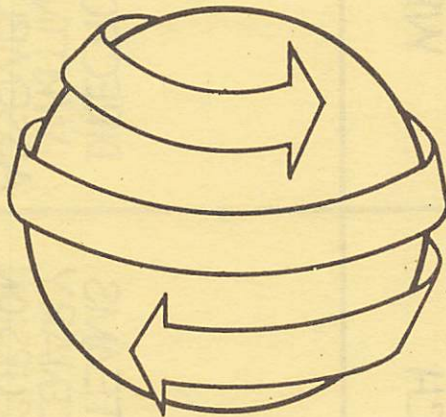


# GLOBAL RESEARCH ASSEMBLY



A SYMPOSIUM ON THE AGE OF PARTICIPATION

FINDINGS AND  
CONCLUSIONS

DECEMBER 9-14, 1982  
JAKARTA - INDONESIA

GRA: JAKARTA

9-14 DEC, 1984

## AGE OF PARTICIPATION

OPENING	RESEARCH		WRITING		CLOSING
THEME PLENARY	RESEARCH TEAMS FINDINGS PLENARY CULTURAL EXCURSION		DIRECTIONS PLENARY WRITING TEAMS ASSEMBLY CELEBRATION		IMPLICATIONS PLENARY
THURSDAY 9 DEC.	FRIDAY 10 DEC.	SATURDAY 11 DEC.	SUNDAY 12 DEC.	MONDAY 13 DEC.	TUESDAY 14 DEC.

## INFORMATION

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## HYPOTHESIS:

In a time when people are seeking broader participation in the entire polity process, it will be necessary to design systems to ensure the availability of relevant, accurate information to every person. Not only will this be demanded by the mass of people, but it will also be required to assure intelligent and informed participation, without which society will not escape the unhelpful restrictions of past times.

## FORM SCENARIO:

The village of the year 2000 has changed radically from the village of the "80s. Villagers no longer feel isolated as they have developed many ways to "plug in" to the information networks and to generate and disseminate information to other locales.

I. Each county has an Information Center that functions as a resource and contact center for all villages, organizations and persons in the county. Each village is connected by computer to the center and the center is connected to a larger central data bank. Information on many arenas is available and is used by the people to find out market and agricultural information, nutritional suggestions, etc. In addition to individual and group use, each village has a representative that meets regularly with others to get on top of data recently received and screen it as related to their village and plan ways that information can be used across the county to reach those who do not come into the center. Input from the village is channeled into the computer system.

II. A series of forums on key issues is held regularly in the villages. A quarterly schedule of issue topics is created out of a consensus of the county, village and provincial levels. Some topics require a series of sessions to deal with the complexity of the issues. Other sessions are only one session topics. The topics cover a broad spectrum--transportation systems, health care needs, educational needs, and energy resources. The products of these village forums are sent via computer to the district gathering center and to the other villages. This information is then used to discern trends and inform relevant decisions and prioritize developmental projects at the various levels.

III. Radio and TV System. Each village is linked by radio and TV to regional, national and global stations. This allows access to everyone to many programs, including regular newscasts and language courses, information talk shows, and skills courses. Groups within the villages, and individuals can get formal and informal training in health care, first aid, sanitation, nutrition, prevention and cure of simple illnesses, agricultural training and updating, courses in bookkeeping and management of small businesses. The Commerce Guilds meet regularly to learn how to manage small businesses and how to use market information.

IV. Librara at the county lever, and a mobile library containing the latest data search and information equipment visits each village weekly. Electronic "books" are used in this unique lending library which augments the small library in the village.

V. Highschool courses at the subdistrict level, train people how to use computers, how to interpret information, how to gain information access, and basic skills of typing and management.

## OPERATIONS SCENARIO:

The village farmers and small business associations have always relied heavily on rather slow and often behind the times information means. This meant that individuals were over-dependent on local innovations. They often felt that their abilities in accounting and financial management and the limited access to global market conditions caused them to be cautious in risking new enterprises. Now the weekly association meetings begin with computerised data presentations for discussion about projections and feedback to data terminals. Two-way questions and dialogue with other associations are commonplace. They can use finance and accounting and business management education programmes to familiarize themselves in modern methods and can make calculations themselves on how to diversify and take advantage of market openings. They reduce their transport costs by participating in regional networks and cheaper backloading opportunities. There has developed a team of people who evaluate and coordinate local data for

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presentation through these communication networks.

Having TV and video sets in preschools is a source of updating methods of teaching techniques by showing TV programs of preschool children participating in a classroom situation from other areas around the country and the world. Programmes would be dubbed in the local language thus catalysing interest and skills in global language interpretation. Having telecommunications systems in the villages will enable better communication with other villages. Weekly TV will show world-wide presentation in handicrafts, fashion, sports, agricultural practices, current movies, foods and diets, festivals, children's programmes, global news reports and documentaries.

Once a week at the Computer, information and training Centre (Comfotrain) young people from the village come to review the latest job offerings in the nearby regional towns. They receive briefings and role-play exercises from the computer on how to apply for jobs they are interested in.

Weekly the health care-takers come to Comfotrain for their regular training being offered by the Urban centre's major teaching hospital through computer-TV hook-up.

Each week, new mothers bring their babies for check-ups. The data about progress, health problems, immunizations are recorded in the computer which make recommendations on next health care steps and flags potential problems in the county.

Comfotrain presents weekly, a training program in baby care.

The computer doctor holds daily clinic where sick and ill have symptoms checked and described through computer hook-up to the urban clinic and diagnosis and treatment are transmitted back to the health caretaker.

## INSIGHTS:

1. Technology is simply a means. Care is needed to ensure that the organization which installs it does not dominate its programming for exploitive purposes.
2. Television media programmes which are made for local decision-making may have to be broken up into series over several weeks to allow local discussion meetings to take place before final decisions can be made.
3. There should be both local and national input on the use of media for education training.
4. New roles will be required at the local level for fine presentation and drama so that lateral interchange can be more effective. This could be introduced into schools with student classes performing as in Denmark.
5. Better management in commercial activities in the villages will mean less drain of financial resources from the villages for services.
6. Every village requires electric power, hardware and software as well as maintenance of systems. This will require well organized cooperation, assistance and monitoring.
7. We would see less difference between the urban and the rural in the quality of living. This may be a major factor in controlling the urban drift, particularly since an increasing number are expressing concern with urban crowding.

## CONCLUSION:

Therefore, we can conclude that increased information availability has the potential for affecting the whole local situation. Information systems are helpful when focused at the point of decision making and relevant to the arenas related to those decisions. Information won't make decisions for you or eliminate different perspectives, however, it does ensure constructive and creative participation if it is comprehensive and accurate, and people can be awakened to new life. Ease of access to information can be accomplished through centralised data systems but responsibility for applying that data rests at the local level. There has to be a structure for dialogue between objective data flow and reflection and interpretation in which the broad community can participate.

HISTORY

SHIFT  
IN  
MEANING

In our time the mode of participation has shifted from primary obedience to an authority figure to a broad-based participation in which each individual sees a larger scope of his/her society or organization and is enabled to assume increased responsibility for the entire entity. This change has been primarily catalyzed by the dramatic technological, transportation and communication shifts over the last century. Participation can no longer mean giving part of your time or money to help out; it also means participating in the decision-making processes. For many people this is an additional demand on their participation. They are beginning to see that they can in fact invest themselves meaningfully in shaping their own destinies.

SOCIOLOGICAL  
CONTEXT

The sociological contexts in which participation has to be viewed is more and more diverse. In the more primitive societies structures of participation tend to include everyone's contribution. In urbanized society structures, in the face of complex social fragmentation, the modes of participation are more selective and do not include everyone's involvement. Each cultural and historical background imposes certain constraints on the modes of participation as well. However, authentic participation is always present as a potential possibility in spite of the particular situations.

HUMAN  
NEED

The grasp of being fully human is beneath the crisis today in participation. The societal revolutions in male-female roles or in decentralization, to name two, have put new strains on participative modes. Global trends changing society like the technological revolutions have made obsolete many traditional solutions to participation. In addition the increasing consciousness of how valuable an individual's input is has made this an age of choice--where the masses are no more content to let elite groups decide in isolation. In addition to all of the practical reasons, the need for individuals to participate in designing their future is the human need. By being involved an individual may see themselves as an authentic part of society, not cast out or alienated.

ISSUES  
TO  
RESOLVE

Many of the issues in participation today arise out of the collapse of traditional modes and structures. A key issue is the prevalence of adversarial confrontation modes as the only way to negotiate. In addition those "in control" of the power structures, haunted by the possibility of losing control seek to prevent new innovations in an attempt to keep things as they are. The increasing interrelatedness between nations and heightening of international tension call for new alternatives to the adversarial approach. Methods and structures and contexts are needed that will allow people to focus on the historical contradictions. Participation and participative systems for the future has to focus on the underlying issues of the day to be effective.

ELEMENTS

INDIVIDUAL  
MOTIVITY

Participation in decision-making cannot be imposed if it is to be profound. As the individual enters a group, he/she creates some image of their participation--either they are at home and a part of the group or they are removed and detached from the activities of the group. When a person has a sense of being respected by the group, he/she is free to contribute and to return that respect. The degree to which a group of individuals have common values enables participation to be more appropriate and effective. If the leadership of the group is not trusted or the program the group is doing is questioned, the individual will naturally hold back or restrain

his/her participation. On the other hand if the individual sees significant benefits from the group's activities for himself, his family or his society, then he/she will be more interested in participating.

INFORMATION  
FLOW

As society becomes more and more complex and interrelated, the more difficult it will be for anyone to know the information needed for their involvement. When the information about times and places, numbers and distances, schedules and plans are known, there are many more options to choose from. The more clearly and dramatically information is presented the more any of us know the world we are living in. As a result we are more able to clarify our roles and functions and in which groups we will be a part. When we have the information, we also begin to see how what we do is on behalf of other people or society as a whole. This is greatly enabled when we have a common history with the group, or when we sense we own the society we are in. A relevant, active information system creates this sense of belonging and identity.

ENABLING  
VEHICLES

Even when the individuals are motivated and the information is available, participation also requires some social vehicles that enable people to be involved. One vehicle is the various cultural traditions that a people have. When cultural traditions intermix in a community, people's attitudes toward the society change. If their living standards and means of livelihood improve, they will often create new friends and relationships. They even form new associations and groups. These in turn re-create the old associations they had before. The informal discussions and conversations will often open up new ways for them to participate with different groups and organizations. The more they are involved in formal organizations the more they consciously participate in shaping the social consensus.

FUTURE  
STRATEGY

If a human being's participation in society is sustained and strong over a long period of time, it will continually be given significance by the associations involved. When these groups or associations have a corporate focus or self-conscious mission, everyone involved is able to participate more significantly. The more the group can be focused toward its future the more individuals can decide their own roles. As a group or community develops over the years, it will find celebrations a key way of marking its journey. Its accomplishments and victories will also be celebrated as a way to affirm its existence. As the community grows in size, it will find new ways of forming its consensus and of honoring everyone's ideas and contributions. This will take an effective group method, the use of sub-groups and inter-group dialogue, in order to release profound, creative participation.

THE COMMON MIND  
ON  
PARTICIPATORY POLITY

Depth

Motivating  
Efforts

Motivating efforts are key to releasing meaningful participation in the life of the local community, the larger society and the globe. Regular rehearsal of a depth human context encourages sustained engagement, such as spending holidays with family or friends. Focusing on mutually recognised values in the midst of diverse cultural, political or economic views releases consensus possibility. The efforts for world peace calls everyone to new forms of participation. Standing before the demands of the family, society and the world provides the historical perspective. Participation in long range visioning engenders hope for the future, such as when a person meets with his neighborhood to deal with common needs and work projects.

Significating  
Events

Significating events give historical meaning and purpose to individuals participation. Events that recognise and honor the uniqueness of human beings enable the release of individual wisdom for the corporate benefit. Community myths dramatize how young and old, men and women have a role to play in creating their society. Celebrations of birth and death in the context of the larger community affirm the potential contribution of the newborn and the gift of the completed life to history. Events such as religious holidays, national celebrations and community festivals allow people to experience the significance of their engagement and reaffirm their role in creating the future.

Appropriating  
Events

A human being's appropriation of his/her own involvement in society is greatly heightened by the community heritage events, such as a Chinese New Year celebration in San Francisco. These events are key symbols for what it means to be a human being in society. In our day we are beginning to see that our symbolic roles are not only communicated from the "top down", father to children, but also "bottom up". Children who are active participants in their schools and neighborhoods communicate roles back to their parents. The youth generation conveys self-images and roles across the community through their language, songs and dances. These new sources for participatory images are calling for a greater openness to the real world we are living in. As we face the future we can only see wider and more demanding roles and functions. As a result the whole issue of any person's vocation, or life-long engagement has entered a new era.

Experimental  
Factors

Finally a human being experiences his/her own participation in a more profound way. The tension between freedom and responsibility is held when each person has a voice in making decisions. When these decisions are made by a group of people, corporate power emerges. Participatory management schemes and profit sharing are current illustrations of this group or corporate power. When individuals are involved in such group activities, their attitudes toward society are changed. They no longer voice their life questions out of a "liberal" or a "conserving" posture - either taking whatever comes as good or holding on to the past ways of living. Instead they see that life is a dynamic journey in participation, sometimes creating the new and sometimes honoring the old. They also see their actions as being on behalf of the whole world. In effect they have become integrated into the historical process both finding and creating wider channels of communication. They have become "in" on the decision-making process.

IMPLICATIONS

THEORETICAL  
TASK

It is crucial for the next step in creating participatory polity to address the question: what is a global picture of the issues that inhibit participation? We are conscious of how participation is being blocked by being female rather than male, by being young or old or by being illiterate. But there are many other factors and complexities that inhibit participation: the complexity of the urban life style, mixed cultural communities, or the rapidity of social change. Secondly, the question of what the current social trends in society are, needs more examination. What are the trends in the decision-making process in corporations, organizations or communities? Thirdly, how has participatory polity happened in the past in the various cultures of the world? Fourthly, the perennial question of organization and freedom must be thought through anew--what structures release creativity and freedom? What degree or style or organization allows for authentic participation?

SOCIAL  
DYNAMICS

The basic question in this implication is how participation already functions in society today. As we move from top down control and voting to influence and consensus stating, what dynamics are necessary for participatory decision-making? Secondly, what is a picture today of the participative models already available? Especially models for women, minorities, youth and the Third World need to be highlighted and shared. What effective data interchange systems have been created? Where has education in practical methods been implemented? Thirdly, how does participatory polity make an impact on global decisions especially where a new awakening to responsibility is being called for? And finally, this group sees a need to answer the question of how a person strategically chooses among the many places where one might participate today.

FOUR  
SECTORS

Different types of experiments in participatory polity are being created in the public, private, voluntary and local sectors of society. One question has to do with the appropriate degree of formal interchange between the sectors in order for society to function responsibly. Secondly, the group is raising the question of what the relation is between the cultural traditions around the world and the style or mode of the various social organizations. How does one's culture effect business management, government bureaucracies, or voluntary service groups? Thirdly, how do existing structures cope with rising local demands? Fourthly, how the parts within each sector function differently than they have in the past? In the public sector how will decisions be made in a government agency? In the private sector how do workers, supervisors, engineers and managers make decisions together? In the voluntary sector how do service groups select and do projects? In the local communities what formal and informal bodies are needed to release everyone's decisions?

NEXT  
LEAP

Society is struggling to find out what social fabric will enable participatory polity to function in every nation and in the world as a whole. How does participation happen regionally, in urban communities, and in local government councils? And how do we today publically dramatize a consensus when it is formed? Secondly, how will participatory polity improve our quality of life - in male-female relations, in terms of getting in-put from all the citizens, and in attitudinal changes? Thirdly, how do we make four-sector coalitions visible where they already exist? And finally the leap will effect the role of those who care about the future of our one globe. How should we relate to society? On what tasks should we focus? And where is special attention needed?

Jakarta, Indonesia

STATEMENTS ABOUT PARTICIPATION  
(Research Teams)THE SOCIAL CONTEXT REQUIRING PARTICIPATORY POLITY.

It is evident in the 20th Century that new modes of participation in decision-making are being demanded by individuals and by groups in every society around the world. It is also evident that the sheer complexity of the world today requires the wisdom and creativity of each individual in order to resolve the crises facing every level of society.

THE TOTAL SOCIETY

The public, private, voluntary and local sectors, effectively coordinating and implementing development programmes, allows for increased levels of participation within the total society. From these four sectors, informal or social leaders, if provided the methods and opportunities, can play a crucial role in being agents of change, policy creation, and innovation within a community. Demonstrations which clearly reveal the benefits of local four-sector coordination and participation will most likely generate greater willingness to expand the use of participatory methods within the total society.

PARAMETERS OF PARTICIPATIVE POLITY

1. In participative polity, establishing a common vision or viewpoint across society or in a team is foundational to the building of strategies, the creating of effective teams, and the securing of voluntary participation.
2. A participative system of polity is a new and difficult system to introduce that will require the learning of complex rules and specific objectives and calls for detailed preparation, evaluation, and discipline.
3. Participative polity implies input in the decision making, planning, and implementation stages by all those who will be affected by a proposed plan.
4. Participation is enhanced when access to information and communication systems allows individuals to receive and contribute information and feedback.
5. Participation is enhanced when a consensus made is seen to be implemented and maintained.
6. Both formal and informal dynamics play a role in securing participation and building a consensus (e.g., forums, informal conversations).
7. In participative polity, as in other systems, where you locate the final responsibility is important.

## STATEMENTS ABOUT PARTICIPATION

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Jakarta, Indonesia

## TEAM METHODS - HOW TO ORCHESTRATE PARTICIPATION WITHIN A WORKING GROUP

These statements reflect helpful guidelines for participation whenever a group of people sit down to plan. Having a regular pattern of meeting time is assumed.

1. Full participation of an individual means participation in a total process from planning through followup.
2. Practical methods such as brainstorming workshops, team writing, time-lining, and assignments for all, generate the analytical ability of and participation by each individual involved.
3. Methods which incorporate radical contexts, as well as dramatize and celebrate work completed and decisions made, catalyze effective change.
4. The context is enhanced through the room arrangement, decor, and charts as ways to catalyze creative input.
5. Beyond initial workshops, participative systems can be encouraged and sustained through creation of structures, methods, devices, and organizations.
6. An effective leader is engaged in every part of the task.
7. Individuals are honored and recognized as unique human beings whose resources are needed in history.
8. One way <sup>that</sup> participation is sustained is by revolving leadership roles.
9. Quality preparation and evaluation, including the depth of the context, elicits participation in a task.
10. To sustain motivation for continued participation, new programmes, ideas, and constructs must be constantly introduced.

## METHODS

Jakarta, Indonesia

## HYPOTHESIS

As participation becomes the primary mode of operation in every society, Participatory Methods will emerge as a discipline. Participatory polity institutes, symposia, books, manuals and teaching methods will introduce people to participation means and train them to assume effective roles, thereby generating new forms of participation.

## Scenario I :

## HEALTH FOR ALL BY THE YEAR 2000

This was initiated as a global program by the W.H.O in 1978. The intent is to change health conditions in participating nations by the year 2000. People participate in this program by (a) Planning, (b) Implementation, (c) Evaluation and (d) Re-planning. Governments participate in this program in the following four efforts : A. Promotive, or health education; B. Preventative or environmental sanitation; C. Curative or Health Centers; and D. Rehabilitative or special treatment training.

In Indonesia this program takes place at the sub-district level, dealing with five to six villages of about 6,000 people each. The villages participate through a complementary local level program known as PKMD that carries the Primary Health Care program to each family.

In the arena of Health Education, at the village level, the program is one of awareness. A worker goes to the villages and works with the formal leaders to gain their confidence and to get their permission and co-operation. Examples of methods include : going house to house to talk with the family; demonstrating procedures by asking for tea to clean wounds hence ensuring that water is boiled properly, which, in turn demonstrates what 'boiling' means in term of time.

In the arena of Environmental Sanitation, examples range from : the government making all the ice to ensure quality; latrines are provided to individual families, sometimes by lottery to enhance value, and sometimes by subsidy; sewage systems are built by 'gotong-royong' efforts with the village and the government sharing in the provision of materials. In addition, TV is used to instruct families on how to build individual water filtration systems.

In the Curative and Rehabilitative arenas, the process is primarily one of dispensing medicines, services and treatment. In the Curative arena, health centers are used at a sub-district level with a doctor, a nurse, a midwife and other helpers. Dental are available on a rotational basis. Major pharmaceutical companies participate in this program by assisting with their medical supplies. The Rehabilitative arena operates more at a village or PKMD level since the sick villager may have difficulties in getting to the sub-district health centers.

As a result of this participatory program, many major diseases have been eliminated or controlled, water treatment is now routine and accepted, myths have been dispelled, e.g. meat and fish have worms so don't feed them to children; and often mosquitoes have been controlled. Not only have mindsets of the people been changed but trained doctors and nurses are now available. All this leads to a healthier nation.

## Scenario II :

## Press Article :

## INSTITUTE TO HOST PRESIDENT

Dec. 11, 2000

Zurich, Switzerland

THE INSTITUTE OF INTERNATIONAL STUDIES AND COOPERATION will be hosting a series of special events honoring the newly-elected President, Mr. Sarasutha, of Indonesia, who will arrive on Tuesday to meet with the new teams of facilitators assisting with special programs in Health, education and community leadership.

President Sarasutha is a well known officer of the Institute which is a privately funded organization designed to facilitate participatory polity throughout the world. The Institute has been instrumental in synthesizing most local, national and international governmental and non-governmental bodies by means of facilitating a technique called Symposia which has been effective in eliminating overlaps and supplying services where there were formerly none.

Through the Institute there is also a large body of published materials including video tapes and films giving information about training and community development

## METHODS

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methods; documentations of what has been accomplished; documentaries for media release, etc., etc.

Mr. Devanesan, the Publication Manager, and his staff were at the time of our reporter's visit, dealing with some 20 persons who have come to the Publications Center for manuals and materials. These persons were representatives of rural villages, urban areas, schools and institutions, government agencies, business houses, service clubs, TV stations, etc.

This reporter also viewed this scenario at the Institute :

'Ms Borovic, the financial manager who is also a financial wizard, had just come back from giving the financial end-of-year report. Two seconds after she sat down, one of the more than a dozen telephones on her desk, rang. She listened for about thirty seconds and said 'Yes, I think we can do that. Hang on a second while I check our standard fee for that program, please. You said you were from the Lions' Club?' She turned around and pushed a key on her minicomputer located at her left, and said back to the phone : "Well, that will cost you \$ 10,000 plus airfare, and board and lodging and ground travel expenses for five facilitators'. A moment of silence, then, ' Yes, I know. But we also charged nothing for a similar program with a village youth group last month. The fees from programs such as yours enable us to offer programs in local communities for free'.

She then picked up a letter from her "in" tray, glanced at it and pressed another key on her computer. It hummed for a tenth of a second and then blinked the information: "Vance-Central Africa - one month - training - 100 religious leaders - Tajuddin". She picked up the white phone and said "Emmy ? What are Minister Bob and Minister Taju doing in Central Africa? Both Christian priests and Moslem religious leaders? I, see. Thanks'.

The director, Mr. Rohmat, keeps constant contact with his facilitator forces via a computer system of hi-tech video screens. At any time he can see and talk with a team member in Kenya or can have a three-way discussion with two different facilitators working in similar situations in different parts of the globe.

President Sarasutha will also spend some time with another friend from the past the multi-talented Ruthe Yost. Mrs. Yost occupies the post of Coordinator Interpreter Services but her duties involve much more than the title implies. On the punch of a button, institutes around the world could summon her to her videophone to receive requests such as an instant copy of the Institute's health Services Manual in Swahili, or Leadership Training Module in Aboriginal Tiwi. An incredible amount of information on methods, training, demonstration programs and reports from around the world are at Ruthe's fingertips.

Lastly, the President is also meeting one of the Institute's most important staff members. Every well run institution needs a dog's body: the person who takes care of all the little details that smooth the way for the major revolutionary task. Don Clark, Junior assistant, was such an expert in making tea and coffee in a style to suit the tastes of all the many staff and visitors alike, from all corners of the globe, that hospitality provided by Don put the finishing touches to a mind-expanding experience for this reporter.

Zurich is looking forward to the arrival of President Sarasutha and is grateful the Institute decided to operate their world resource center from this city.

Laurel Zakovich, WORLD NEWS REPORTER.

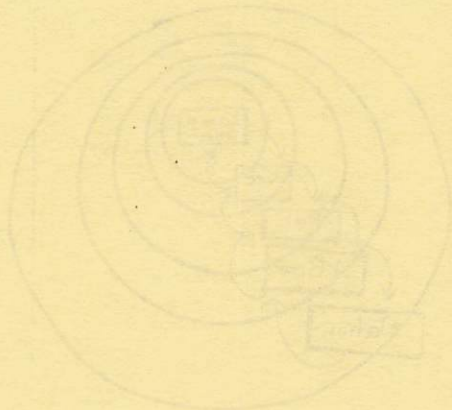
## LEARNINGS

1. High technology can be a humanizing influence in the community.
2. Computers could be helpful to methods training especially in situations of long-standing illiteracy if voice-activated computers become commonly available.
3. Our 20 year scenarios are technically possible now.
4. In the next 10 years, sectors may play various roles: i.e. in the third world, the public or government sector and the local or village sector are key, whereas in the first world, the private and voluntary sectors are being called to play larger roles.
5. The whole world already operates to at least some extent, with a broad-based participatory mode.
6. Participatory methods are becoming sub-systems of education and an accepted part of formal training programs.
7. New roles and jobs are being created by the effect of broad-based participation polity.

Jakarta, Indonesia

CONCLUSION

Therefore, we conclude that methods to ellicit and enable inclusive, broad-based participation need to be developed. It has become clear that individuals and communities can and are already participating responsibly in examining their values, needs and status toward decisions that are for the sake of the whole community. Characteristics of these methods will include contentlessness, appropriation and support of individual uniqueness, along with the dynamics of groups and community involvement. These will sustain and ensur responsible decision-making as well as generating new forms of participation and methods.



## EDUCATION

Jakarta, Indonesia

HYPOTHESIS:

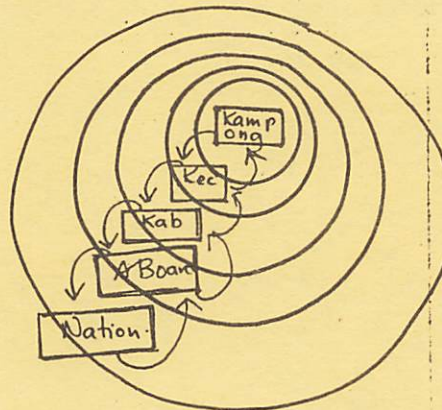
Since the age of participation is emerging in conjunction with the evolution of a world of much greater complexity and inter-relationship, the education process within society will need to deliver, through teaching, values necessary to live in a participatory society which focus on local initiative, cooperation, responsibility, to replace those values which reflect the frustrations of a non-participatory society.

SCENARIO I:

Twenty-seven Advisory Boards (the facilitating team), each comprising teachers, students, parents and administrators, at the Provincial level begin their 4th Council using the Tele-device (a tool simply used to communicate visually). The Advisory Boards divide themselves into teams of two and visit the Kabupatans of their Provinces and conduct Tele-device Vision and Challenges Forums on the 5-year direction of education in Indonesia.

Then each Provincial Advisory Board decides on the 5 major challenge arenas, using the input from the local people, which are taken to the Ministry of Education and Culture. The Ministry, together with a representative from each of the 27 Provincial Advisory Boards, discern the 5 major National Challenges in Education. Each Provincial Advisory Board then builds strategies and proposals through the Tele-device tool at the Provincial level.

Thus a way is provided for all those concerned to participate in the implementation of the national challenges.

SCENARIO II:

Last week a local storeowner, Mr. Nick Seamon, in dreadfilled anticipation of the arrival of a Community Education Action Team, was directed by his neighbor, Wally Ritt, to the newly opened Learning Methods Center. We're here at the Center on a follow-up visit for Community Participation Radio to understand what is happening. We are speaking with the Facilitator, Aoifa Tangerang.

CPR: Tell us, Aoifa, what did you do with Nick when he came in?

AOIFA: He came with the children from the CAT. I brought them all into the circle seating room and asked them what they had in mind for their community cleanup. By methods of consensus, they worked out a plan to clear the school garden. Children wrote their names up next to the various tasks and responsibilities. Then they all went home to begin preparation.

CPR: How did that help Nick?

AOIFA: After the team left, I sat down with him and walked through the participatory processes I had used with the team and then went over the week with him so he has an outline of activities for the time the CAT is at his store. When he left he was excited about completing his own preparations for the week.

Jakarta, Indonesia

Scenario II (cont'd):

CPR: What is the purpose of the Learning Methods Center?

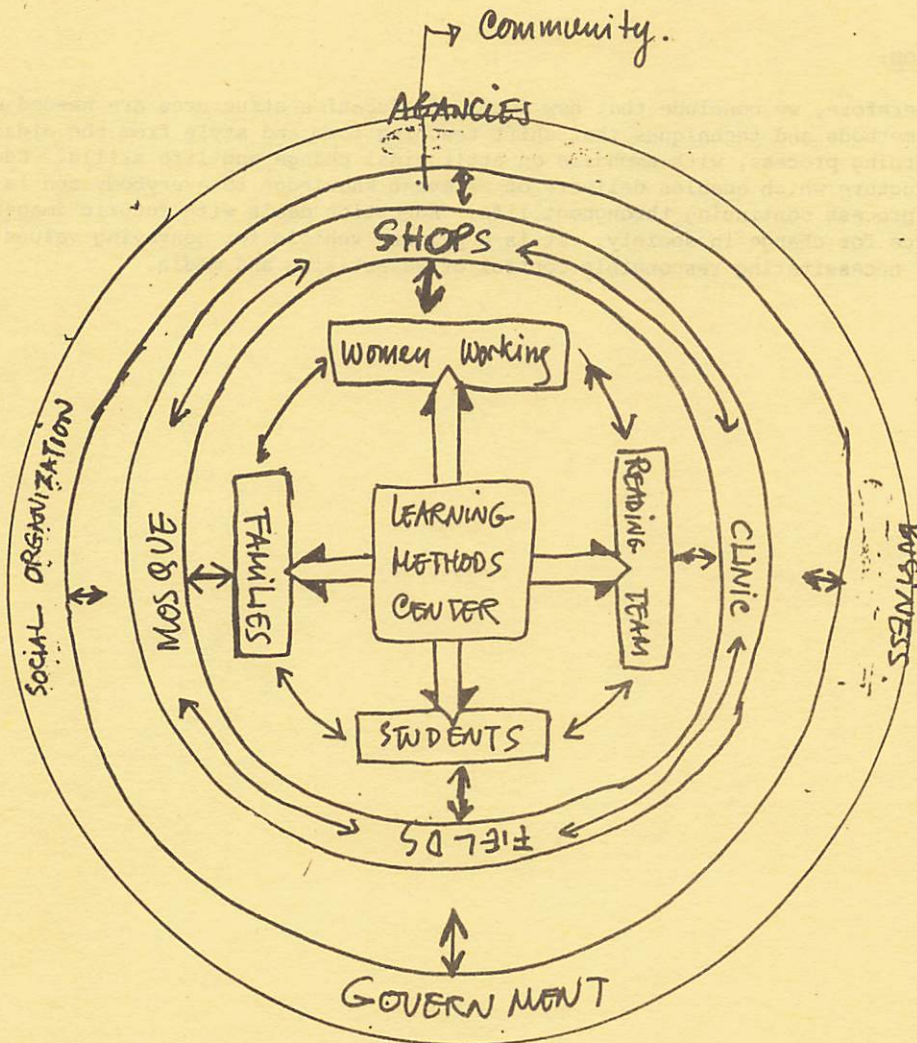
AOIFA: Our learning methods center is designed to enable individuals in the community to experience methods and techniques which could be useful when adopted for organizing corporate action. The methods are based on consensus forming, which relies on contributions and ideas from the whole group. These are then worked into a plan and each member of the group has a definite role to play in the plan. The advantages of this are many: first, the group decides on their own task and their own implementation of this plan. In the case of Nick his role was that of facilitator of this plan which had been decided corporately and this removed the weight of responsibility from him solely, and placed it on each and every member of the group. Secondly, it also sets out actual tasks to be done so that as these are completed a real sense of achievement pervades the group.

CPR: Why did you choose this work?

AOIFA: I felt that there was a need for local initiative to be coordinated with the necessary channels to allow this to happen. I had experience working with an organization which worked successfully, using the principles of Participatory Education Program (PEP) and I thought I could offer some help in this area.

CPR: How is the learning methods center a part of the PEP?

AOIFA: Could I answer that another time? Here come Nick and his CAT team to do their evaluation.



Jakarta, Indonesia

LEARNINGS:

- 1) Our experience in the task force reflected the global trend of moving from the simple toward greater complexity!
- 2) The idea of participation in education is simple but writing the implementary process is complex.
- 3) We need to work for a clear, effective process that people can participate in.
- 4) The key shift is going to be in new structures in education.
- 5) There is value in working through and with established structures, but there will have to be new structures created, in addition.
- 6) The Methods Learning Center is a resource for anyone to learn how to educate people in a participatory society.
- 7) Teaching the values of a participatory society opens up the whole community as a source of education.
- 8) A curriculum-creating role is necessary as an underlying support function, which would make use of external resources.

CONCLUSION:

Therefore, we conclude that new forms of education structures are needed which include methods and techniques that shift teaching form and style from the didactic to a learning process, with emphasis on attitudinal change and life skills. Education is a structure which enables delivery of relevant knowledge to everybody and is an ongoing process continuing throughout life. Education deals with futuristic images and is a force for change in society. It is a primary vehicle for conveying values in society, necessitating responsible control of advertising and media.

## INFORMATION

p. 1

Jakarta, Indonesia

## HYPOTHESIS:

In a time when people are seeking broader participation in the entire polity process, it will be necessary to design systems to ensure the availability of relevant, accurate information to every person. Not only will this be demanded by the mass of people, but it will also be required to assure intelligent and informed participation, without which society will not escape the unhelpful restrictions of past times.

## FORM SCENARIO:

The village of the year 2000 has changed radically from the village of the "80s. Villagers no longer feel isolated as they have developed many ways to "plug in" to the information networks and to generate and disseminate information to other locales.

I. Each county has an Information Center that functions as a resource and contact center for all villages, organizations and persons in the county. Each village is connected by computer to the center and the center is connected to a larger central data bank. Information on many arenas is available and is used by the people to find out market and agricultural information, nutritional suggestions, etc. In addition to individual and group use, each village has a representative that meets regularly with others to get on top of data recently received and screen it as related to their village and plan ways that information can be used across the county to reach those who do not come into the center. Input from the village is channeled into the computer system.

II. A series of forums on key issues is held regularly in the villages. A quarterly schedule of issue topics is created out of a consensus of the county, village and provincial levels. Some topics require a series of sessions to deal with the complexity of the issues. Other sessions are only one session topics. The topics cover a broad spectrum--transportation systems, health care needs, educational needs, and energy resources. The products of these village forums are sent via computer to the district gathering center and to the other villages. This information is then used to discern trends and inform relevant decisions and prioritize developmental projects at the various levels.

III. Radio and TV System. Each village is linked by radio and TV to regional, national and global stations. This allows access to everyone to many programs, including regular newscasts and language courses, information talk shows, and skills courses. Groups within the villages, and individuals can get formal and informal training in health care, first aid, sanitation, nutrition, prevention and cure of simple illnesses, agricultural training and updating, courses in bookkeeping and management of small businesses. The Commerce Guilds meet regularly to learn how to manage small businesses and how to use market information.

IV. Librara at the county lever, and a mobile library containing the latest data search and information equipment visits each village weekly. Electronic "books" are used in this unique lending library which augments the small library in the village.

V. Highschool courses at the subdistrict level, train people how to use computers, how to interpret information, how to gain information access, and basic skills of typing and management.

## OPERATIONS SCENARIO:

The village farmers and small business associations have always relied heavily on rather slow and often behind the times information means. This meant that individuals were over-dependent on local innovations. They often felt that their abilities in accounting and financial management and the limited access to global market conditions caused them to be cautious in risking new enterprises. Now the weekly association meetings begin with computerised data presentations for discussion about projections and feedback to data terminals. Two-way questions and dialogue with other associations are commonplace. They can use finance and accounting and business management education programmes to familiarize themselves in modern methods and can make calculations themselves on how to diversify and take advantage of market openings. They reduce their transport costs by participating in regional networks and cheaper backloading opportunities. There has developed a team of people who evaluate and coordinate local data for

## INFORMATION

p. 2

Jakarta, Indonesia

presentation through these communication networks.

Having TV and video sets in preschools is a source of updating methods of teaching techniques by showing TV programs of preschool children participating in a classroom situation from other areas around the country and the world. Programmes would be dubbed in the local language thus catalysing interest and skills in global language interpretation. Having telecommunications systems in the villages will enable better communication with other villages. Weekly TV will show world-wide presentation in handicrafts, fashion, sports, agricultural practices, current movies, foods and diets, festivals, children's programmes, global news reports and documentaries.

Once a week at the Computer, information and training Centre (Comfotrain) young people from the village come to review the latest job offerings in the nearby regional towns. They receive briefings and role-play exercises from the computer on how to apply for jobs they are interested in.

Weekly the health care-takers come to Comfotrain for their regular training being offered by the Urban centre's major teaching hospital through computer-TV hook-up.

Each week, new mothers bring their babies for check-ups. The data about progress, health problems, immunizations are recorded in the computer which make recommendations on next health care steps and flags potential problems in the county.

Comfotrain presents weekly, a training program in baby care.

The computer doctor holds daily clinic where sick and ill have symptoms checked and described through computer hook-up to the urban clinic and diagnosis and treatment are transmitted back to the health caretaker.

## INSIGHTS:

1. Technology is simply a means. Care is needed to ensure that the organization which installs it does not dominate its programming for exploitive purposes.
2. Television media programmes which are made for local decision-making may have to be broken up into series over several weeks to allow local discussion meetings to take place before final decisions can be made.
3. There should be both local and national input on the use of media for education training.
4. New roles will be required at the local level for fine presentation and drama so that lateral interchange can be more effective. This could be introduced into schools with student classes performing as in Denmark.
5. Better management in commercial activities in the villages will mean less drain of financial resources from the villages for services.
6. Every village requires electric power, hardware and software as well as maintenance of systems. This will require well organized cooperation, assistance and monitoring.
7. We would see less difference between the urban and the rural in the quality of living. This may be a major factor in controlling the urban drift, particularly since an increasing number are expressing concern with urban crowding.

## CONCLUSION:

Therefore, we can conclude that increased information availability has the potential for affecting the whole local situation. Information systems are helpful when focused at the point of decision making and relevant to the arenas related to those decisions. Information won't make decisions for you or eliminate different perspectives, however, it does ensure constructive and creative participation if it is comprehensive and accurate, and people can be awakened to new life. Ease of access to information can be accomplished through centralised data systems but responsibility for applying that data rests at the local level. There has to be a structure for dialogue between objective data flow and reflection and interpretation in which the broad community can participate.

MANAGEMENT HYPOTHESIS AND SCENARIOS

HYPOTHESIS:

In a time when people are demanding more responsiveness and flexibility on the part of established structures, the practices of organizational management will build channels and structures that will increase informed individual participation of organization members and stress the importance of creative thinking, problem solving and teamwork in assuring a viable organization.

SCENARIOS:

MANAGEMENT: KALPHAR CORPORATION

Kalphar Corporation is a domestic manufacturer of pharmaceuticals. It has ten product divisions and a corporate headquarters which is located at one of the plant locations. Each plant manufactures a different product. Centralized activities include purchasing, personnel management, marketing, research laboratories and financial management. In each plant location there are 120 employees, 30 of which are considered managers (from supervisors and above). The plant management at the most senior level consists of a troika: one marketing manager, one production manager and one research and quality control manager. There are 9 quality control circles at each plant, each with ten members. The leadership of the quality control circles rotates every six months.

As a result of the release of a new drug type by the National Food, Drug and Health Administration, there is now the possibility to sell the drug over-the-counter. The marketing manager (troika member) at Product X plant did a series of surveys with his major customers to discern whether or not there was interest in these customers selling this product to their existing market. As a result of the surveys, the marketing manager concluded that there was probably sufficient market to warrant the construction of a proforma related to the manufacture and sale of the drug by Kalphar Corporation.

The marketing manager, together with the rest of the Product X plant troika and managers from corporate headquarters from each of the departments constructed a proforma which outlined the cost/benefit analysis of introducing this product. A decision was made to take the proforma to the next quarterly management team meeting. The quarterly management team meeting is attended by one troika member from each product plant as well as management from the corporate headquarter departments. At this meeting, the proforma was evaluated in terms of how this product would fit in with the current understanding of the corporate mission. Issues were brainstormed concerning the introduction of this product and its impact on current product lines and the requirements on the corporate resources stemming from its introduction. The issues were gestalted and each product plant was assigned those issue areas which were pertinent to it. These issues were to be evaluated at the plant level.

The quality control circles and the troika management from Product X plant discussed the issues and implications of introducing the product at the factory level; developing an analysis of how the new product would influence existing operations. Recommendations were generated and a consensus was reached to proceed with the project along the recommended guidelines. At the next monthly meeting which was attended by the troika and by the quality circle leaders, the recommendations were again evaluated and a plant project proposal was made. In addition, the analysis done by the other plant locations concerning the impact of this new project on their operations and sales was provided so that a comprehensive evaluation could be made as to the total impact of this new product.

At the next quarterly meeting, the plant recommendation was placed in front of the corporation troikas and corporate department heads. A decision was made to give corporate authorization to the project and to present its recommendation to the Board of Directors at the next annual meeting.

Hypothesis: As the availability of information and education increases at the grassroots level, public administrative departments and service agencies, private business and voluntary groups will be required to build formal and informal participatory forums and associations with local people that develop systematic, continuous and authentic dialogue as the key to the effective implementation of basic services.

#### SCENARIO 1

In the year 2000, technology will have allowed humanity to take a great surge forward. What must be developed side by side with this are services which can be installed and maintained in any community. The effective delivery of these services depends on the full participation of the four sectors and every citizen.

The service agency has a resident representative in the local community. There are Community Circles made up of residents who meet regularly - perhaps monthly. The resident representative participates in the circles. Citizens talk over their concerns and issues and make suggestions for local action. They also make recommendations for the service agencies.

Every third month there are local Community Assemblies. Again issues are reviewed, local action considered and assignments made. Recommendations are written up for service agencies and given to the representative who has participated in the event.

A regional Congress meets twice a year. This congress enables decisions and local action. This is where the private sector commits itself to technological assistance to the ongoing local programmes. Through this meeting, training sessions are co-ordinated in the arena of basic skills, health, education, agriculture, etc. The expertise of all the sectors is used in these training events. A computer system used at the regional level is used for the assessment of the local programmes and the gathering of relevant data from both the Community Circles and the Community Assemblies.

#### SCENARIO 2

1. In both urban and rural communities there would need to be viable economic and political units.
2. In the rural, a cluster of villages (Kecamatan or subdistrict in Indonesia). In the urban, blocks within a ward of the city.
3. A formal four sector association would be critical at the level of the clusters and also building up an informal four sector body at the block/county (Kabupaten) and regional levels. Active input of local wisdom would happen through:  
village level forums - four times a year  
four sector association meeting monthly formulates plans from input of each village and monitors implementation.  
Active four sector members would ensure the coordination and delivery of services to the village.
4. Establishing at the block/county (Kabupaten) level training centres to train volunteers from rural and urban communities to be practitioners of local development.

#### LEARNINGS

1. Dialogue at all levels
2. Inter change of the four sectors
3. Full, strategic and appropriate participation in the whole process
4. Local initiative
5. Need for checking and devaluating points
6. Preparing a body of local volunteers.

#### CONCLUSION

Therefore, we conclude that local initiative is key and can enable and support effective distribution of services. The challenge of the future in this arena is the designing of consultations that enable the public voice to be discerned, and creating informal structures and associations that oversee the delivery and maintenance of services. It is also necessary to build legal forms that legitimize the locus of responsibility. Meeting this challenge would realize practical participation in the shaping of local communities across the globe.

MANAGEMENT INSIGHTS  
AND CONCLUSIONS

INSIGHTS:

1. Initial input concerning programs and issues come from the work-group level.
2. Various organizational levels participate wqually in a common decision-making unit reinforces the consensus.
3. The troika is an organizational tool which can mobilize creative thinking, through consensus management.
4. Participation increases committment to the plan but does not eliminate risk.
5. Time constraints must be enforced to generate motivity and creativity.
6. New decisions must have full participation from the beginning of the plan.
7. The whole company must be involved in the final decision.

CONCLUDING PARAGRAPH:

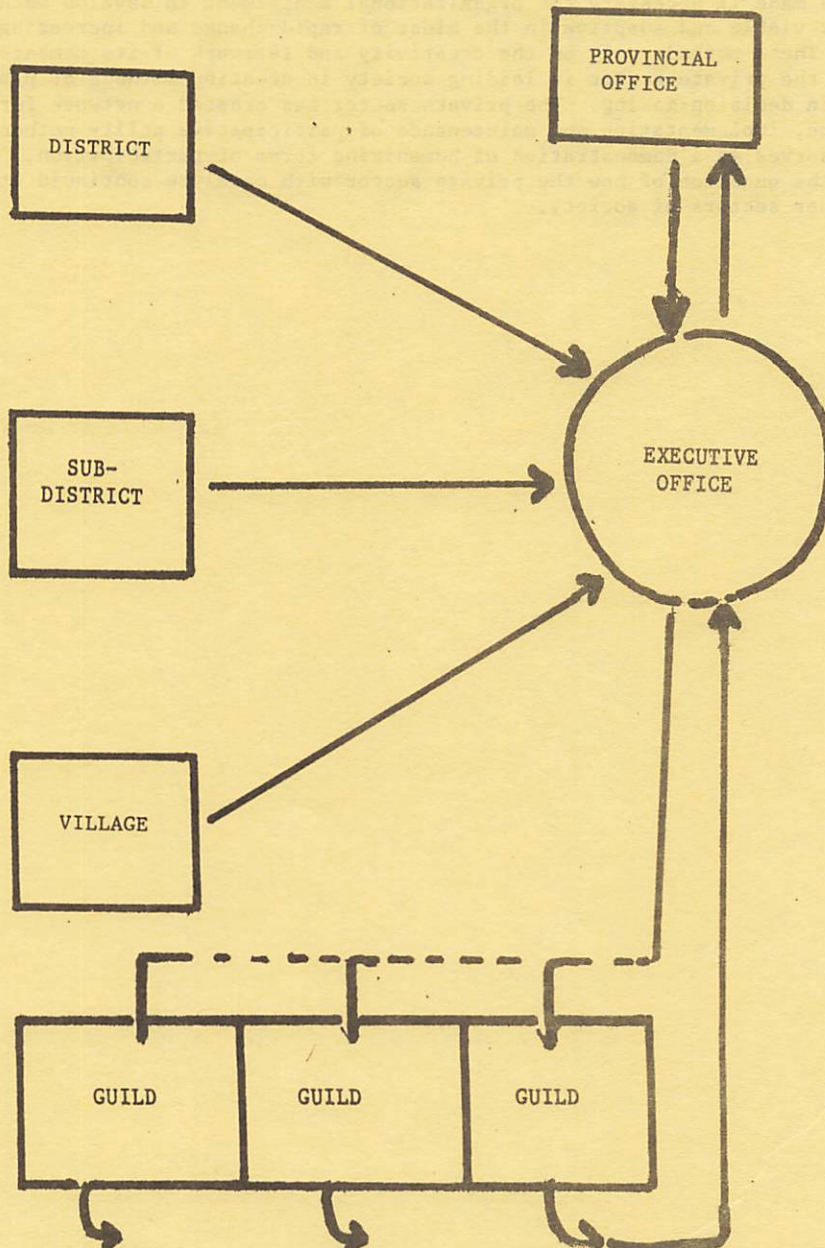
Therefore we conclude that the rate of technological innovation, the increased mobility of people around the world, the increased sense of short decision-making horizons have made it necessary for organizational management to develop methods which make it viable and adaptive in the midst of rapid change and increasing complexity. These methods rely on the creativity and teamwork of its members. In our time, the private sector is leading society in creating methods of practical involvement in decision-making. The private sector has created a network for the generation, implementation and maintenance of participative polity methods and as such serves as a demonstration of humanizing forms of participation. This raises the question of how the private sector with catalyze continued structural change in other sectors of society.

MANAGEMENT: AGENCY TEST CASE

The monthly guild meetings are being held in several locations in the region. There are 25-30 members in each group. They discuss their problems and make suggestions which they write down.

The next week these are taken by the guild leaders to the monthly meeting of the executive officers, which usually consists of the local representatives, representatives from the sub-district and representatives from the district level. In addition, a representative from the provincial headquarters of the agency is in attendance. Together they discuss the issues and suggestions forming them into proposals which are then written and taken by hand to the provincial office. Here the proposals are submitted and discussed, changes made if necessary. The proposals are submitted to the guild for implementation.

ORGANIZATION DIAGRAM



THINK TANK SUMMARY REPORT

Introduction:

The products of 27 Think Tanks conducted in 17 countries provided the input for the following summary statements on Participative Polity. The Think Tanks varied greatly in audience participation, source materials, particular topics related to participative polity and methods in conducting the Think Tanks.

Concepts on Participative Polity:

Participative polity is a process of corporate creation, within which a common vision for the future of a group of people is forged. In the midst of this participation, individual wisdom is shared and appropriated, as the group moves towards building its vision and consensus. The element of trust becomes an integral part in the participative processes as consensus cannot always be assumed; it must be built out of authentic dialogue and sharing of data. Enabling genuine participation creates a common mind. This replaces the tendency to rely on traditional authority or the charisma and power of one person. When participation is encouraged it becomes an educating force in revealing the indicative situation facing the group.

Current Malaise in Participative Polity:

Across the globe people are experiencing blocks to authentic participation in the decision making and implementation processes. The stance of confrontation - not budging from "my perspective" - is blocking real openness to specific issues and solutions. e.g. management and union conflicts. Entrenched images of professionalism and centralization of power seriously diminish and block people's sense their own ability to participate and fosters a passive waiting for the government to implement programs. Since World War II, many nations have experienced rapid changes in governments without any significant change in approach to the question of enabling participative forms. This has widened the gulf between governments and local communities.

Participative Methods:

New methods and forms of decision making that encourage participation are being called for more and more. The team approach in building plans includes formal and informal gatherings. Highly structured events such as LENS together with the "tea-room" dynamic enable increased participation and a consensus to be reached. Participation goes beyond just a consciousness-raising event. It includes the utilization of existing structures and organizations which give additional vitality and authorization for any project. Evaluation and feedback are critical elements of the participatory process. As data is relayed back to those involved from the beginning they see their input has affected the overall plan. Through such a structure, everyone has the opportunity to be a part of the ongoing planning dynamic in village, corporation or organization.

New Roles for Radical Change:

A new age of technology is upon us. Alongside its great gifts, it has brought such disruption to traditional roles, especially for women, that new ways of participation have to be invented. Traditionally the village has been a place of participation for everyone. Now, especially as people have been affected by the urban life style, it is difficult for them to participate in local concerns. Local people are no longer aware of the power they have to influence change. Youth, also, are affected by these changes. Deprived of traditional roles or ways to participate in the daily tasks of the community, their very capacity to care about the community or themselves seems to have become crippled. Vandalism, drugs etc have become their centre of attention. In the business world, while many look for job descriptions to help them deal with the day by day complexities, other experience such descriptions as restrictive. The complexity is so great that the creative input of a great number of people is required. New roles are called for. Equal opportunities need to be given to women, youth, minority groups, etc. to participate as agents of social change.

Expanding Networks of Participation:

Participatory polity has catalyzed networks which expand the quantity and quality of participation. For example, district seminars have been held that build consensus based on the values of all sectors: public, private, voluntary and local. There are at least four systems of participation in use: devices, such as suggestion boxes and questionnaires; methods, such as brainstorming and buzz groups; structures such as department meetings, quality circles, executive meetings; and organization, such as trade unions, boards of directors. Cooperative action groups are a demonstration of several aspects of these systems.

Image Shifts:

Participatory polity has occasioned a shift in the image of the leader, from one who has all the answers to the facilitator who elicits local input. Present day examples are found in unions, cooperative, guilds etc., which allow grassroots influence in decision making. The old style of large meetings is gone, replaced by a move to many small groups focussed on a particular arena or issue, such as IERD, to bring consciousness through demonstration, participatory methods currently in use. People are increasingly aware of the shift in power into the hands of those who use these methods.

Future Directions:

Participatory polity is a direction of the future. Currently many companies and organizations are examining the participation systems in use in their own operation and experimenting with creative alternatives. For example, Charity Hospital and Belle Chase State School in New Orleans have included participatory methods in their quality work programs. The World Health Organization promotes district seminars to involve many people in research of primary health care. Neighborhood forums are held in Denver where residents create plans for community participation dealing with specific issues.

New forms of participation assume consensus as the mode of decision making. Consensus is built not about a theory or a good idea but over a particular issue or concern. Consensus is measured not by the good decision, but by the implementation that occurs. When consensus is formed, strong support can be assumed. The group involved is of one mind; consequently motivation is strong and there is a tremendous potential for action.

In the midst of the 1980's, with the awesome technological advances alongside the seemingly endless reports of violence and hunger, a polity of participation which can be implemented at every level of society may indeed be key to creating solutions for such problems. Through these methods, people in every village and neighborhood can stand and say with power and influence, "I will not cooperate with injustice."

As society continues to grow in complexity, more and more people need to be drawn into the decision making process in order to ensure stability and prosperity for all.

Quotes from the Think Tanks:

Participation is not just a well orchestrated series of workshops, but also consciousness raising events.

Sapporo, Japan

Japanese organization and decision making is not inherently different from the Western organization; the difference is in style and philosophy.

Tokyo, Japan

The more Spain moves to regional autonomy the more aware the people become of the nation as a whole and of their part in it.

Madrid, Spain

Participatory systems can be used to enable team members with diverse and specialized functions to operate as one team.

Kuala Lumpur, Malaysia

Networks across the globe are expanding the participation of local people.

Sub-Asia

People almost invariably answer this interview (focus which Human Development efforts must take) with a complete social analysis and a remarkable (even alarming) grounding in history.

Rome, Italy

If we don't allow for youth in decision making, society will suffer.

Kansas City Youth, U.S.A.

Power is shifting into the hands of those who effectively use participatory polity methods.

Frankfurt, Germany

Initiating a participatory management system requires understanding, support and commitment from the management from the beginning.

New Orleans, U.S.A.

Consensus is built and cannot be presumed. The first measure of consensus is seen in implementation happening and not just being pleased with the decision.

Brussels, Belgium

CURRENT LITERATURE SUMMARY

The current literature group began with 60 articles from around the world, ranging from newspaper articles to whole books on management. One page was written especially for the Assembly. The articles were sorted into three levels of relevance for the Assembly and the group studied only the most relevant. Each of the 27 articles were screened for over all thesis, insights and issues and conclusions. In order to summarize this material, we selected key insights from the articles and gestalted them into five master insights.

1. A new polity system and methods which broaden people's responsibility and participation are an unavoidable aspect of our future.

The changes in our times are making a new polity unavoidable. Institutions and societies are learning that, like living on an island, consensus is indispensible to operate today. "Now organizations are experiencing environmental forces that are rapidly changing and increasingly unpredictable - forces such as international and domestic politics, social attitudes, market and consumer preferences, and financial trends. It has been said that "turbulence is now the stable state". This has profound implications for styles of management." It has now become evident that there are negative effects when the remarkable power is massively organized, grassroots decision making is not allowed to surface.

2. New forms of polity will find ways of linking diverse groups, opposing viewpoints and differing levels within nations and organisations.

There is a need within this new polity style of participative management for the linking of resources (views, ideas, energy) to the implementary structures (government, planning units). One of the articles called for "a global/local polity network which links the needs of the local with the resources of the whole earth" and allows the local to take responsibility for the globe. One article mentioned that, in one Asian nation, the government is restructuring itself with a smaller administrative unit and linking it to the national by making the MP not only responsible for parliamentary measures at the national level but also chairman of the development committee locally. This new polity must also aggregate the views of millions of people into a single programme which serves the needs and desires of the people and stands present to the global needs as well.

3. The 'Age of Participation' is developing a new leadership style across communities and organisations such that they are facilitators of participation.

'Turbulence is the constant of our times'. With this concept in mind it is necessary for management to respond with an openness toward enabling new constructs that channel this turbulence and/or respond to it effectively. "...the individual is crucial in directing or withholding decisions, services, skills or energy. Belief in the sacrosanct superiority of institutional heads is waning. Since social forces weaken authority, the individual now has to be involved by a management that strives to combine wide corporate objectives with individual aspirations. The importance of the individual in organisations is expanded by political changes, legal requirements and, above all, by a rising consciousness that each person has potential and choice." In London, councilors are no longer manipulators of power groups, but facilitators of them. Facilitation requires an understanding of the actual environment, the process of consensus forming and a keen sense of awareness, sensitivity and responsiveness toward other opinions, contributions and potentials.

4. Participative polity is based on a broadened sense of responsibility for groups, society and the planet which is partly a result of the communications revolution.

People are aware of their right and responsibility to be involved in decision making in order to care for the future of the planet. Each individual in a group is crucial in directing or withholding decisions, services, skills and energy. The team approach harnesses the creative talent and energy that each person is and allows the total effort of the group to be effective. This requires people

CURRENT LITERATURE SUMMARY  
PAGE 2

to transcend their immediate self-interest for their interest in the whole. Companies are discovering that their facilitators are rapidly broadening their management skills. Facilitators build friendships that they maintain when they move elsewhere. "Instead of complaining to top management about shoddy quality, I now go to the production area and see if we can work out the problem as a group." From this transformation of human social character, new values and ethics emerge. Grassroots participation is the essence of democracy of, by and for the people. It requires communication and active doing on the part of the people. "Top-down development has not worked. The political will that needs to be harnessed is the will of the village."

5. The practical shift to an authentically participative mode of polity is a difficult and time consuming task.

The main difficulties encountered are (a) management styles which are hard to change as was noted in an article on Guild circles, they were "hard and took time because it was a new style for managers. This has become the most difficult, the leaving of a secure style." (b) the time it takes to get the emerging process understood by management and union counterparts, (c) instilling the process into the fabric of organizations, (d) the domineering styles that inhibit participation, (e) the doubt over whether decentralized participation will work and (f) the indecision over which view of the future is correct.

CURRENT LITERATURE SURVEY

NAME	AUTHOR	SOURCE
1. Bangladesh: Back to the Villages	S. Kamaluddin	Far Eastern Economic Review, May 7, 1982
2. Thank God It's Monday	James O'Toole	The Wilson Quarterly
3. Report on "Guild Circles within Hughes Tool"	Dick Whanger	ICA - Chicago, Illinois
4. The Coming Transformation	Willis W. Harman	The Futurist, February '77
5. The Role of Social Leader in Promoting Participation in Development	Emmy Sri Laksmy	Economic & Human Resources Research Center, Indonesia December 1982
6. Localized Politics	ICA	Global Research Assembly 1972
7. The Event Matrix	ICA	Nairobi, Kenya, 1982
8. Experiments in Participation	George F. Thomason	Institute of Personnel Management
9. Welfare and It's Intensification	ICA	Global Research Assembly 1972
10. A Serendipitous Training Ground for Managers	Management Section	Business Week, February 15, 1982
11. Working is a Game Women Never Learned to Play		<u>Games Women Never Learned to Play</u>
12. Grassroots Participation in Shaping the Future of Society	Selo Soemardjan	Talk at Global Research Assembly, December 1982
13. Self-Inflicted Wounds	Steve Simpson	Meeting Week, October 22, 1982
14. Team Building: What-Why-How	Dave Francis & Doug Young	<u>Improving Working Groups A Practical Manual,</u> University Associates
15. Introduction to Quality Circles	ICA	1982
16. The Story of Z, a Review	David Levy	Passages, September 1981
17. In Theory	L.K. O'Leary	Bell Telephone Magazine
18. Quality Circle - a Tool for the 80's	Ed Yager	Training & Development Journal, August 1980
19. Actuation Monitoring Check	ICA	Nairobi, October 1982
20. Force of Change: the Will of the Village	Tarzie Vittachi	<u>People</u> , Vol. 9, No. 3, 1982
21. Community Participation: Taking Part or Taking Over		UNICEF News, Issue 110/1981/4
22. Participation Review - Co-ops and the Poor	Goran Hyden	Rural Development Committee, Cornell University, Fall 1980

CURRENT LITERATURE SURVEY

-2-

NAME	AUTHOR	SOURCE
23. Nepal: Thapa Spreads the Load	Kedar Man Singh	Far Eastern Economic Review, September 24, 1982
24. Business Probes the Creative Spark	Niles Howard	Best of Business, Dun's Review
25. LENS Method and Participative Polity	ICA Tokyo	June 1982
26. Government	Coates	<u>Islands of the South</u>
27. Why Parties? The Significance of Elections	Richard Rose	<u>The Problem of Party Government</u> , Macmillan

VILLAGE VISIT REPORT

The group visited Desa Sempora, Sub-District Serpong, Regency Tangerang, a village of 6058 people. We met with the Secretary of the Village, Mr. Sukarman, as well as the religious leader, the youth leader and the Muslim Women's Group.

The village is at second (middle) level of development.

DECISION MAKING is by an official board of 10 (LMD) augmented by 15 informal leaders such as religious, youth, prominent persons (LKMD). The Board meets once a week but invites all villagers to share in the decisions which are decided on 2/3rd majority vote.

Usually about 100 villagers turn up to these meetings and the leaders are trying to visit homes and tell about the benefits to be gained in order to get more to attend. If a new idea is proposed, the people ask for a demonstration period and if it works all will follow on.

Implementation is carried out by joint work. If money is asked for there is very little, but labour is willingly given and the people join together to support the Government in such work as building projects, agriculture, religious matters, education.

There is an allocation of funds of 1 million rupea per year. The villagers assist with support of the leaders.

VISITS MADE TOO:

P.T. Kalbe Farma : Dr Setiawan. Personnel Manager  
P.T. Sahman Elan Jaya : John M Sahuleka . Managing Director  
P.T. Multi Bintang Ind. : Martoyo Rachmat. Personnel Manager  
P.T. Astra Int. Inc : Thory Tulaar. Gen Manager  
Ir Marseno Wirjosaputro. Vice President  
David Sugita: Corporate Secretary

Insights and learnings from these visits were used throught the GRA and were a very helpful backup information to the general thinking of the whole group.

Name of Company:

P.T. Kalbe Farma

Location:

JL. A Yani. Jakarta

Description of visit:

Kalbe Farma is a domestic company established in 1966 and stems from a family owned and operated business which began in 1949. It is one of a group of 14 business's which share the same top level management. The group is a multi product manufacturer. It manufactures Pharmaceutical and are the No 1 in Indonesia. They employ 1,200 people.

Dr Setiawan related that the recently held LENS seminar was attended by the groups senior management for the purposz of providing a five year strategic plan for the group. The concerns which motivated the introduction of LENS were central to the question of how to enable management each with a responsibility for a district level of operational planning and implementation . Dr Setiawan suggested that the GRA should concern itself with the elements of group dynamics and how team building and consensus method relates to successful business operations. In addition he felt we should explore the process of Gotong Royong. It was his feeling that the biggest obstacle to Indonesia in participatory polity is the strong cultural traditions and patterns of close societys. He stated that the business community should pioneer in changing the decision making patterns in Indonesia society because it is most aware of the need and the benefits.

The use of participatory methods was not new to Kalbe Farma. The firm employs a method called "creativity development" which is used frequently throught the company at all management levels. A company LENS would deal with issues in the area of "maintaining communications" and "delegations of tasks" . Their in house training programmes include building effective supervision and leadership training. They employ survey methods to identify needs of the employees and use methods such as sensitivity training.

Name of Company:

P.T. Sahman Elan Jaya

Location:

JL A Yani No 2. Jakarta.

Description of Company:

Number of employees : 35

Product: Bricks

Ownership: Single (family business)

The company began in 1979

Description of Visit:

Mr Sahuleka does not seem to grasp the participation context. His statement "If the employees want to make any suggestions they can come to me and I will decide." The proprieter is operating out of the old mode/styl of management. He does not see the need to allow his employee to participate. It is a family business run by himself and his son. It is a very small organisation with simple management structures.

Name:

P.T. Multi Bintang Indonesia

Description of visit:

1,200 employees make Heinekens beer and soft drinks. They have a major share of the market and make 2% of the parent companys product, They contribute 15% of their profit. The top man is Indonesian with seven expatriates, by 1984 there will only be three expatriates . They have three factories in Indonesia . They use the Lui Allen management system which focus's on the individual.

The key problem is changing attitudes and environment in the plants. To bring about more effectiveness says Mr Rachmat you must always provide ways for people to know how to plan. He felt that the concept of Gotong Royong worked in the villages but was not transferable to business. He felt that you had to delimate the area you were working in. in that way you could choose a size of project and win in it.

Keys in management relative to planning are:

Must always give illustrations to get implementation effectivity.

1. in planning
2. in leading
3. in organising
4. in accountability.

There must always be accountability to the individual or there won't be effective implementation.

People must stop looking to the past and look to the future.

Name:

PT Astra International Inc.

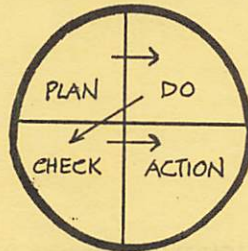
Location:

JL IR H Juanda 22. K Jakarta

Description of visit:

The interview from the start was a corporate workshop using the white board explaining the "Total Quality Control" management system used by most Japanese. The system is used mostly in companies but can also be applied socially. The method was devised in the USA but actuated in Japan.

The circle is composed of not more than 10 people. It is a group workshop method and is used from top management to employees. It is a process which involves firstly the company leadership and then the employees. Weekly circles have a time limit of one hour. The circle is led by a cordinator this role is rotated each time, Other roles are secrarary (scribe)



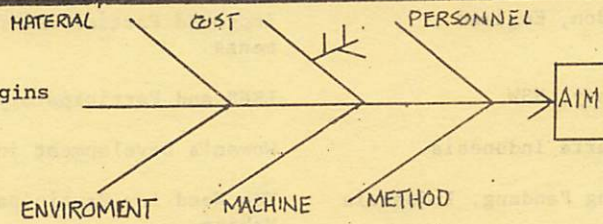
The method is out to improve every members analytical ability and the "Demming" award is given for merit. It deals with these factors

- : Cost
- : Delivery
- : Safety
- : Moral

The process depends heavily on having accurate data to begin with and committment from the top and environment factors.

Company Visits

One of the methods used is the ISHIKAWA FISHBONE image and always begins with the AIM.



After defining the AIM they brainstorm the other categories and prioritize.

This then forms the "project" or "mission" a presentation is given to senior staff as a report.

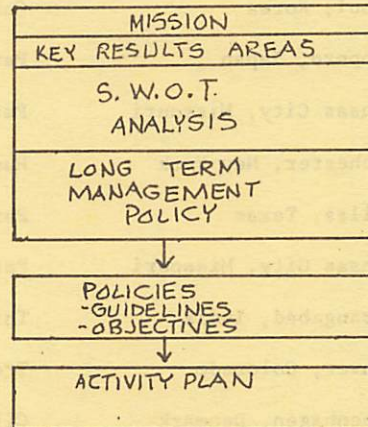
The other theatre method is done less frequently, it considers the five year plan & the one year plan.

For example: In environment safety. "Zero Accidents" Brainstorm and prioritize the components, strengths, weakness's, opportunities and threats.

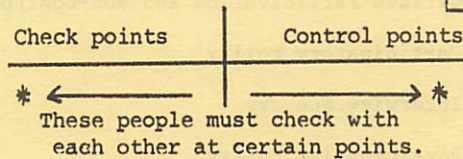
Consider 5 years

Consider legal, rules, local considerations

Consider one year plan



Key factors are :



Brainstorm list.

WHO	WHAT	WHERE	WHEN	HOW

THINK TANK LOG

REGION	TITLE
1. London, England	Improved Participation: Trends, Obstructions, Improvements
2. Sydney, NSW	LENS and Participatory Polity in Private Companies
3. Jakarta Indonesia	Women's Development in Indonesia
4. Ujung Pandang, Indonesia	The Need for Participation in Village/Agency Decision Making
5. Fukuoka, Japan	Integrating Participatory Methods into the Social Structures
6. Tokyo, Japan	Structure/Style of Japanese Organizations
7. Taipei, ROC	Information Age Trends & Forms of Participation
8. Adelaide, Australia	Participatory Polity - "Age"
9. Seoul, Korea	Contemporary Writers/Positive Trends
10. Sapporo, Japan	Participatory Polity: Love Hachinohe Case Study
11. Kansas City, Missouri	Participatory Decision-Making Related to Youth
12. Rochester, New York	Human Community in an Electronic Age
13. Dallas, Texas	Participatory Polity
14. Kansas City, Missouri	Participatory Polity in Midwest USA
15. Aurangabad, India	Thinktanks on Participatory Polity
16. Denver, Colorado	Trends in Broad-Based Decision-Making
17. Copenhagen, Denmark	Citizen Participation and Non-Confrontational Methods
18. Wien, Austria	Participatory Polity
19. Rome, Italy	Interview Summary
20. Brussels, Belgium	Participative Polity
21. Frankfurt, FDR	Participatory Polity
22. Amsterdam, Netherlands	Evidences of Participatory Polity
23. Madrid, Spain	Participation Patterns of Local People in Spain, Then and Now
24. Kuala Lumpur, Malaysia	Participation in theWork Place
25. New Orleans, Louisiana	Participatory Management with Department of Health and Human Resources
26. Darwin, Australia	The Learning, Leading and Letting Go Policy
27. Manila, Philippines	Participative Polity

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