLAGE

THE LOCAL FRAME

THE CHURCH NOD

1. Research Church sts.
2. Explore funding
3. Visit the Cardinal
4. Letter of nod

THE SITE SELECTION

1. Research/localize criteria
2. Formation of team
3. Village selection
4. Confirmation of auth. team

THE GRAD ACTUALIZATION

1. Weekly meetings
2. Under assignments
3. Village involvement
4. Consult preparation

THE GOVERNMENT NOD

1. Resh. government sts.
2. Secure clout/access
3. Visit key man
4. Letter of nod

THE VILLAGE CONSENSUS

1. Stage town meeting
2. Meeting with leaders
3. Letter of invitation
4. Commit. to Aux. housing

THE SECONDARY FRAMING

1. Visit Rotary leaders
2. Visit Catholic sect.
3. Visit UNDP
4. Visit business

THE INTERNATIONAL NOD

1. See Ven. Amb.
2. See USA Amb.
3. See USAID
4. See IADB

THE TERTIARY FRAMING

1. Seek out local leaders
2. Visit them with villagers
3. Secure letters
4. Get ok for consult

THE BUSINESS NOD

1. Resch. for key
2. Visit key private local Co.
3. Visit key quasi-gov't. Co.
4. Visit key multi-nat'l. Co.

THE TRAINEES PREPARATION

1. Selection
2. Raised funds
3. Secure documents
4. Arrange family matters

THE LOCAL FUNDING

1. Print materials
2. Train grads/villagers
3. Set-up systems/budget
4. Resh. local targets