

THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

The Organization Construct

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ADVISORY
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THE GLOBAL CONVENOR

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INTRODUCTION

The Organization Construct for the IERD is designed specifically to engage development agencies and individuals who are concerned with local rural development internationally and nationally, with the ICA in a concerted and carefully orchestrated effort to conduct the four years of Exposition activities 1981-1984.

The construct consists of four major dynamics:

- I. The International Advisory
- II. The Supporting Framework
- III. The Coordination System
- IV. The Participation Network

Each of these dynamics have several components. This document delineates the Function, Activities, Selection, Organization and ICA relations for the individuals and organizations that comprise each component. It is compiled and distilled from the work in Advance Planning Meetings in July 1981, March 1982 and the work of the ICA IERD coordination team.

A. The Global Advisory Board

1. **Function.** The function of the Global Advisory Board (GAB) in relation to the International Exposition of Rural Development (IERD) is to provide moral support by lending their names as global endorsement of the IERD purposes and products.
2. **Activities.** The group is informal, serves in an advisory capacity only, and brings global visibility to the IERD. They give advice which helps secure national endorsement and participation. Any other practical involvement is at their own discretion.
3. **Selection.** The persons sought for the GAB are individuals of international prominence located in the 50 prospective participating nations, representing all four sectors and a concern for world development.

The creation of the Global Advisory Board for the IERD involves a process of selection, visitation, invitation, confirmation and formal listing coordinated by the IERD team.

The nominations for the GAB are presented to the IERD team for consideration before formal invitation is extended. The team will then suggest the procedures for a formal invitation visit by Sir James Lindsay and/or a designated ICA staff or board members.

4. **Organization.** The visit preparation prior to the approach by Sir James Lindsay or the designated visitor includes research on prospective Global Advisory Board members and the preparation of a brief description of their past activities and roles. An appointment is secured with them to brief them concerning the IERD and the possibility of their nation's participation. They should not be told in advance that they are going to be asked to serve on the GAB.

Following the visit a decision is made regarding extension of an invitation to those selected. A formal letter of invitation or confirmation is then sent by Sir James Lindsay as the Convenor of the GAB. Pending favourable response, the new members will be listed along with the existing members in periodic updates of the Global Listing.

5. **ICA Relation.** The Global Advisory Board members of the IERD are not necessarily global advisors of the ICA and should not be treated as such unless that is actually the case. The direct relation to the GAB members is through Sir James Lindsay as the Global Convenor of the Board and/or designated ICA staff. Do not feel free to approach these persons on any matters other than IERD without consulting with the IERD staff.

B. The Global Convenor

The Convenor of the GAB is Sir James Lindsay, KT, FBIM, FInstM, former chairman and managing director of Metal Box Company of India, and present Chairman of Henley Training Ltd of London.

II. THE SUPPORTING FRAMEWORK

The Supporting Framework provides structural advocacy, support and direction for the Exposition. The four components of the Framework are A) The Co-sponsoring Organizations, B) The India National Advisors, C) The India Steering Committee and D) The Organizing Sponsor.

A. The Organizing Sponsor:

1. **Functions.** The IERD is being organized by the Institute of Cultural Affairs as the Organizing Sponsor the ICA functions as the architect of the Exposition.
2. **Activities.** It's activities include:
 - a) Establish and maintain the global organization structure of the IERD;
 - b) Design and coordinate the preparation activities with the NSCs in each participating nation;
 - c) Host and facilitate the global advance planning meetings;
 - d) Refine and articulate the concept of the Exposition in consultation with other organization members;
 - e) Promote the Exposition among the public, private, voluntary and local sectors worldwide;
 - f) Design and facilitate a conference method which encourages full participation, serious exchange and creative action among the delegates to the Exposition;
 - g) Coordinate the dissemination of the products of the Conference and the related followup activities in all participating nations.

In accomplishing these activities the ICA will rely upon the advice of the GAB, work extensively with representative staff designated by the Co-sponsors and maintain regular communications with the entire administrative system and participation network.

B. The Co-sponsoring Organizations

The IERD is being co-sponsored by a limited number of prominent Indian and international bodies who represent a historic concern for dealing effectively with the issues confronting local rural development and achieving self-generating growth in community development.

1. **Function.** These organizations function as the backbone of support for the preparation activities, promotion of the 50 nations participation and propagation of the results of the Exposition.
2. **Activities.** The Co-sponsors activities vary in degree and typology according to the nature of the organization. The common arenas of activity which are considered with each organization are as follows:
 - a) Direct financial support in any or all of the budget categories (see budget/income summary page);
 - b) Provision of staff for consultation and liaison internationally, in India and within participating nations;
 - c) Provision of infrastructure resources such as publicity and publishing of promotional and working materials;
 - d) Special assistance in participating nations where ICA is not resident.

Additional arenas of participation may be determined with each organization.

3. Selection. The organizations to be approached with invitations to serve as co-sponsors represent a broad spectrum of development concerns from all sectors. These include UN development agencies, international private sector associations, organizations focused on specific issues such as women's roles and technology access, academic and religious institutions.
4. The selection, negotiations and agreements with the co-sponsors is carried out by designated ICA staff from the Affiliated Coordinating Offices and the Brussels Administrative Secretariat.
5. ICA Relation. A co-sponsor of the IERD is not necessarily a co-sponsor of the ICA and should not be treated as such unless that is actually the case - i.e., unless they fund and or publicly advocate other programs or work in which the ICA is engaged. The Co-sponsor's confidence in us to be the organizing sponsors of the IERD does not necessarily extend to other arenas

C & D The India Advisory Board and India Steering Committee

(c.f. section I-A Global Advisory Board, III-D India Conference Office, IV-A National Steering Committee for general description of the activities of these entities).

III. THE COORDINATION SYSTEM

The Coordination System is designed, staffed and operated by the Institute of Cultural Affairs through its network of service and field offices around the world. The four components of the system are A) the Brussels Administrative Secretariat, B) the Affiliated Coordinating Offices, C) the Regional Field Offices and D) the India Conference Office.

A. The Brussels Administrative Secretariat.

1. **Functions.** The BAS, located in Brussels, functions as the nerve centre for all IERD operations. The principal legal entity for its activities is the Institute of Cultural Affairs (International) chartered by Royal Decree in Belgium as an Association of all ICAs in the 36 nations where we are currently operating. The ICA (Intl) has one or more representatives from each nation and meets annually in July to receive the results of the Annual Global Planning Council. The specific functions that ICA (Intl) is charged to administer are determined at this annual meeting. The only function currently charged to ICA (Intl) is the administration and coordination of the IERD for 1981 to 1984 inclusively.
2. **Activities.** The activities carried out by the BAS are primarily administration and coordination and include the following components:
 - a) Preparation of an inclusive four year budget 1981 - 1984;
 - b) Administer and account for all designated funding for IERD - international preparation, followup, implementation costs and participant fees;
 - c) Coordination of funding submissions to cosponsors and other sources for international preparation costs;
 - d) Organization of planning events in preparation for and followup to the Exposition event;
 - e) Regular newsletter and related promotional publications keeping the whole exposition organization informed of progress and activities related to the Exposition;
 - f) Public news release writing, printing and distribution, maintaining the common story and imagery of the Exposition;
 - g) Liaison with the Global Advisory Board, Co-sponsors and National Steering Committees to track progress in the preparation activities for the Exposition;
 - h) Scheduling of travel and activities of ICA staff and the convenor related to organizational set-up and coordination, funding activities and major promotional events.

Approximately three full-time staff will be required in this location.

B. The Affiliated Coordinating Offices.

The affiliated Coordination Offices, located in Kuala Lumpur, Bombay, Hong Kong, Chicago and Brussels function primarily as extensions of the BAS, fulfilling delegated tasks and responsibilities related to the above activities. At least one full-time staff will be required for each location.

C. The Regional Field Offices.

The Regional Field offices are in 104 locations in 36 nations. Each office or group of offices will function in its nation to develop the participation network as described in Section IV A-D of this document. An average of one half/time (1/2) staff will be required for this in each nation.

D. The India Conference Office.

1. **Functions.** The India Conference Office, located in New Delhi, functions as the coordination center for all hosting preparations for the Exposition event in February 1984. The legal entity under which it operates is the Institute of Cultural Affairs: India, chartered in India in 1975 with an all India Board of Directors.
2. **Activities.** The ICO and Bombay Affiliated Coordinating Office will work closely with the India Advisory Board, India Steering Committee and India Co-sponsors in the following activities:
 - a) Prepare a detailed four year budget 1981-1984 for India costs;
 - b) Coordinate all funding submissions in India for India costs;
 - c) Administer and account for all designated funding for India preparation and event costs;
 - d) Liaison with the India Government relative to the foreign delegations attending the Conference;
 - e) Organize promotional events and activities relative to the Exposition;
 - f) Publication and distribution of public news releases in India regarding the IERD;
 - g) Work directly with the conference travel agents on each aspect of the facilities, hostelry, and in-India travel related to conducting the conference;
 - h) Organization of in-India planning events for the sponsoring organization (ICA);
 - i) Work with the Bombay Coordinating Office in the selection and documentation of projects to be represented in the Exposition.

One full-time and one half-time staff will be required for the India Conference Office.

IV. THE PARTICIPATION NETWORK

The Participation Network in the 50 participating nations is developed through the ICA Coordination System. The four components are A) the National Steering Committees, B) the Supporting Organizations, C) the Local Approach Projects and D) the National Delegations.

A. The National Steering Committee

1. **Function.** The National Steering Committee (NSC) functions in each participating nation as the global/local interface in coordination of the preparation, participation and followup activities of the Exposition.
2. **Activities.** The activities coordinated by the NSC include the following common components:
 - a) Exposition promotion and publicity through news releases, promotional materials and announcement events;
 - b) Preparation programs such Rural Development Symposia focused on IERD preparation;
 - c) Project selection and documentation through site visits, documentation labs and consultations with development groups and agencies;
 - d) Delegate selection and orientation through securing recommendations, individual visits and conversations and hosting an orientation seminar;
 - e) Followup presentation and planning through study of the Exposition products, presentations of written and media forms and hosting planning workshops directed toward implementing replication projects;
 - f) Funding delegates and national costs through designing a national budget, enlisting supporting organizations and soliciting agency and corporate funds.

Additional activities may be planned and developed by each NSC to enhance the overall effectivity of the preparation and followup program.

3. **Selection.** The selection of the NSC members is the responsibility of the ICA as the Organizing Sponsor. The ICA secures recommendations from the GAB, the Co-sponsors, national advisors and colleagues concerned with the Exposition. A selected screen is utilized including the following common elements:
 - a) Experience in relation to local rural development;
 - b) Representative of public, private, voluntary and local sectors;
 - c) Related to locally focused agencies, organizations and company divisions;
 - d) Respected cross-sector for their opinion and posture;
 - e) Concerned with effective new directions;
 - f) Focused project representatives such as women, youth, health, agriculture, etc.

The intent is to build a cohesive working unit of individuals who represent at least the above elements. Other criteria may be added to insure an effective committee in any given nation.

The selection process begins with the gathering of the list of recommendations. A letter of introduction or phone call from a national GAB member may then be used to secure appointments with those new to the ICA. This is followed by a visit to brief them on the IERD and to discern their available time and interest. Following all visits a formal letter with the conceptual brief is extended by ICA as organizing sponsor and/or GAB member to serve on the NSC. Each NSC should plan a formal meeting to launch their work such as a LENS seminar focused on the arena of IERD participation by their nation. It would map out the next two years of activities essential to accomplish the components listed above and might include other activities related to existing national/regional strategy.

4. **Organization.** The NSC can be organized initially as a group which meets periodically to "review and recommend" and sub-committees which involve persons beyond the NSC itself, focused on specific arenas such as project selection, documentation, funding and promotional activities coordination. The periodic meetings may range from bi-monthly to semi-annually depending on the logistics involved. The sub-committees may meet more often to do specific work.
5. **ICA Relation.** The ICA relates to the NSC primarily through the regional/national ICA director who is the field representative for the IERD in each nation where we are located. (A published list of the field representatives will be updated each July.) A secondary relation is through ICA regional/national advisors and colleagues who work in conjunction with the ICA as organizing sponsor. The ICA role is to select, organize and work with the NSC's to insure their nation's effective preparation, participation and followup of the Exposition.

R. The Supporting Organizations

1. **Function.** The Supporting Organizations (SOs) function in each participating nation to broaden the base of participation and provide workers and funding for Exposition activities, participation and followup.
2. **Activities.** The activities of the SOs include the following common components:
 - a) Advocate and promote the national preparation and followup implementation events and activities;
 - b) Conduct seminars such as LENS with their organizations focused on their role in relation to local rural development;
 - c) Recommend projects (their own and others) to be considered for the documentation labs;
 - d) Provide funding and in-kind services to offset national and global preparation costs;
 - e) Serve as a source of personnel for specific tasks such as documentation, surveys, ad-hoc NSC sub-committee members, administrative and fundraising activities.

Additional activities may be planned and developed by each NSC to enlist and involve SOs in their nation.

3. **Selection.** Selection of the SOs is the responsibility of the ICA in consultation with the NSCs. The selection screen includes the following common elements:
 - a) Agencies and organizations actively related to local rural development in a variety of arenas such as investment, technical assistance, services delivery, planning and consultation;
 - b) Voluntary groups doing self-help or local initiative projects of their own;
 - c) Funding organizations from public and private sector concerned with increasing the effectiveness of the local approach;
 - d) Specifically focused organizations dealing with issues such as women's roles, or programmatic arenas such as health, education, youth or environment.

The intent in the enlistment of the SOs is to insure a broad base of participation in the preparation and thereby stage a base for implementation after the Exposition. Other criteria may be added to insure this effectivity in any given situation.

The selection process begins with gathering recommendations from GAB, NSC and national advisors and colleagues. The list that is compiled becomes a working list for the NSC and/or its sub-committees. After securing appointments through NSC members or other entres each prospective SO is visited and briefed on the Exposition and this nation's participation with a particular focus on the preparation activities.

Following the visit a letter and the conceptual brief is extended to them inviting their participation as a SO. Depending on their response, each SO is then listed with an indication of the arenas where they sense they could be most helpful or would like to participate.

4. **Organization.** The organization of the participation of the SOs is done in each nation by the NSC and the ICA. The growing list of SOs becomes a part of the national/regional publicity and promotion materials. Those in a position to provide funding should be followed up with specific requests for funds to support national budgets as prepared by the NSC. A great emphasis should be placed on the SOs being recipients of the products of the Exposition. Opportunities to reach across national boundaries to include groups of nations should be spotted and recommendations in this regard forwarded to ICA coordinating offices and directly to field offices in those nations. The planning of specific programs with SOs should be pursued by each NSC and the ICA.
5. **ICA Relation.** An SO of the IERD is not necessarily an SO of the ICA and should not be treated as an ICA relation unless it is in fact the case. Many organizations who may not see themselves as supporting ICA as a "competitor" will want to support and participate in the Exposition and should be encouraged to do so.

C. The Local Projects

1. **Function.** The participating Local Projects function as the primary source of practical data regarding the effective methods, tools and models for local grassroots development. These projects in each nation become the focal points of preparation activity around which documentation, delegation selection and all other activities swirl. It is their successes and learnings that are on display in the Exposition event in February 1984, and provide the basis for charting the future course of the local development approach thereafter.
2. **Activities.** The projects will engage in a number of common activities prior to the Exposition event:
 - a) Sending delegates to a national/regional Rural Development Symposium which plans preparation for IERD participation;
 - b) Documentation laboratories conducted with each project to discern its learnings and determine its contribution to the Exposition;
 - c) Presentation Preparation Workshops in which each project prepares the presentation forms - films, documents, displays, etc., it will present in national expositions and in the India event;
 - d) Participation in national/regional exposition of rural development prior to or following the India event;
 - e) Provide delegates for the delegation to attend the Exposition event in India.

3. Selection. The ICA with the NSC will utilize a common selection criterion in all countries for identifying projects to be documented for presentation at the Exposition. The projects to be selected in this process are locally focused rural development efforts that have achieved a significant measure of self-sustaining growth. What is being looked for in these projects are the methods, tools and models which are potentially replicable in other situations. The most important are those methods, tools and models that involve local people in the planning and implementation resulting in local initiative and capacity to maintain and be responsible for the ongoing development task. The following are some of the types of projects to be considered:
- a) Comprehensive Development Projects. Where human technology development is applied across the board to meet the myriad of social and economic needs in rural communities;
 - b) Innovative Technology Projects. Where new technologies in economic and social arenas (e.g., public health, education and family planning) are introduced in such a fashion as to be appropriated and utilized on a continuous basis by local people, individually and collectively;
 - c) Interdependent Venture Projects. Involving collaboration between local people and organizations outside the village which achieve increased local productivity for mutual benefit through access to skills, markets, capital, technology, quality control and design - any or all as needed;
 - d) Social Development Projects. Which result in advancing the well-being and opportunities of women, youth and elders - altering anachronistic images and providing new forms of employment and engagement in the economic and social life of the community;
 - e) Infrastructural Improvements Projects. Which involve a significant level of participation by village people in initiating, planning, developing and/or maintaining necessary roads, sanitation, housing, electrification and water schemes in complementary relation to the other development efforts;
 - f) Leadership Expansion Projects. Where significant development of the local community has been achieved by promotion of the personal growth of existing and emerging leaders' knowledge and skills, through formal and informal training and experience;
 - g) Human Services Projects. Demonstrating linkages between public health, educational services and the development of local skills such as paramedical or pre-school teaching which intensify the delivery of social benefits to the village;
 - h) Cultural Heritage Projects. Which enable the recovery and honouring of the tradition and gifts of the people of a community so as to enhance their consciousness and pride, and preserve these gifts in current and future development efforts;
 - i) Local Cooperative Projects. Where cooperatives have been effectively formed for specific or comprehensive development purposes leading to increased economic and social benefits to its members and/or the community as a whole;
 - j) Futuristic Projects. Within developed nations which have apparent replication potential in developing countries for utilisation by local people.

In any given nation all of the above types of projects may not exist. The emphasis in the selection process should be not on quantity but quality. Three to five good projects that have something significant to contribute to the world would be adequate in most nations.

The selection process begins with gathering recommendations from the GAB, Co-sponsors, NSC members, supporting organizations and the ICA. The ICA builds a target list with the NSC and begins site visits. At the site visits, individuals are invited to the forthcoming Rural Development Symposium. Following the symposium a list of projects is compiled for documentation. Invitations are extended to those selected to participate in the Documentation Labs and provide a delegate to the Exposition. The Documentation Labs are then conducted with each project. The resulting documentation is published in a common format provided by the ICA.

4. **Organization.** The organization of the selection, documentation and preparation of participating projects in each nation is done by the NSC and the ICA field offices.
5. **ICA Relation.** A project participating in the IERD is not necessarily a project of the ICA and should not be treated as such unless this is actually the case - i.e., an HDP. Some projects will want to participate not because they consider themselves successful but because they want to learn. Some of these should be included.

D. The Representative National Delegation

1. **Function.** The function of the Representative National Delegation (RND) is to represent the rural development projects and organizations involved in and related to rural development efforts in their country.
2. **Activities.** As RND members will be necessarily involved in the preparation activities, the orientation training, the preparation to present the results of their research at the Exposition and return as teams who intend to work toward effectively implementing the results. The common activities will include the following:
 - a) Participation in the Rural Development Symposia, Project Documentation Labs, Exhibits preparation workshops and Delegation Orientation Seminars prior to attending the Exposition;
 - b) Participation in the 10 day Exposition in New Delhi and India, February 5 - 15, 1984;
 - c) Participation in the followup programme in their nation including the presentation of the Exposition results, attendance and/or leadership in planning sessions directed toward establishing replication projects and other related activities.

3. **Selection.** It is anticipated that each NSC will select and send a delegation of 5 - 15 people to participate in the Exposition. In addition to their full participation in the preparation activities delineated above, a primary consideration will be given to village leaders and local project workers who have direct day-to-day experience of the issues and task of local development and are residents of the rural situation which is the locus of the development task. It is expected that a minimum of 80% (four out of five) of any delegation will consist of such representatives. The program chart from the ICA's Human Development Projects provides a good screen for selecting a cross-section of people involved in a variety of arenas in rural development. A maximum of 20% (one out of five) of each delegation would be selected from national and international organizations operating in each country in the field of Rural Development. A primary consideration will be given to those individuals who participate in the preparation activities, are concerned with local capacity and initiative and have had experience in working effectively in this relation. In all cases, delegates should have some direct relation to at least one of the projects being represented by them at the Exposition.

The selection process will include gathering recommendations for delegates from NSCs, project leaders, SOs, et. al. These persons are then invited to participate in the preparation activities. Following the Rural Development Symposium and during project site visits the prospects will be interviewed concerning their willingness to attend in full the Exposition in India. The NSC will then extend written invitations to them indicating their responsibilities and role.

4. **Organization.** The entire selection and organization of the delegation will be coordinated by the NSC and the ICA.
5. **ICA Relation.** The delegates may or may not be representatives of ICA projects and should be honoured for what they represent.