

CONSTANT MOVEMENT TOWARD THE EDGE

IERD, Phase I & II proved to be such a remarkable happening that it will surely mark a watershed in our activities. What new strategies are emerging for Phase III and what new roles are required of us at this time?

This, of course, is not easily discernable especially at the first blush of a new victory. On the one hand we need to capitalize on the momentum built up by Phase I & II and on the other hand we need to make sure that our revolutionary role of constantly moving to the "edge" is continuously carried out.

Listed below is a sketch to try and image a way of beginning to discern a new social edge. We have been preparing for this moment every since we began work in 5th City. This continued with Global Community Forums around the globe and pilot Human Development Projects in places like Oombulguri and Majuro. This provided a base and released us to begin the Band of 24 HDPs. This was a self-conscious global push to break open the possibility of Human Development in the local in all cultures. Eight years later with Phase I & II of the IERD we won. Not only we but the world knew we won.

A clarifying note is needed here. When "we" is used it does not mean that we were the only ones nor even that we did the most or the finest quality of local development. We are not finally interested in that. What it does say is that Human Development at the local met one of the deepest contradictions of our time. We put our corporate shoulders behind meeting that contradiction. We were pushing toward the social "edge".

Now the question is how do we push through this great event to discern new roles in relationship to local community development? What is the new social edge or edges to which we are being called? Again, this does not seem to be easily discernable in all cases.

However, we have been preparing for this moment in our experiments with replication around the globe. This seems to be a social edge that like the one above meets the same deepest contradiction, but one that has expanded and requires a new bold venture on our part to dynamically respond to the "on behalf of" the 2,000,000 human communities around the world.

Such a response does not mean necessarily an extrapolation or

linear extension of our past work but a new experiment in replication patterns that could be applied to meet specific local situations in ways that puts development responsibility, troops, program and finances, in the hands of local people. In the beginning our role could primarily be perhaps forming demonstration patterns, development coalitions, training, motivation and sustenance.

Base	Preparing the soil	A Social Edge	Pushing Through
5th City	GCFs, Pilot HDPs	Began Band Local of Comm. Phase 24 Devel- I & II 1975 m't 1984	Discerning New Roles in relationship to Local Community Devel- opment 1.
		Preparing the Soil	A Social Edge
	Replication Experi- ments. India, Kenya, 5th City, Korea, Jama- ica	Begin Replica- tion Patterns 2.	Win

1. Discerning New Roles.

Although it is too soon after phase II to say what new roles are emerging and desirable the following seems to be present for consideration in varying degrees in different locations,

- a.. Providing interchange between projects including projects in various nations..
- b. Capitalizing on networks and creating coalition activity to catalyze local development.
- c. Developing nuclei of projects to do joint development programs.
- d. Representing projects and their work to private and public sector agencies and groups that would encourage funding and sector support and participation.
- e.. Creating new collegial relationships between NGOs and NGOs and government agencies.

- f. Offering new and advanced training opportunities to local people and practitioners.
- g.. Being a broker of methods and personnel for local projects and clusters of projects.
- h.. Catalyzing new movements of local people and in some cases moving toward an HDZ.

Other new roles will come into being as the fantastic explosion of Phase II is assimilated and exposes the strategic advantages present. The question is, however, which of these roles, if any, or other roles as they appear, meet our criterion of working at the edge of history.

A new social edge always has built into it the element that only a few pioneering individuals or groups are able or willing to carry out that activity. If we look at the above it seems that item "h.. Catalyzing local movements" falls into that category.

Such movements will be necessary to move beyond the presently funded and staffed projects to establish other local projects. This will be necessary in the future in order that local development may be wide spread and effective.

Neither the governments nor funding agencies have enough money or ability themselves to carry out such development. To continue projects only in the past mode of providing major outside financial support for a few communities perpetuates the benevolent and dependency image, thus contributing to ineffective empowerment of local people for movement or replication responsibility.

2.. A Social Edge -- Replication patterns.

This social edge is relevant today in both the developed and developing world. It may be easier in some ways to actuate it in some parts of the developed world because of more trained leadership, more in place capital and infrastructures, ease of communication, and experience of cross community cooperation.

- a. The purpose of this activity is to empower local people:
 - 1.) To do their own local development in and beyond their own communities without as well as with outside major financial support.
 - 2.) Increase the strength and numbers of local people across communities so they can form effective development

coalitions with other sectors.

- b. The means is to take models from present replication experiments:
- 1.) To develop adequate replication patterns in other local situations.
 - 2.) To empower the local to deal with development in their local community, region and nation.
- c. The implementation of this activity may be effectively carried out through:
- 1.) Training and equipping local people for development utilizing replication patterns.
 - 2.) Setting-up a continental team as responsible for this activity across their continent.
- d. Underlying assumptions are:
- 1.) The spreading of replication patterns does not necessarily mean repeating projects of large cost in time and people from the ICA in any one place.
 - 2.) Replication patterns (models with specific applications) have a wide range of possibility and flexibility.
 - 3.) Once it is demonstrated that local leaders can develop local communities beyond their own communities with or without major outside money, then the only block to replication will be old images and undeveloped training structures. The demonstration itself with proper declaration and interchange can break through the imaginal block. The training in the beginning could be implemented by the ICA in various ways.

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