

CONTEXT

Sixteen years ago we were a small group of 200 people with a common culture and religious heritage. We lived in one location and were engaged in a focused mission. Most of the corporate structures we live out of today were in place at that time. Today our multi-cultural, multi-racial, multi-religious body is scattered across the world in 35 countries, serving the world in variety of ways. During the past 16 years people have entered our body from a variety of locations which emphasized different aspects of who we are (OE, ICA, EI).

Once again, after 16 years, we anticipate gathering to plan for the next 16 years. The following are three presuppositions in our deliberations about this gathering - GRA/GOC. First, we decided to honor the consensus of July, 1983, that we involve as many of the order as possible in this event. Secondly, we believe we are out to symbolize to ourselves our pluriformity and corporate power as a global order. Finally, we are interested in having the kind of event that would most effectively move us into the next 16 years.

ALTERNATIVES

We looked at different proposals that were offered through continental reports and talking papers. Those alternatives were:

1. Everybody in every house participate in GRAs in three locations and have a representational GOC.
2. All the symbolic order in one location.
3. The symbolic order beyond the intern year in one location.
4. All who have been symbolic order for two or more years in one location.

COUNCIL PARTICIPATION

In making these decisions, we also made some assumptions about participation in the YOC as a time to think through the foundations of our mission and corporate life.

Detachment. We image this event as a six-week pause from our local engagement. This is not a time for concern about any particular local mission, but the mission of the global order across the world. To symbolize this, everyone will pack his/her suitcases and be prepared for their assignment to anywhere in the world.

Assignability. We image everyone going to council prepared to do what we decide is necessary to do. We would not imply that everyone would leave his/her present assignment nor that any particular people would be reassigned to their present locality. What is important is that we come to the council maintaining local advantages yet with as much flexibility as possible.

Cycle II Participation. Intensive Cycle II activity will be required to enable participation in the GRA-GOC. First, we as individuals will be given the opportunity to write statements declaring who we are and what is our commitment to the order. Secondly, each location will see that the documentation is done on its programme and itself. Thirdly, there will be training in languages, familiarity with the globe, its geo-social reality and the order's presence, and in common memory. Fourthly, everyone will participate in the interchange of models and strategic brooding.

We believe that we as an order are willing to pay the price worthy of this kind of event, but not the price that would shackle us in such a way that we could not move with power and flexibility. Our pluriformity requires that this be a major common experience. The new images that come together at that event will serve as the foundation for our corporate leap into the next 16 years.

RECOMMENDATIONS

1. The GRA and the Global Order Council be held in the Chicago Nexus facility.
2. All people who have completed two years in the Symbolic Order or four years since the HDTI in India and Kenya, which is 684 people, are to be present.
3. The budget is estimated to be US\$787,000. This includes:

Travel	US\$472,000
On site	315,000
4. Income coverage resources are as follows:

Global Order Council Funds	US\$ 60,000
Global Trust/Task Funds	250,000
House Food	11,000
Ext/Mvtm Order Participant Fees	54,000
Inkind Materials	87,000
Continental Manoeuvres	225,000
Airline Reductions	100,000
	US\$787,000
5. This budget is intended to cover the participation of the 684 order members mentioned in recommendation two. All others will pay their own travel and fees.
6. We encourage the Extended and Movemental Order to participate in this event. They will pay their own travel and a fee on an appropriate sliding scale.
7. When those of the Symbolic Order who are assigned to the council can not be present the full time, we encourage their participation be in the last two weeks, and if possible, the last three weeks to facilitate the transition between the GRA and the GOC.
8. Emerging Generation care be worked out on a continental or areal basis and be staffed by that area. If the area or continent sends children to the Chicago Nexus camp, it

assigns staff for the camp from those who would be attending the council: one staff for up to five children, two for up to ten, etc. Non-order EG care structures (grandparents, colleagues) will facilitate participation in the council by as many as possible. Youth and university students will be represented in the six-week event without fee, but by arranging their own travel.

9. The total permanent crew for support systems will be assigned for seven weeks at a constant ratio from around the globe (e.g. one out of every ten attending) or the minimum possible. They will be supplemented by a rotating enablement team.

April 5 - Each Area sends to the Continuum the names, sex, married couples and arrival dates of persons available for the Pre-GRA set-up team (for example 1:10 ratio).

May 1 - Continuum sends to the houses the names of those persons assigned to the GRA/GOC Support Forces and Set-up persons.

June 1 - People assigned to the set-up team arrive.

June 24 - People assigned to the GRA/GOC support force arrive in Chicago.

July 1 - GRA Opens.

The MFTF discussed the following in regard to the GRA/GOC and would like these values to be considered in their deliberations on the event:

VALUES TO BE
CONSIDERED

Assignment Process. In the arena of Global Assignments, that they be made and consensed during the GOC. The implementation and resettlement plan hold the following values: 1) Honoring the local colleagues and frame is critical in the context and implications for any reconfiguration that may be decided. 2) Timing and phasing of transitions be considered. 3) The Pilgrimage in December be imaged as the corporate symbolization of the new global consensus, a time for personal appropriation and individual re-vocation.

Public Story. The public story about the July-August event will vary from location to location. The IERD is a natural starting point for explaining the reasons for such a gathering. The events of the IERD have marked a radical turning point for the members of ICAI. The July-August event will be a time for all members to share the learnings, finalize the products, and redesign the organizational forms necessary to respond to the new reality which has been occasioned.

Process Values. The values to be held in regard to the process and method of the GRA/GOC were:

- 1) To consider seriously the learnings of the IERD.
- 2) The council is a time to build common foundations and honor the diversity of our community.

- 3) The team dynamic is foundational to our life and needs to be the primary care structure of the event.
- 4) Eventfulness in non-linguistic forms is crucial to building the unity in our diversity.
- 5) Key to the process will be planning experiences which we can commonly share during the 6 weeks, such as field visits, workdays, outings, and celebrations.
- 6) The mind-body-spirit be cared for as the new foundations are being built.
- 7) Critical to every session will be guidelines which ensure maximum participation from everyone regardless of language or educational background, without sacrificing the edge of the group's assignment.
- 8) Team structures and language groupings can be a part of the full participation process.
- 9) Each continent needs to consider bringing a display or exhibit for the Council decor.
- 10) The methodology may integrate both the theoretical and practical aspects within each working group, rather than imaging the traditional single focus lab or workshop. This may be implemented by working through two arenas simultaneously which emphasize both the comprehensive and foundational imagery as well as the practical form of our commonness within the same task force. For example, Strategy and Configuration; Pluriformity and Spirit Modes.

Language. The continents take full responsibility for the complete participation of all order members in the Council by providing intensive English classes before the arrival using the Cycle II work as a base. During the event special debriefing times be set aside for clarification on what is happening. Some of the people might come early to get the "lay of the land" for others to follow. An orientation period when all arrive. If further assistance is needed for translation further arrangements can be arranged through the Continuum.

The Venue. The Kemper Building be understood to be the venue of the GRA/GOC. This requires a new design and decor of the bulding. The local continuum of the nexus might work on the Westside or special space. Adequate room for extra sleeping and/or team space be acquired. The Nexus is not hosting this event. To allow everyone to experience detachment, those in the CHINEX consider living in different space.

MFTF

Jaipur
Sub-ContinentJULY-AUGUST TASKFORCE
Order Presence at July-August GRA-GOC, 1984

February

1984

CONTINENT	SYMB. ORDER	SYMB. ORDER 2 yrs.+	JULY- AUG. LOCAL CONT.	TRAVEL	SEX		PHASES				NATIONALITIES	FIRST LANGUAGES
					M	F	I	II	III	IV		
N. AMERICA	263	263	20	100 x \$250 25,000	134	129	0	118	139	6	Australia Canada India Korea Denmark Sri Lanka Malaysia United Kingdom Singapore United States Kenya Jamaica Ethiopia Venezuela Chile Peru Tuvalu Guatemala Philippines Marshall Islands Brazil Holland Japan Germany Tonga Ghana China Indonesia Egypt Nigeria Zambia Ivory Coast	Nyania French Arabic English Marathi Hindi Telagu Tamil Kannada Bengali Malaysian Spanish Portuguese Tagalog Dutch German Danish Marshallese Swahili Indonesian Yoruba Tongan Tuvalese Lonjo Ga
LATIN AMER.	57	45	6	39 x \$1000 39,000	24	21	2	28	15	0		
EUROPE	57	52	5	47 x \$600 28,000	23	29	0	31	16	5		
NAME	10	18	0	8 x \$900 7,200	4	4	0	6	2	0		
BLACK AFRICA	113	76	6	70 x \$1,400 98,000	55	21	1	67	8	0		
SUBASIA	140	120	10	110 x \$1,200 132000	77	43	2	109	8	1		
SEAPAC	137	120	1	119 x \$1,200 143000	60	60	0	77	37	6		
TOTALS	777	684	48	472000	377	307	5	436	225	18	33	25

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MODEL ARENAS TASKFORCE

Eight of the Strategic Arenas

February

1984

STANCE	ORDER	DIRECTION
<p>FOUNDATIONAL UNDERSTANDING</p> <p>A Working Draft Contemporary Statement of The Order's Foundational Understanding of Itself</p>	<p>STRATEGIC ORGANIZATION</p> <p>Strategic Configuration Scenarios</p>	<p>GLOBAL STRATEGY ORBIT</p> <p>Global Transrational Strategic "Standing Point" Model</p>
	<p>STYLE OF PLURIFORM MISSIONAL COMMUNITY</p> <p>New Designs for the House as a Pluriform Formation Center</p>	
<p>SPIRIT MODES</p> <p>Context, rationale and design of the Spirit and Symbolic Life of the Global Research Assembly and Global Order Council</p>	<p>LIFE EDUCATION</p> <p>Comprehensive Life Training Plan for the Order</p>	<p>MULTI- COMMUNITY CATALYTIC APPROACH</p> <p>Create plan for Identifying and pushing the New Edge in Local Community Development Catalysis</p>
	<p>ECONOMIC FOUNDATIONS</p> <p>Order Funds Context, Guidelines and Operation</p>	

In the arena of STRATEGIC ORDER ORGANISATION, people in society today experience the pain of outmoded, hierarchical, bureaucratically oriented, inflexible, strife-ridden forms of polity. In our own body we have the experience, in the midst of our amazing globality and locality, of insights being unheard and experiences being unreported, of lateral priorship moves, of being stuck in "business as usual" modes, and of the gap in our decisions between what we say and what we actually do. We have concerns about future directions like longer assignment terms, reorganisation of centrum/nexus functions, restructuring priorship roles for greater effectiveness and development, and more ways of locally empowering interchange.

THE UNIVERSES OF OUR CONCERN ARE:

1. Interchange
2. Assignments Process
3. Configuration Scheme
4. Nexus/organisational/priorship re-evaluation

THE RECOMMENDED KEYSTONE MODEL IS:

....strategic configuration scenarios through a four month study period.

THE ELEMENTS OF THIS KEYSTONE ARE:

1. PSUs on strategic order organisation
2. Talking Papers
3. Discussions and conversations with colleagues
4. Books and outside studies

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. We intend to cover the globe
2. A different way of organising ourselves would be more effective
3. Pluriformity is a gift and strength to push
4. Everyone wills to be and can be a prior
5. There is a global-local tension
6. Global assignability must continually be resymbolised for and by each person
7. The sign of the 16 years from 1968 was creating and launching of religious houses. We need a comparable sign for the next 16 years

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

.... each nexus and each continent reflecting and evaluating support roles and centrum functions needed and writing these up and each house producing its own scenario of configuration for the global and the local, and distribution of briefs of studies and talking papers.

In the arena of BUILDING ECONOMIC FOUNDATIONS, a new dimension of financial responsibility is required of the Order. The need is exposed when self-support and developed income fall short of projected needs and in short term funding strategies. We are struggling with how to create a sign for the world of adequate, equitable care. We believe this will require defining new economic basic needs contexts, involving each of us in ventures of our corporate power and appropriating the technological tools of the information age.

THE UNIVERSES OF OUR CONCERN ARE:

1. Consistent monthly stipends
2. A stipend base reflecting futuristic healthy sustenance
3. A corporate demonstration of comprehensive care
4. Effective development systems

THE RECOMMENDED KEYSTONE MODEL IS:

....a first draft for Order Fund guide lines, context and operations statement

THE ELEMENTS OF THIS KEYSTONE ARE:

1. Stipend base
2. Extended family care
3. Definition of funds coverage (elegibility, etc.)
4. Global data on appropriate stipend base
5. Order's current economic principles
6. Income modes and sources

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. The order will continue to be a sign of radical detachment
2. The guidelines are globally applicable
3. The original context of the funds be honoured and updated
4. Every Order member is cared for during his/her own life
5. Healthy sustenance be the objective of this model
6. Full participation of the Order in self-support and development

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

1. Research on baseline data
2. Four year income projection on the self-support ventures
3. Consultation with the Internal Life Commission to objectify points of stress

In the arena of LIFE EDUCATION, we are concerned with both education for the Order and for the world. The world is rapidly changing. Common styles of education like competition and memorization are inadequate and unhelpful. So is merely going to school to get a job. Across the world and the Order, the opportunities for life education are very unequal. However, there are several signs that the world is taking steps toward a more futuristic kind of education. Many places have begun to teach heritage courses. There is a willingness to move to a global context and use modern technology. The educational field itself has had many breakthroughs. It is time for the Order to review its needs, look at new options and design a new comprehensive training strategy.

THE UNIVERSES OF OUR CONCERN ARE:

1. Education for world citizenship
2. Remedial adult education for those who don't have skills to participate
3. Order prowess, tools are needed for this particular vocation
4. Educational demonstration strategy in the world

THE RECOMMENDED KEYSTONE MODEL IS:

....comprehensive Order training plan

THE ELEMENTS OF THIS KEYSTONE ARE:

1. Research of breakthroughs in the education field
2. Order family education
3. Life journey
4. Training centre and faculty development plan
5. Life curriculum rationale

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. Current forms are inadequate
2. Many interdisciplinary experiments are going on
3. New and different tools are needed for a comprehensive educational model
4. We can by July-August create a framework for the Order training program
5. The plan will be related to the needs of the world
6. The primary basis of Order training is to convey a life perspective
7. Inclusive of all ages
8. Multiple delivery systems are necessary
9. Use ICA and non-ICA resources
10. Have both intellectual and spirit training

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

.... assigning research and scenario writing to specific Houses in the arena of children's education, adult remedial education, language and literacy, employable skills and basic Order priorship methods. This would involve pulling together the learnings of both ICA and non-ICA experimentation (institutions, people, publications, etc.)

RESOURCES AVAILABLE ARE:

- | | |
|--------------------------------|---|
| 1. Black Academy | 7. The Other World |
| 2. I.T.I | 8. Vocational Journey Lab |
| 3. Global Academy | 9. LENS |
| 4. HDTI | 10. Training, Inc. |
| 5. Preschool spiral curriculum | 11. Student House |
| 6. New Religious Mode | 12. Research available in the world today |

In the arena of DEMONSTRATING THE STYLE OF PLURIFORM MISSIONAL COMMUNITY we find ourselves experiencing the following needs:

- * A pull-together of methodological learnings for creating viable human community
- * A method for depth dialogue within pluriform community
- * Reflection upon the new forms of community that have emerged as a response to our new mission
- * A common theological foundation out of which flows the liturgical and spirit practices of a pluriform community
- * Depth experience with more than one of the major World Religions
- * To glean the learnings of humanizing space
- * A way to determine the parameters of gracious simplicity that is a demonstration to the culture you are in

THE UNIVERSES OF OUR CONCERN ARE:

1. Quality of life designs projecting elegant simplicity
2. Trans-establishment modes of the New Paradigm
3. Resurgent images of life-long commitment
4. Adequate care of extended family and responsibilities
5. Space designs that are a demonstration lifestyle

THE RECOMMENDED KEYSTONE MODEL IS:

....the creation of new designs for the house as a pluriform Formation Centre

THE ELEMENTS OF THE KEYSTONE ARE:

1. Data on pluriformity from each house re: age, culture, education, etc.
2. Dialogues on forms and structures within the journey of the extended, movemental and symbolic order
3. Pull together of locally tried models of House designs (such as pillars of space as care for all who enter in)
4. Pull together of formation programmes experimented with across the globe

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. The style of the House needs to shift in relation to our new understanding of who we are and what we do
2. We have done much experimentaion in this arena that needs to be gathered
3. Our houses need more of an image of long-term commitment
4. Each of the dynamics of extended, symbolic and movemental order is equally important and in need of a common formation approach

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

1. Gather objective data on personnel pluriformity
2. Conversations on the unique journey of each order dynamic, symbolic, extended and movemental re: commitment
3. Assign talking papers on House designs to selected Houses
4. Write up experiences and learnings of formation programmes

RESOURCES AVAILABLE ARE:

1. Already existing training and formation programmes
2. Papers such as "The One, the Many and the Few"
3. Evaluation of Summer Academy, 1983

In the arena of SPIRIT MODES, our struggle with daily and weekly rituals express our concern for maintaining our corporateness in the midst of our pluriformity. We may be on the threshold of a breakthrough with the secular rituals which have permitted a larger body of people to rehearse together their care for the world. Corporate solitary experimentation, allowing for contemplation and meditation, points toward a possible breakthrough useful in a pluriform society. At this time in history, the face of the mystery is changing rapidly making rituals constantly obsolete yet it seems that we are ready to conduct a unified experiment to symbolise our global commonness.

THE UNIVERSES OF OUR CONCERN ARE:

1. Spirit Consciousness Modes
2. Spirit and Symbolic Practices
3. Exploring Global Pluriform Myth Creation
4. Necessity and Extent of our commonness

THE RECOMMENDED KEYSTONE MODEL IS:

.... context, rationale and design of the whole symbolic and spirit life of the GRA/GOC in preparation for a one year global experiment in the symbolic life of the Order.

THE ELEMENTS OF THE KEYSTONE ARE:

1. Exercise which pushes reflective prowess
2. Pluriform in context
3. Solitary and corporate dimensions
4. Simplicity
5. Includes non-intellectual/non-verbal
6. Incorporates our own learnings

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. Unifying rituals and symbols in the midst of honouring the worlds diversity
2. Pushing through our historical learnings in the arena of spirit and the categories of the Other World

RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

- a) Local reflection on spirit exercises to pull together local wisdom and learnings as organised by the interchange design for March-June
- b) The Continuum create the spirit designs for the GRA/GOC from the initiatives put forth by the houses in a)
- c) A one year design be created during the GOC on the "other side" of the experience there.

RESOURCES AVAILABLE ARE:

- | | |
|---------------------------------|---------------------------------------|
| 1. Academy | 6. Odyssey |
| 2. Genevas | 7. More recent experiments |
| 3. New Religious Mode charts | 8. Secular rituals |
| 4. Other World dynamics | 9. Pluriform daily and weekly rituals |
| 5. Corporate solitary exercises | |

In the arena of REDESIGNING ORBITS OF GLOBAL STRATEGY, society is experiencing the rapid onslaught of the cultural revolution having broken loose, old structures are unable to hold the breakloose and pluriformity is intensified at every level of society. The Order experiences our previous statagizing methods and strategies as inadequate to hold the avalanche of demand and possibility in these new times. We experience ourselves between two paradigms, we struggle with giving form to our global pluriformity.

THE UNIVERSES OF OUR CONCERN ARE:

1. Structure permeation and co-creative modes
2. Geo-social analysis and resurgent modes
3. Past learnings of Order engagement
4. Global strategy forms

THE RECOMMENDED KEYSTONE MODEL IS:

.....a global trans-rational "standing point" model

THE ELEMENTS OF THIS KEYSTONE ARE:

1. Geo-social, spirit analysis of the globe by continent
2. Area strategies position papers
3. IERD advantages analysis by nation
4. Analysis of Order's present geo-social spirit positions

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. There is an emerging reality for which we have not yet a commonly focused and articulated gestalt.
2. We are committed to Phase III of the IERD
3. We will be global and pluriform
4. We will maintain a dynamic tension between the local and the global
5. We will be the secular religious
6. Serving the new edge is more important than capitalizing on current success
7. Future is requiring more partnerships of commitment to structures of communities and the learnings from those partnerships
8. Strategy is an interface between bottom-up and a global design in which to relate those learnings.
9. Our multiple situations give us a new vantage point for geo-social analysis

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

.... critiques on strategic position papers shared across the globe with scenarios prepared on the one global thrust, the three sphere thrusts, the nine continental thrusts and the 54 area thrusts.

SOURCES AVAILABLE ARE:

1. NST documents
2. Nation and World, Ur Images
3. Seven Revolutions
4. Continental GRA, PDLs and RDSs
5. ES-I constructs
6. Stories and timelines from the panchayat trek
7. HDP and HDZ materials

In the arena of FOUNDATIONAL UNDERSTANDING AND LEARNINGS FROM THE PAST, we find it difficult to discern what the "common" memory is. This creates dependence on oral tradition within the Order which inhibits having a common story and communication. The future directions called for are to complete the job of ordering and cataloguing the existing archives and beginning the work of producing a current statement of where we come from and who we are today.

THE UNIVERSES OF OUR CONCERN ARE:

1. Arenas of past learnings to be pulled together
2. Language diversity which limits access to Order wisdom
3. Incomplete archives which are not readily retrievable

THE RECOMMENDED KEYSTONE MODEL IS:

.... a draft of a contemporary statement of the Order's foundational understanding of itself.

THE ELEMENTS OF THIS KEYSTONE ARE:

1. Historical documents and current talking papers
2. Input from all Order members
3. Review of intern years which produced sustained commitment

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. We face serious risk of being misunderstood within our body and in society without such a common statement
2. The whole Order should take responsibility for this statement through corporate and individual participation in the process.
3. The statement should be ready for consensus by August 1984.

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

.... the selection and translation of three to five foundational statements of the Order from the past, plus study plans and suggested writing formats sent to the houses; midpoint series of statement (drafts) interchanges; and a pull-together of all inputs by a July task force, in order to produce one working draft.

RESOURCES AVAILABLE: (additional)

1. IERD: CIE (Central International Event, i.e. Phase II or the Delhi Plenary) press releases regarding ICA history
2. Indian response document to the Ford Foundation evaluation
3. Historical documents and current talking papers

In the arena of EFFECTIVE MULTI-COMMUNITY CATALYSIS APPROACH, the inadequate structures and self-image of local people blocks communities in meeting their basic needs for a human quality of life on the vast scale that is required today. Future directions include the modes of building a Village Leaders Movement (Kenya), Interchange and Village Leaders Training (Maharashtra Block Experiment), Village volunteer sponsorship schemes, Bilateral Funding, Human Development Zone providing a variety of leverage points for this approach.

THE UNIVERSES OF OUR CONCERN ARE:

1. Multi-local community strategy
2. HDZ location rationale
3. Four sector linkage structure
4. Training village leadership

THE RECOMMENDED KEYSTONE MODEL IS:

.... creating a plan for identifying and pushing the new edge in local community development catalysis

THE ELEMENTS OF THIS KEYSTONE ARE:

1. Empower the existing replication labs in Maharashtra and Kenya to produce a replicable block system model and village leader network model.
2. Produce documentation that conveys replication learnings that would be used in new experiments.
3. New experimentation in selected nations without major inputs of money and troops.
4. Determine the IERD advantages in relating to structures and networks.

THE MAJOR ASSUMPTIONS AND VALUES WE ARE TRYING TO HOLD ARE:

1. The HDZ mode will provide the broader context within which this would be an approach.
2. IERD provides advantages we can use.
3. Our role is more one of demonstration in order to create new models rather than provide a service
4. There is a self-defeating effect of overdependence on outside troops and resources.

THE RECOMMENDED ACTIONS FOR THE NEXT FOUR MONTHS ARE:

.... each continent write up its accomplishments and work through its four-year and 16-year strategy for multi-community development catalysis and mode of operation.

RESOURCES AVAILABLE ARE:

1. Response document to Ford Foundation evaluation
2. Kenya's work
3. PDL documents
4. 30 site visit project reports (IERD)
5. Work from South Korea, Latin America, Philippines, etc.

LETTER TO EACH HOUSE from MFTF on behalf of the Council Continuum.

Dear Colleagues:

Cycle I of the Year of Order Council is complete. "The Informing Analysis" concluded with the various Research Colloquies, the IERD Central Event and the Models Focusing Task Force (MFTF) that followed. In the midst of ongoing, local program activity, every house participated in the Year of Order Council through one or more avenues including preparation for the Delhi event, the Panchayat Trek, the study of Talking Papers, areal or continental research colloquies, "Order forms" and common memory study collegia. In addition, 60 unanticipated Talking Papers were written and submitted to the pre-continuum.

Cycle II, "The Futuristic Models", has begun. The MFTF meeting reviewed all of the input provided to the pre-continuum. These materials ranged from summaries of Research Colloquies to proposal letters from individuals. Also, an extensive review of the IERD Central Event and its Phase III follow-up and implications was done. Eight separate arenas were discerned that require further model building prior to the Global Research Assembly (GRA) and the Global Order Council (GOC). One theme stood out: No longer is "participation" the issue for the Year of Order Council, but rather "contribution". What contribution is each member of the body going to make to shape our corporate destiny? The intent, then, of Cycle II's interchange task is to provide the context and vehicle for the whole Order to begin forming its "corporate mind" in preparation for the July GRA/GOC.

As the MFTF reviewed the GOC '83 Year of Order Council document and studied the immense input provided to date, the components of Cycle II have become clearer. An overview of the alteration is enclosed which indicates that the emphasis is on model-building. Two screens are being proposed to focus the model-building of Cycle II. The first is the eight arenas that the MFTF pulled together from the input from the Houses. The second screen is the Master Strategies of Manifestation- Declaration-Formation.

Regarding the first screen, the 8 arenas requiring models, an interchange mechanism has been designed to stimulate concrete thinking in those arenas prior to July. Simply stated, the mechanism calls for each House being assigned one of the 8 arenas to build a fully implementable model which will then be forwarded to the other Houses working in the same arena who will each then critique it and forward to the Continuum in preparation for the GRA. Each House will have at least built a keystone model and critiqued others on one particular arena. The GRA will review all of this work, ensuring that each House will have contributed to the final product. To enable this interchange mechanism, each House will need to adopt the scheduled deadlines. A functional model indicating the assigned model-building arena is enclosed. If your House, or any member in it, desires to contribute to other arenas, this may be done by forwarding such input to a House assigned to that topic for insertion into the flow of models interchange.

The second screen is the Master Strategies which will be used more indirectly. The GOC '83 document called for "special task forces" to be convened. At this point it seems two mechanisms seem more appropriate. The first is the adding a Master Strategy Task Force to a planned Areal/Continental Council in the next 4 months. The second is the re-imagining of other scheduled gatherings as Master

Strategy Task Forces. For example, the "Urban Summit" planned for North America can be seen as a Manifestation Task Force. The Media and Audio-visual Products Task Force of the IERD Phase III would be implemented under the rubric of Declaration, and so forth. Other task forces may be convened as continental/areal/local missional emphases require an extended strategic review.

To recap then, what Cycle II will mean for each House, please keep the following items in your screen as you design your total House life for Quarter IV:

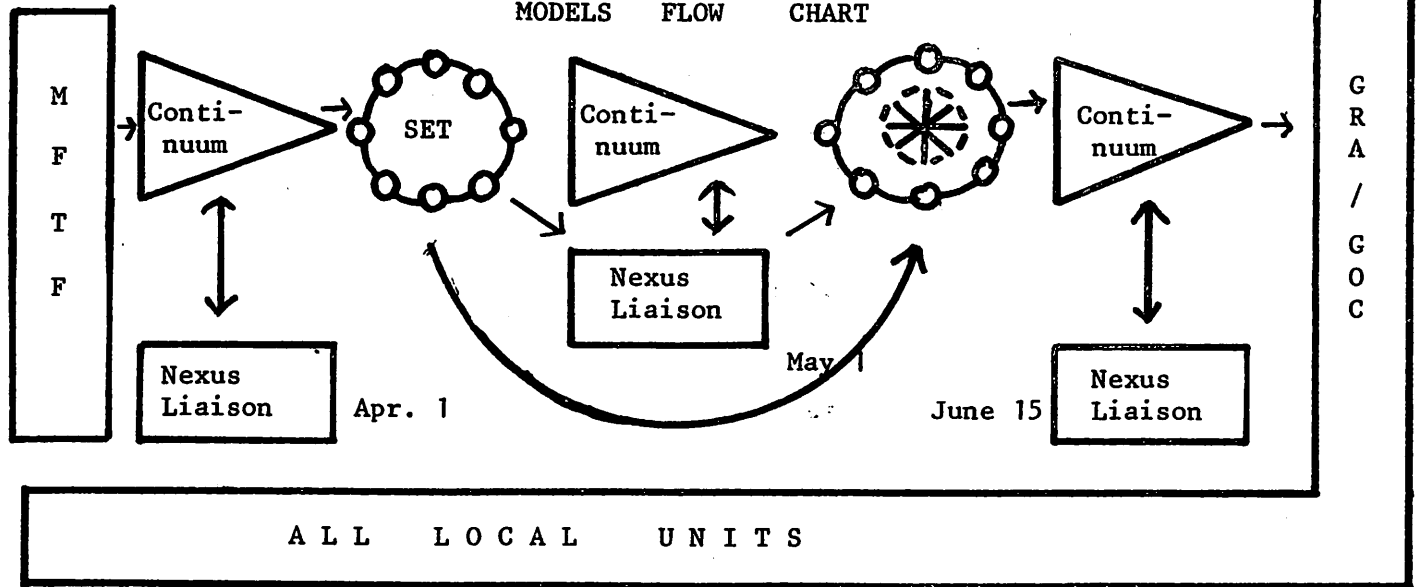
- 1) allow time, preferably a week II, during April for your House to build its assigned keystone model;
- 2) allow time, perhaps one Collegium apiece in late May, to review and evaluate models forwarded to you by the other Houses assigned to the same area;
- 3 designate someone in your House who will ensure the mailing deadlines are met;
- 4) continue to provide time in your House life for reviewing talking papers and other YOC information on a regular basis;
- 5) provide time, perhaps a 3-collegium series, on the new emerging forms of the three Master Strategies;
- 6) continue to encourage the writing of individual or corporate talking papers;
- 7) attempt to view the various task forces of your region, area or continent through the Master Strategy Screen in order to glean new perspectives as to our future;
- 8) schedule time for the other seven model-building arenas;
- 9) schedule a study of the Panchayat talks given at MFTF which will be sent to you soon; and
- 10) generally context the House as to the significance of the July/August gathering in the life of the whole Order.

One final note. In order to enable individual vocational reflection and response to the Year of Order Council, it is proposed that a construct be created that would enable each person to compose his/her own declaration of who we are and what we are about. Similarly, each family unit will be asked to write a statement regarding its role in relationship to the journey of the Order. Each House, therefore, is responsible for ensuring that each individual and family has the opportunity to complete these statements and submit them to the Continuum by July. It is anticipated that such structured time could be built into April and May House schedules. It is felt that these individual and family contributions are an equally important part of the Year of Order Council.

Further information, constructs and models, especially those involving the July/August GRA/GOC, will be forwarded in time for your House to review. Those of us present at the MFTF feel confident that participation by each House member is being ensured and look forward to the meaningful model building for the sake of our future.

TAKE CARE OF YOURSELVES.

MODELS FLOW CHART



MODEL BUILDING UNITS ASSIGNMENTS

ARENA	I Life Education	II Strategic Ord Orgn	III Spirit Modes	IV Foundatin Understdng	V Economic Foundatns	VI GlobalStr tegic Orb	VII Multiple Com. Cat1	VIII Pluriform Style
NORTH AMERICA	CHICAGO	TORONTO	DENVER	PHOENIX	DETROIT	NEW YORK	LORIMOR	MONTREAL
	KANSAS CITY	ANCHORAGE	MEMPHIS	WASHINGTON	LOS ANGELES	INDIANAPOLIS	EDMONTON	SEATTLE
	MINNEAPOLIS	ROCHESTER	BOSTON	X	ATLANTA	X	HOUSTON	X
	UNIVERSITY	GUILD IV	X	GUILD II	GUILD I	GUILD V	X	GUILD III
LATIN AMERICA	RIO DE JANEIRO	SANTIAGO	CARACAS	MEXICO CITY	X	KINGSTON	WOBURN LAWN	LIMA
WEST EUROPE EURASIA	AMSTERDAM	X	LONDON	PARIS	NEXUS	FRANKFURT BUDAPEST	MADRID LISBON ROME	X
NAME B.AFRICA	KENYA SECTION C	LUSAKA	NAIROBI	CAIRO	KENYA SECTN A	X	KENYA SECTN B	ABIDJAN
SUB-CONTINENT	X N S T	BOMBAY REGION	NEXUS	NAGPUR REGION	DELHI	MADRAS	PUNE REGION	CALCUTTA
SEAPAC	TONGA	TOKYO	JAKARTA (Indon)	CEBU DAVAO	TAIPEI	MANILA	ZAMBOANGA	KUALA LUMPUR
	PUTSAN	NEXUS	SEOUL	X	X	SYDNEY	CHEONG JU	OSAKA

CONTINUUM

In order to enable global participation in the YOC, we recommend that a continuum be convened in Chicago immediately to begin the following tasks:

1. Be in regular communication with Nexus liaison persons.
2. Configure within the continuum so that two people are assigned to coordinate and document material received from the houses in each of the model building arenas.
3. Compile and gestalt incoming data from the Nexus liaison people and discern arenas where special task forces are required to do work which cannot be covered by already scheduled continental/areal councils/meetings.
4. To enable each family unit to participate in the YOC by reflecting on the Order and its own journey within that, we propose that the continuum create a construct to be sent to all houses by April 1st that will: 1) allow each individual and family to write a declaration on who the Order is and what it is about in this period of history; and 2) write the journey they see their family taking in relationship to that. Houses would structure time in Qtr. IV for house reflection and family brooding in these arenas, and the resulting product from each family would be forwarded to the continuum by May 30.
5. Continuum will create packets in the Model Focusing Arenas to include copies of the basic backup materials recommended by the MFTF. These packets will be sent to the appropriate houses, and one set to each Nexus by April 1st.

We further recommend that a continuum dynamic be maintained between August and December to coordinate the global journey of the Order to the culmination of the YOC with the pilgrimage in December.

NEXUS LIAISON

In order to enable exchange between the local houses and the continuum, we are proposing that by the beginning of Qtr. IV, the operational division in the Nexus that will be primarily responsible for the YOC will be named and that within that operating division one person be named who will be a liaison with the local units and with the continuum. The functions included in this role would be:

1. Be in regular contact with each of the houses in the zone, enabling them to think through issues and ensure their ability to participate in the model building process.
2. Act as the areal link between the local houses and the continuum.
3. Provide each of the houses with the necessary backup materials to enable their assigned model building task.
4. Respond to house requests for specific materials.
5. Receive and record incoming models from the houses.
6. Track the models due from the local houses relative to the global exchange rationale and timeline.
7. When local reproduction capability is lacking, the Nexus liaison will reproduce and forward to the other houses in the set and to the continuum appropriate materials.
8. Coordinate and work with the areal transposer teams where necessary to ensure the local unit's effectiveness.

MFTF

February

FINANCE TASKFORCE

Jaipur

ICA Global Income/Expense Projection (\$ 000)

Sub-Continent

August, 83 - July, 84

1984

Item \ Nexus	HONGKONG	BOMBAY	BRUSSELS	CHICAGO	TOTAL
Continental Operations	143	75	268	727	1,213
O:E Debt Retirement (Sched. March-July)	34	--	-	60	94
Panchayat & Continuum	-	-	-	41	41
Resettlement	6	20	6	25	57
Council & Launch	49	5	33	111/125	323
Designated Expenses	100	117	50	88	355
Payables	18	39	47	71	175
IERD Phase III	1	37	38	15	91
EXPENSE PROJECTION March 84 - July, 84	351	293	442	1,263	2,349
PREVIOUS EXPENSES August, 83 - Feb., 84	220	90	285	1,300	1,895
TOTAL EXPENSES 83-84	571	383	727	2,563	4,244
83-84 DEVELOPMENT GOAL	650	400	900	2,960	4,910
Aug 83-Feb 84 INCOME	220	90	285	1,300	1,895
March-July INC. PROJ.	380	205	407	1,560	2,552
TOTAL INCOME 83-84	600	295	692	2,860	4,447
NET CONDITION Inc/Exp	29	(88)	(35)	297	203
Transfers Out	19	-	-	107	126
Transfers In	-	88	38	-	126

Jaipur

July-August 1984 Event Finances

1984

Sub-Continent

EXPENSE BUDGET

CHICAGO SITE COSTS:

Food, celebrations	\$ 70,000
Building preparation	100,000
Auxilliary housing	15,000
Publishing & materials	50,000
Audio visuals	5,000
Program equipment	20,000
Administration	25,000
Participant per diem	15,000
Outings & celebrations	15,000

SUB TOTAL	\$315,000
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TRAVEL COSTS:Assigned
Travelers

North America	100	\$ 25,000
Latin America	39	39,000
Europe	47	28,000
NAME	8	7,000
Black Africa	70	98,000
Sub-Asia	110	132,000
SEAPAC	119	143,000

SUB TOTAL	493	\$472,000
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GRAND TOTAL		\$787,000
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INCOME BUDGET

ESTABLISHED INCOME SOURCES:

GOC Fund	\$ 60,000
Participant fees	54,000
House food funds	11,000
Cost coverage materials	87,000
Airfare reductions	100,000
Trust/Task funds	250,000

SUB TOTAL	\$562,000
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CONTINENTAL MANOEUVRES:

North America	\$ 72,000
Latin America	39,000
Europe	20,000
NAME	4,000
Black Africa	5,000
Sub-Asia	5,000
SEAPAC	80,000

SUB TOTAL	\$225,000
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GRAND TOTAL	\$787,000
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IERD PHASE II

We are pleased to report that the Phase II IERD budget has balanced out approximately at \$700,000. This means that all of the costs of the Delhi Event were covered by delegate fees and by designated grants for delegate fees. We celebrate the corporate event of this victory as an accomplishment of the entire global order.

JULY-AUGUST '84 EVENT

The proposed budget for the July-August event is \$787,000. (See chart.) The total figure of \$315,000 for the on-site costs is judged to be sufficient to provide for 750 participants over the 6 weeks in the Kemper Building. The round-trip travel costs for assigned Order members is estimated at \$472,000.

The proposed sources for meeting these costs are:

1) Global Order Council Funds - \$60,000. This represents our best estimate of actual monies available from the funds accrued in 1983-84 through self-support.

2) Participant Fees - \$54,000. We are recommending a sliding-scale fee be determined by March 31. This would be paid by all people who attend except the assigned Order members.

3) House Food - \$11,000. Where currency flows allow, we will transfer the food money for Order members attending the event to this budget.

4) Cost Coverage - \$87,000. We are recommending a team work on inkind in order to cover \$87,000 of the expense budget of the event.

5) Airfare Reduction - \$100,000. We are recommending that in addition to cost coverage of the event, we launch a special manoeuvre to reduce the airfares by \$100,000 through discounts and complimentary passes.

6) Continental Manoeuvres - \$225,000. As a symbol of everyone's participating in raising the money for this event, we recommend that each continent develop funds as shown in the chart.

7) Trust/Task Funds - \$250,000. We recommend that the Order use money from its corporate savings for this event. This is a radical decision. It is a dramatic symbol of the Order's commitment to this event. We further recommend that we attempt to find additional development sources beyond the current income plan to replace this. Or, that we look into the possibility of borrowing money to be paid back over the next 3 years from developed funds. A symbol, such as a corporate fast, would enable the total Order to stand conscious to the uniqueness and soberness of this decision.

BREAKTHROUGHS

As we looked at the self-support situation across the globe, we were struck by the facticity of the new ground we stand on in generating self-support income. This new ground is seen through diverse approaches, substantial venture experiments and corporate self-support operations. The following are some sample illustrations of these growing trends:

Diverse Approaches

LENS - Taiwan, set up through IERD advantages

Lens International - North America

Continental Income Management - North America, a percentage honorarium for staffing ICA programs

Consultancies - Toronto, work with Bureau of Indian Affairs

Hostelry - London, Brussels Nexus

Substantial Venture Experiments

Micro Connections - Sydney

Service Ventures - Brussels Nexus

Computer Paradigm - Los Angeles

Paradigm - New York

The Hong Kong House - Hong Kong Nexus

Service Ventures Europe - Frankfurt-am-Main

Computer House - Toronto

Software World - Chicago Nexus

CONTRADICTIONS

The immediate contradictions of the next four months (indicator 12 stipends for the year):

North America - three Houses more than two stipends behind

Latin America - stipends up-to-date but struggle to cover the Trust/Task Funds

SEAPAC - three Houses more than two stipends behind

NAME - up-to-date

Black Africa - Zambia up-to-date, the other Houses pushing hard on development of grants

Europe/Eurasia - three Houses are two stipends behind

Subcontinent - four stipends behind

RESOLVE FOR THE NEXT FOUR MONTHS

Our victory is two-fold and holds the tension of receiving 12 stipends and intensifying new modes which will put us in a position to sit in Council this July/August and build models for healthy sustenance of each Order member. We recommend:

Subcontinent - To come to July with solid recommendations of direction to go in supporting the Order. Extraordinary manoeuvre designed as interim action for this year's stipends, by following up the WHO proposal for documenting various projects' impact on health.

All other continents - Make mid-course corrections at councils to ensure this victory.

Jaipur

Background Reading toward Spirit Exercises

1984

Sub-Continent

- Castaneda, Carlos, A Separate Reality
Tales of Power, N.Y.: Simon & Schuster
- Chogyam Trungpa, Cutting Through Spiritual Materialism, Boulder: Shambhala Press
The Myth of Freedom, Boulder: Shambhala Press
- The Cloud of Unknowing, trans. by William Johnson or Ira Progoff
- Goldstein, Joseph, The Experience of Insight, Boulder: Shambhala Press
- Goleman, Daniel, Varieties of Meditative Experience, N.Y.: E.P. Dutton
- Krishnamurti, J. Freedom from the Known, N.Y.: Harper & Row
Penguin Krishnamurti Reader, Penguin Books
The Awakening of Intelligence
- Levine, Stephen, A Gradual Awakening, Garden City, N.Y.: Anchor Books
- Main, John, Word into Silence, N.Y.: Paulist Press, 1980
- Metha, Rohit, The Silence of Meditation, Delhi: Motilal Bararsidass
- Keating, Thomas, Historical Insights of Contemplative Prayer (a tape), Spencer, Mass.: St. Joseph's Abbey
- Harner, Michael, The Way of the Shaman, N.Y.: Bantam Books
- Meninger, William, Contemplative Prayer, What is it? Who is it for? How to Begin? How to Do It? (three tapes) Bodily Relaxation, Breathing, and Group Experience, Practical Results. Spencer, Mass.: St. Joseph's Abbey
- Milner, Dennis, Explorations of Consciousness, Suffolk: Neville Spearman
- Nyanaponika Thera, The Heart of Buddhist Meditation, N.Y.: Samuel Weiser
- Osborne, Arthur (ed.), The Teachings of Ramana Maharshi, N.Y.: Samuel Weiser
- Ram Das, The Journey of Awakening, N.Y.: Bantam Books
- Suzuki, Shunryu, Zen Mind, Beginner's Mind, N.Y.: Weatherhill
- Tartang Tulku, Calm and Clear, Emeryville, Calif.: Dharma Press
- Proghoff, Ira, At the Journal Workshop
Process Meditation
- Thich Nhat Hanh, The Miracle of Mindfulness! (A Manual on Meditation) Boston: Beacon Press
- Wilber, Ken, No Boundary, Boulder: Shambhala Press

Jaipur

Memorandum

1984

Sub-Continent

To: The Order Ecumenical

From: The Models Focusing Task Force

Enclosed is a report in three sections (Phase II Narrative and Reflection, Phase III Images and Phase III and the Year of Order Council). Also enclosed is a public report which is being sent to GAB, NSC, Co-sponsors, supporting organizations and the Indian Government. You need to see and reflect on both of the reports to grasp the full picture of the Central International Event and Phase III. This is not intended as the definitive statement on Phase III but rather the beginning of the brooding process.

I. Phase II

A. Narrative and Reflection

The Setting: India was a befitting place to hold the event not only because of the vast need of the villages but also because of the years of significant work and experience in that country. This work and experience greatly enabled the field visits to rural development projects across India to be the pivotal happening for all of us who were there. New Delhi was the focus for the two-day Symposium and for the four-day Assembly which followed the field visits. Colleagues, business executives, government officials, hotel staff and many other people became involved in and intrigued by what was happening. The delegates and team leaders lived, slept and ate breakfast in three different hotels. The display of exhibits, the workshops and the plenary sessions were all held in a fourth hotel: the Taj Palace. While the Exposition has extended over the past 18 months and has at least as long yet to go, the happenings in this hotel came to symbolize what the event was for us. White marble decorated with Indian tapestry provided a fine backdrop for people from 54 nations to meet and exchange their approaches. A focal point for the exchange was the Exhibit Hall, with its 198 displays from around the globe.

The Participants: Of the 650 participants, 400 delegates and team leaders attended from outside of India and 150 came from India itself. Another 100 people constituted the support force who handled hotel liaison, hosting the delegates, working with the press and public media, the preparation and set up of several events and managing the finances. As compared with other large public conferences, the central event was unusually well supported. The teams working in the background assured the flow of the whole event and significantly involved guests, the general public and the press. The delegates were village or project residents, project directors and staff, agency or institutional supervisors of projects, government officials and private corporation personnel. The visual side was cared for by five different film crews from Canada, France, Nigeria, the USA and India. The co-sponsors and support organizations were present from UNICEF, ILO, WHO, World Bank, International Council of Women, Ford Foundation and a good number of embassies.

A team of seven international volunteers, possessing a range of professional skills especially related to holding conferences, provided their services, 25 volunteers from the University of New Delhi were an invisible but very practical auxiliary force to the whole process.

The Preparation: In several ways we were not ready for this event. Some delegates were only selected a few days before and many others came without much orientation other than what they had received from a supervisor or a support organisation. By contrast, however, extensive preparation had gone on in many countries over the last 12 months or longer. In India, 43 PDL's were held with specific projects. Of these, 30 projects were selected to host site visits during the eleven days. Several visits were made to each of these projects by the Indian Steering Committee and ICA staff.

The IERD preparation team was expanded in Brussels in October and was basically shifted to New Delhi in early December. Another wave of facilitators began arriving in early January. A week before the inaugural event, a group of team leaders arrived and their training sessions began.

They reviewed the procedures that had been prepared, did a demonstration symposium, went over the steps and logistics of the field visits and acquainted themselves with India by taking tours of New Delhi.

The prep task force had drawn together materials: trends and keystones in rural development and a concept paper on the research methodology used in the IERD and the central event. The first draft of the project directory was printed and supplements were added during the 11 day period.

The Event: The inauguration took place on Sunday afternoon, February 5. It was held at a convention hall called the Vigyan Bhavan where many international events are held. The keynote address was given by the Minister of Chemicals and Fertilizers, Mr. Vasant Sathe. At the Taj Palace Hotel, Dame Miriam Dell (ICW co-sponsor) opened the Exhibits Hall. She also gave a fine speech to the Exposition during the Symposium.

The Symposium began on February 6. In 30 teams, the delegates spent a day visiting one another's exhibits and interviewing each other. The second day, each team identified between 5 and 12 priorities in rural development as they looked at the work of all the teams. Slide shows from the Trickle Up Program and UNICEF were the events of the first two evenings.

In the afternoon and evening of February 7, the teams began to leave for field visits in 30 locations across India. A good number of delegates shifted teams to be able to pursue their particular expertise or interest. This proved to be a most helpful grounding of the interchange that took place during the 11 days. The teams returned having had a significant experience and with a sense of hope and encouragement from what they had seen and discovered.

The assembly began with a debriefing of the 30 teams meeting together to hear each other's reports. A petition signed during the Symposium had called for more time to exchange experiences among delegates in various fields of interest. Delegates also asked for a more "open process" that allowed each group to deal with specific arenas of concern. During the Symposium, delegates had identified their particular interests: from these, the orchestration team discerned the following twelve particular arenas: Local Management and Planning; Leadership Development; Energy Alternatives and Appropriate Technology; Education and Skills Training at

all Ages; Integrated Comprehensive Community Development, Agriculture (small farm development, organic farming, forestry); Role of Women; Health; Communication and Information Technology; Sociological Factors Impact on Development; Environmental Concerns; and Rural Economic and Commercial Development. On the second day of the Assembly, the delegates met in these 12 arenas and wrote up their wisdom on some 68 sub-arenas. These were posted on the front wall of the major meeting hall and imaged as 12 chapters of "The Book". The Book is to be a significant statement on local rural development written by local practitioners.

The next day, a similar open process was used as the delegates met in 10 geographical regions or areas: Northeast Asia and the Pacific; Southeast Asia and South Pacific (including Australia and New Zealand); South Asia (India and four other nations in four groups); East and West Europe; the Middle East and Africa; North America; and the Caribbean and Latin America. National groups also met during the day to decide what next steps were needed in rural development in Phase III of the IERD. The final plenary received these reports. The event ended with a banquet in which the 55 nations received the certificates for their delegates and concluding remarks were made by a delegate from India and a representative from the World Bank.

B. METHOD

It is important for you to be able to reflect on the 11 day event on the other side of this narrative. First, a chance to see the event through the method and the event's significance. Two factors played a key role in the capacity of the methodology built for the plenary event. First, the inability to determine who was really coming until they arrived. Second, the multiplicity of images of what people understood as the intent of the Central International Event. These factors came together in the reaction found among delegates who came for interchange and discovered they were in a tight research process to produce a book. This situation limited the corporate research effort, but allowed for the participants to seriously own the interchange process. This commitment to interchange is what allowed for the impact of the exhibit hall and field visit successes. The exhibits were so impressive that the Taj Palace Hotel rebooked events out of the hall to keep the displays up for the total plenary. During this period 2000 people (1200 school children) came to participate in the excitement.

The field visit, as you will grasp through the four team reports, was the uniqueness of this event. Delegates:

- went places where things were happening
- discovered commitment and confidence in the projects visited
- were grounded in the pain and possibility of India
- became a team through the journey of the four days
- could compare "eyeball to eyeball" their own project, or see the practical impact of their own expertise (the delegates, the projects, the global task)

The plenary function was inconclusive. In the interchange process you are not able, nor is it necessarily helpful, to use the plenary for consensus. The plenary events were more contextual. You experienced that the teams were where most of the consensus happened. Yet, you also saw consensus in the one-day "interest groups" and the "continental and international group planning". Delegates went away

February

Jaipur

Jaipur

1984

Sub-Continent

Sub-Continent

Memorandum p. 4

re-committed to development and sustained by the global perspective. Yet they had not reached agreement on global trends, the 20 key approaches, etc. The "open process" surely did allow for a huge input of data, but it did not provide opportunity for creating screens and new gestalts.

C. Significance

What worked most dramatically in this event was the coming together of local practitioners. They did come and share approaches that work. This was manifest in the displays and the constant drive for interchange. Whatever else happened, the event did demonstrate that local practitioners can and need to be involved in the process of development/planning. Our ability to portray the event in this light, and the implementation of Phase III, could well conspire to bring an end to the macro-conference mode. The written and visual documentation of the Central International Event that will be its finished product can impact many arenas of development such as health, education, the role of women in development, integrated community development, and will play a critical role in allowing Phase III to focus on strategic approaches for accelerated local development.

It is also clear that Phase I and II have birthed a new movement that is involved in creating critical insights the Order needs for the next 16 years. This new movement is involved in this Year of Order Council. They need to be journeyed to assume fuller responsibility for the 18 months of Phase III.

II. PHASE III

A. Strategic Advantages

As you read this memo, you also need to be studying the enclosed public report. Read the statements from the special group on "Funding Strategies for the Rural Poor". Study the list of participants. The local practitioners were present, but so were leaders in national governments and international organizations. You also need to review the summary of national plans and the scenarios at the end of the next section of this memo.

All these items will give you a feel for the whirlwind of advantages that were being birthed in this event. Here is a list of some:

- new nation invitations (25 nations, new to the ICA, at the CIE)
- major agency access (SIDA, CIDA, DANIDA - UN system)
- GAB, NSC global network
- track record as interchange agent
- East Europe (Hungary) and China possibilities
- major contact with media networks in Europe, N.A. sub-continent
- new images of areal coverage (Area Madras re: Sri Lanka)
- pioneering in local documentation modes (directory, book(s) on approaches, audio-visuals).

These advantages are valuable only if they are used. The ICA is in a great position to use the next four months to screen these advantages in dialogue with preparations for the summer Council.

B. Phase III - Intent

The primary intent of Phase III is to move beyond the interchange of Phases I & II to an acceleration mode. This process has happened naturally in some places. When participants from local exchange conferences (Rural Development Symposia) were invited to participate further in sharing approaches that work, they suggested we include those from other sectors who continue in old modes of development thinking. When this is done it pushes beyond sharing to acceleration of development efforts.

Going the next step with interchange can take other forms as well:

- jointly reporting with the delegates to agencies, governments, etc.
- using the learnings from other projects to accelerate our own work in Phase III.

Training opportunities are also emerging as a way to give form to Phase III:

- HDTS's in Latin America are bringing together people beyond our own projects to be trained in effective methods.
- In South India, the Rural Development Advisory Service has invited us to work on training programmes for village development workers throughout the state.

Impact openings are also presenting themselves:

- Sri Lanka and Chile had delegates from the public sector and are now working through them to affect government policy.
- Use of the CIE products in this regard has considerable promise - videotape on cable TV networks, slide show presentations, poster dissemination, study sessions on the book.

New kinds of demonstration are clearly called for but the potential is there for moving in this direction:

- Multi-sector coalitions are emerging: In Ontario, Canada, for example, where an Indian reservation, the provincial government and the ICA are teaming up to do the first ever grassroots planning process on a reservation.
- Similar kinds of collaborative efforts which address structural contradictions and accelerate local development can be anticipated out of the swirl of interchange, impact and training activities.

These four whistle point dynamics are a useful screen for deciding what actions are appropriate to Phase III. They are meant less as pillars that should be done and more as a way of taking an intentional relationship to what is bubbling up.

A collection of five scenarios for five different national situations is attached as a way to catalyze your own thinking and maximize the advantages we have in entering Phase III.

C. The Posture of the Order In Phase III

It was amazing how many people in Delhi rehearsed the statement, "We have always understood that implementation is the critical step". However, ICA is being pushed from many angles. The year of the Order Council, the mountain of work in producing the documentation of Phase II, the ever present self-support, etc. To guide us,

this memo is trying to offer a variety of images to enable Phase III. As we ponder on our posture, let us remember these tensions:

Helpful image

aggressive creativity in seeking new forms

coverage without moving there

openness in intentional working relations

practical action which illuminates our future options

Unhelpful image

take over and run it

sit back and watch it happen

super agency for networking and interchange

lost advantages because we didn't use these next four months

The ICA finds itself in an unbelievable position of excited local delegates who will want to move and the need to create the next sixteen years, the combination is unbeatable.

III. The Year of Order Council and its relation to Phase III

A. The Order's Historical Task

The IERD is a three year event in the midst of which the 18 month Year of Order Council is taking place. In this way, the IERD provides a "doing mode" as the master context for the Order's historical role as both catalyst and exemplar.

In Phase III, the Order's self image is more that of a midwife of the future than an architect, although active planning and designing are still required. Phase III is about bringing people and organizations together so that practical forms of reconciliation come into being. The focus on Phase III is intensely local yet in a truly global setting out of the Central International Event.

B. The Futuric Models

Phase III of IERD provides on the ground societal research in Cycle 2 of the Year of Order Council through national symposia and other events. This research is in the mode of Sartre's remark that "to change the world is to know it". This is active, engaged and risking the new. Futuric Models of the Order's role in society will emerge out of Phase III activities as the Order serves the New Movement of Those Who Care. Phase III will continue interchange of effective approaches while shifting to an emphasis on strategy & implementation.

In this way, Phase III is creating our global mission afresh. It is birthing models & programmes out of engaged service. In Phase III we are casting our nets far out over the long term future. We are inventing our missional strategies for the next 16 years. We are extending our service to new nations allowing new requests & opportunities to emerge. This is indeed an adventure of throwing our lot in with Those Who Care regardless of their origins.

C. The Strategy Leap: The next 18 months of Phase III (March '84-August '85) will be positioned by what we do the next four months (March - June 1984) in following up on Phases I & II. In the same way, the next 18 months will position the Order for its catalytic task of the next 16 years. In this way, Phase III is both preparatory of a foundation and a catapulting out. This is seen clearly as a key to the third cycle of the year of Order Council (the strategy leap). Without this posture of engaged service & experimentation, the GRA will be ungrounded & the GCP will lack vision & courage and the strategies, configuration designs and resurgence tools to be created will be off target. Even the pilgrimage might be out of touch with human suffering and compassion, both of which are revealed in Phase III through "accelerating the replication of tested models & methods of human development."

D. Societal Reconciliation: Again, Phase III of the IERD is seen to be integral to the year of the Order Council as it compels the Order to act in reconciling the painful and dangerous divisions present in local communities and institutions, nations and the global community as a whole.

If nothing else, Phase III is about reconciliation. This will save the Order from self-satisfaction, as well as self-doubt, from arrogance as well as from irrelevance.

TASK FORCE	TASK	DESCRIPTION
PRODUCTS PRODUCTION TASK FORCE	BOOK	The Task Force has the responsibility of correlating the actual production of all Phase II documentation. Major emphasis is on the editing of the book and creation of focused articles as well as coordinating products below, all by 15 June.
	FILM/VIDEO	A 15-minute documentary will be produced as our accountability to the participating nations. Its primary use will be to portray the event and raise the question of "where do we go from here?" in the various Phase III events.
	SLIDESHOW	A set of 50 slides plus context and script will be produced which features participants, projects and multiple approaches to grassroots development. This show will be widely available in slide or print form.
	PROMOTIONAL TOOLS	Phase III promotional tools will be created to enable funding and event publicity. These will include a tabloid newspaper, a brochure, a poster series and a precis to the book.
PHASE III LAUNCH TASK FORCE	CIRCUITRY AND INTERCHANGE	Visits to all 55 of the participating nations will be handled on a continental and areal basis in conjunction with the appropriate nexus. Brussels will provide accountability structures and also a circular of continuing articles from IERD participants and NSC members and articles on Phase III activities and events.
	DIRECTORY DATABASE	The Database Team will include a long-term data base strategy task force in Chicago, one-month data base integration task force in Brussels and structures in each nexus to collect and enter data and maintain the systems. The Directory will be printed on April 1st and a revised edition printed on October 1st.
	CONSTRUCTS	Constructs for initiating Phase III will be developed and tested during March and April in various areas using pillars indentified by MFTF and forwarded to the Continuum for use in July. Common elements will be named and constructs evaluated during July for use during Phase III remainder.
	AUDIT	Financial accountability for IERD Phase II expenditures will be completed and audit reports produced in Bombay and Brussels. Reports will be submitted to co-sponsors and supporting organisations with thank-you letters. This will be done by April 15. In addition a thank-you letter blitz will be done in Delhi March 1-2.

The documentation referred to as "the book" is the product of the participants, to be edited on behalf of the participants and the co-sponsors. It will carry the image of coming from the Central International Event (CIE) in Delhi. The function of the book is to be 1) a report of the participants from the Central International Event, 2) a catalogue of their learnings from doing development, 3) a compilation of statements about approaches to rural development that work in their own context and may be adaptable elsewhere.

It is helpful to understand that the first draft of the book has already been written by the delegates and compiled during the Central International Event in Delhi. It currently consists of the written reports, the interviews, the project descriptions, the approach briefs, the computerised data base of participating projects, the recorded stories and insights, the implementation plans, the photographs and the film footage. All are held in carefully organised archives. The task remaining is to organise, edit and condense these materials into a product for broad distribution. To complete this task and edit task force will be formed, holding the following values: 1) participation in the CIE, 2) objective editing skill, 3) a globally representative team, 4) local project experience and 5) direct experience with development issues as perceived by national and international development agencies. Professional assistance will be secured to supplement the work of the task force. Consultation and advice will be sought from selected participants, GAB and NSC members, to ensure framing the acceptance and use of the book. Selected checks on accuracy will be made from people interviewed and projects visited or cited for illustration.

The task will require at least the following roles and numbers of people:

- 1) transcription - 2,
- 2) typing and word processing - 2,
- 3) data base - 1,
- 4) archives and organisation - 1,
- 5) writing and editing - 6.

The current operating image is that the "second draft" be done in Rome, the "final draft", to be given to a professional writer, be done in Brussels. All of this to be completed by June 15th.

Several focused articles as requested by co-sponsoring agencies will also be derived from the archives and produced by June 15th. These will include articles on population activities and the contribution and participation of women in rural development.

I and II. LOCAL MANAGEMENT AND PLANNING - LEADERSHIP DEVELOPMENT

(Rural Credit) In government loans by the nationalised banks the problems are: the interest is high (26%) and there are usually strings attached. That is, the government technicians try to focus the production by their ideas and control the process. They don't really believe in local initiative and local management. The government tries to take over the cooperative. So, WEDEPAC creates a rotational loan fund. 1% interest is charged. The interest goes to a fund which benefits the community and the principal is returned to the loan fund. A local committee or group remains responsible to ensure loan payment; the local group decides their own terms of payment. This is a technique which works toward local financial decision making and financial independence. (Local project in Mexico).

III. ENERGY ALTERNATIVES AND APPROPRIATE TECHNOLOGY

The Agricultural Tools Research Centre of Bardola, Gujerat State, India is an existing illustration of work with appropriate rural technology. Their intent is to develop a scientifically based rural technology with trained artisans. The research and development of new products takes place with the local farmers. Production of products is done in a small factory which is also the training centre and supports entirely the whole organisation with its sales. The staff of the training centre are the employees themselves who train the newer people. After three years, a worker graduates and begins his own business within an artisans cooperative. Products developed thus far include a complete line of hand and bullock drawn implements for very small farms, low lift hand pumps for irrigation, solar cookers, efficient stoves and gobar gas systems. The centre furnishes drawings and manufacturing plans for all its products to other rural projects for the cost of the printing.

VI. AGRICULTURE

Farmers in southern France group together and buy a simple computer with which they use programmes that help them manage their dairy herds with much greater profit. In the process of using this programme, farmers learn more about the whys and wherefores of managing dairy as well as the "hows". Thus, the technology of the computer becomes a link between the research and the local application.

There is another programme for effective control of the entire farm. Both of these programmes can easily be used by small farmers without a lot of training. These programmes are done through a coalition of some agricultural universities and the World Centre for Informatics and Human Resources, Paris.

VIII. HEALTH

Projects Piartla and Projimo, Mexico. In rural areas where families are large and older children are left to care for younger children - an approach that works is teaching children to be health workers - to care for their younger brothers and sisters. Children are taught through songs, puppets, plays - how to give the oral rehydration method as well as other health care and preventative health techniques.

Sub-Continent

The Kwun Tong Community Health Project of Hong Kong is an example of the strategy of health care as an entry point to increasing the awareness of the community. It uses paramedics and volunteers, engages in comprehensive health education campaigns for all ages and regularly holds demonstrations and projects such as anti-smoking campaigns. Its origins were the "barefoot doctors" of China and, following initial funding from the West, it has now become largely self-supporting.

X. SOCIOLOGICAL FACTORS IMPACT ON DEVELOPMENT

I talked with a young woman named Tara over lunch one day. She is a Christian and works with gypsy tribals, who are primarily Muslim. A major block to beginning any aspect of development was religious mistrust. In addition, the Muslim women were not used to doing things outside their immediate family circle. To gain trust and build relationships, Tara's group started a savings association which was set up in one place and tribal women could bring two rupees each month. This start, which actually dealt with a societal contradiction, opened doors for what has become a major comprehensive service and training program over a broad geography.

XI. ENVIRONMENT

Housing: Housing designed and/or built by the resident owners has been shown to increase the liveability and ability to maintain it as well as decrease the cost. 2700 houses have been built by their owners in a project in California. A construction supervisor works with a group of 8-10 families, training and demonstrating while all the houses go up basically at the same time.

Sunbaked earth is the best insulating building material available locally. When the brick is fired, the insulating property is lost.

Women: Women are most directly involved in certain arenas like health, sanitation, and clean and ample drinking water and, therefore, make sensitive and perhaps more effective outreach extension workers.

Energy: Fuel and time can be saved by using stove chimney heat to heat water in a water drum built around the chimney. Chimney smoke can be used to preserve food like meat and cheese.

Trees - Afforestation: When planting trees, local native varieties should be used when they are meant to be permanent in order to preserve the local ecology. Any of the multi-use varieties of trees can be used if the intention is to harvest them.

Lift Irrigation: Lifting water from rivers, reservoirs and canals allowed 2-3 crops on hundreds of acres in N.E. Gujerat for farmers who were previously nomadic. They are now building stable communities and starting commercial ventures as well.

Jaipur

IERD Frame - Performance, Learnings, Gaps & Phase III Anticipations 1984

Sub-Continent

Our purpose in having co-sponsors was to achieve credibility and authorisation, nationally and internationally, and to secure such influences and resources as we could.

We asked the Advisory Boards (GAB/IAB) to support us in the setting up of NSCs and to give us ad hoc advice with our frame. While no commitment was made relative to the provision of funds, it was our hope that some monies would flow from these sources.

ANALYSIS OF GAB AND IAB

(175 people: GAB 151, IAB 24)

<u>GEOGRAPHY</u>	<u>%</u> (approx.)	<u>SECTOR</u>	<u>%</u> (approx.)
Europe	22	NGO and Social	39
North America	19	Private Sector	27
Asia/Pacific	15	Govt. (inc 8%	
Latin America	15	politicos)	22
India	14	International	
Africa	8	Agencies	8
U.N.	7	Unions/Co-ops	3
Mid-East	2		99%
	102%		

CO-SPONSORS

The co-sponsors are:

- International Council of Women (ICW)
- United Nations Children's Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Fund for Population Activities (UNFPA)
- World Health Organisation (WHO)
- Agricultural Finance Corporation (AFC)
- Association of Indian Engineering Industry (AIEI)
- Canara Bank

HAPPENINGS - PRACTICAL SUPPORT FROM THE CO-SPONSORS AND SUPPORTING ORGANISATIONS

The Administrator of the UNDP, Bradford Morse, authorised Resident Representatives around the world to "claw back" indicative planning funds so that delegates to the CIE could be sponsored. Unfortunately, a coincidental 40% reduction in funds diminished the effect of this manoeuvre. UNDP, while not providing central funding, nevertheless locally assisted financially and in negotiations with governments, particularly in Latin America; but in Thailand, Philippines, and Haiti has set up meetings with UN agencies, governments and NGOs. In the case of Nigeria, the UNDP funded, in rupees, the equivalent of the accumulated but blocked Naira currency. They supported the IRDS in New York and Geneva and helped to sponsor a RDS in Korea. UN agencies including the UNDP sponsored six delegates from Nepal.

UNICEF produced an exhibit at the CIE and were represented by a full-time participant from India. The Indian representative addressed a CIE plenary; Taizie Vittachi, Deputy Executive Director, has been consistently supportive. \$30,000 was provided for international set-up costs. They paid some delegates fees. e.g. for Sri Lanka, Pakistan, Korea and Mexico. In some locations they provided introductions and secretarial assistance.

UNFPA through its Executive Director, Raphael Salas, provided \$30,000 and supported delegates from a number of countries.

The International Council of Women invited all its national affiliates to participate. Four women from Pakistan and one from Turkey did take part. The ICW President, Dame Miriam Dell, from New Zealand, participated fully in the Central Event, as a speaker and as a team member.

Of the Indian co-sponsors, Canara Bank advanced monies on loan to the ICAI at strategic periods and assisted with the holding of a press conference.

The Agricultural Finance Corporation helped us with personnel, accommodations and transport in the context of various rural development symposia, provided some funds, set-up a press conference and sent one CIE facilitator.

The Association of Indian Engineering Industry lent their name, provided mailing lists and addressed envelopes.

Assistance was forthcoming from a number of supportive organisations.

- . World Bank sent two delegates, one of which attended throughout the CIE.
- . DANIDA (Danish International Development Authority) provided \$50,000 for international costs and paid the fees of at least six delegates.
- . CIDA (Canadian) gave \$50,000 for set-up costs and paid some Canadian fares and fees for Third World delegates.
- . SIDA (Swedish) paid delegate fees for some Third World delegates and provided a delegate from their own organisation.
- . NORAD (Norwegian) paid delegate fees for at least one Third World delegate.
- . Australian Development Aid Bureau (ADAB) paid a number of Third World delegate fees.
- . The Netherlands Embassy paid two Bangladeshi fees.
- . The Commonwealth Foundation paid the fees of delegates from five Commonwealth countries.
- . FAO provided transport, office services, ministerial and other government contacts.
- . UNESCO funded a delegate from Mexico.
- . ILO sent two trade unionists from Indonesia, also paid one Filipino, three Pakistani and five Indian fees.
- . Ford Foundation paid one and a half fees for Egypt, five for Black Africa, one for Jordan, one for Honduras and two for the USA.
- . The American University paid one half fee in Egypt.
- . Tate and Lyle paid one fee in London.
- . Reynolds Tobacco paid two fees in Hong-Kong and co-sponsored an RDS.
- . Metal Box paid five fees in Nigeria.
- . Guinea's Ambassador in Paris enabled participation.

- West German government funded one German delegate.
- German Foundation for International Development sent one delegate and paid for one Third World fee.
- Three German NGOs agreed to pay for one Indian delegate.
- Belgian government supported one delegate.
- British Council provided some fee support.
- Four Japanese government ministries endorsed the RDS.
- Association for the Production of International Cooperation (APIC of Japan) produced three fees.
- The government of Sri Lanka sent the Home Secretary as delegate.
- Philippines Rural Reconstruction Movement (PREM) and Project Compassion each sponsored one delegate.
- Happening sponsored four delegates from Sri Lanka and two from Malaysia.
- Strong four sector support throughout the USA included state governments and universities.
- Tennessee Valley Authority (TVA) sent one delegate.

Indian Supporting Organisations assisted as follows:

- Four ministries of the Government of India authorised the CIE; the Vigyan Shavan was made available for the opening event. Support was given by a number of ministers and officials, in particular by Vasant Satha, Minister of Chemicals and Fertilizers (who gave the inaugural address), the Planning Minister, S.B. Chavan and Dr. M.S.S. Swaminathan and Prof. M.G.K. Mannon, of the Planning Commission.
- The Governor of West Bengal convened the Calcutta RDS. The Rural Development Secretary of the Union Government gave the keynote talk at the Delhi RDS. The Rural Development Secretary of Madhya Pradesh inaugurated the RDS there. The speaker of the Tamil Nadu legislature inaugurated the Madras RDS. The government of Rajasthan and Haryana supported RDSs. The government of Uttar Pradesh hosted a field visit.
- The government finance corporations interested in rural industry (ICICI, IDBI, and IFC) provided financial support. From the private sector, funding was received from Tata, Modi, Mafatlal, Kirkloskar and other companies.
- The Associated Chambers of Commerce and Industry (ASSOCHAM) and the Federation of Indian Chambers of Commerce and Industry (FICCI) gave significant help in setting up Rural Development Symposia in various parts of India.
- A number of State Governments, banks, some NGOs, companies, educational establishments and the Ramakrishna Mission sponsored Rural Development Symposia.

LEARNINGS

We have pulled together the following learnings from our experience with the co-sponsors, advisors and supporting organisations:

- The influence and potential help of co-sponsors should not be underestimated; they may well be interested in active engagement.
- Some co-sponsors are now ready to engage in Phase III work, but will need thorough briefing.
- The same co-sponsoring agencies may respond differently in different countries. It is important in each country to look for the individuals in the agency that you can work with.

- The UN agencies' need of links with the local may provide useful opportunities for cooperation.
- The ability of the UN agencies to help in a particular country will depend on its government's attitudes.
- In the headquarters of UN agencies it is necessary to maintain contact with middle level as well as the top.
- Experience with the International Council of Women illustrated that NGOs can move faster and more dynamically than the official agencies.
- Often GAB response has been passive and primarily assisted in public image, but there are many examples of active support, including financial, promotional, introductions, etc., though follow through is difficult.
- Meetings with individuals rather than groups were often the most productive operating mode. Without adequate methods, meetings were often unproductive.
- Long-term relationships are required for effective work with government institutions.
- UN agencies may be easier to work with if our requests are logical and straight forward.
- In many cases, UNDP offices were very helpful in communication, set-up and logistics but, as with other UN agencies, cash is hard to get unless it is built into their budget.
- NSC meetings based in only one urban area in larger nations, such as India, Indonesia, Mexico, without funds to bring other members, means active NSC will only consist of people in that urban area.
- There has been relative ease in some cases for governments to raise money from UN agencies, i.e. Ghana.
- The Agricultural Finance Corporation produced a great programmatic network in Northern India.
- There is much to be developed in Switzerland with multi-lateral agencies and Swiss-based industries related to rural development.
- The Marshall Islands are hard to reach by phone, but personal contact is critical to achieve action.
- In African countries keep close to rural, community and women's development, accessing other women's groups for Phase III activities.
- Korean GAB member gave us our Nepal entrees.

We need to extend our frame to bring additional influence and resources to bear on Phase III and, more generally, to accelerate the implementation process.

CO-SPONSORS

Examples of additional co-sponsorship that we should seek to obtain are:

- International Chamber of Commerce: an umbrella organisation which has a Commission on Rural Development and on Training in Entrepreneurial Skills in Third World Countries. If they were co-sponsors they would influence the private sector worldwide towards Phase III implementation support. ACTION: in their Paris HQ and with F. van den Hoven, their incoming President (who chairs Unilever NV and Ltd).
- International Labour Organisation. This is the only UN body with a multi-sectoral constituency (government, employees, employers). Its major

Sub-Continent

interest is human resource development. It is now involved in rural development with an emphasis on employment policies. ILO paid fees for eight CIE delegates and, in principle, are interested in working more closely with us. ACTION: principally in Geneva, but liaison at a national level may be fruitful.

- FAO (Food & Agriculture Organisation), have granted us Liaison Status and have already been helpful with Pakistan and contacts in other countries. They expect us to develop closer working relationships with them, particularly through their Human Resource Division (Mr. Newiger). This could lead to closer relations with the German Foundation for International Development. ACTION: in Rome, Frankfurt and Islamabad.
- IFAD (International Foundation for Agricultural Development). The Vice President of this OECD-backed agency, Mr. Sartaj Aziz, has expressed real interest in the IERD, but nothing practical has emerged. Even if we cannot achieve their co-sponsorship, we should engage their interest for Phase III. ACTION: in Rome.
- As regards our co-sponsor WHO, we now have working relations with them. Up to now, this has been solely in a Phase I/II context. For Phase III we need to build up our relationship with programmes run by Dr. Hamaad. ACTION: in Geneva and Delhi.
- Indian Co-Sponsors. Before the CIE we were unable to identify a suitable NGO umbrella organisation. If this could now be done, we should seek such co-sponsorship if that would further Phase III implementation. ACTION: in India.

ADVISORS

- If we are to pursue Phase III effectively in non-resident countries, we shall need to recruit Global Advisors there, e.g. Turkey. We need a new GAB member in Pakistan following the resignation of "our" minister from the government. ACTION: decision in Brussels.
- To help us build up in Eastern Europe, the Hungarians seem willing to help us consolidate in Hungary and to introduce us to Poles and Bulgarians who might lead us to Global Advisor material in their countries. ACTION: follow-up in Budapest.
- Hong Kong needs broader representation on the GAB, including the Chinese community. ACTION: in Hong Kong.
- Italy needs the government to be represented in the GAB. ACTION: in Rome
- The Sri Lankan frame need broadening, preferably to include a minister or the vice president in the GAB. ACTION: by Madras.
- An example of a global advisor who may bring influence/resources to bear on Phase III implementation is the Right Honorable John Freeman (ex-minister, Labour; previously the UK Excellency in Delhi and

Washington; ex-editor of the New Statesman). He joined the Board in November when he was Chairman of London weekend television. His television contacts will be valuable, and he has agreed to be our first patron on the new Village Volunteers Scheme (indigenous volunteers initially in Indonesia, India, Jamaica, Kenya, and Zambia). ACTION: in all Nexi.

SUPPORTING ORGANISATIONS

- OECD Centre for Development and the OECDs Development Advisory Committees (DAC). Ann Avery's contacts within the OECD should be followed up. ACTION: in Paris.
- UNESCO So should Ann's contacts with this agency which may be persuaded to fund documentation. They already have participated by putting up a book display at the CIE. ACTION: in Paris.
- European Economic Community (EEC) We need to recreate our frame in the European Commission. ACTION; in Brussels.
- SIDA has not been supporting us from Stockholm, nor has
- NORAD from Oslo. They should both be persuaded. ACTION: in Stockholm and Oslo.
- SWISSAID will now be worth following up. ACTION in Lausanne.
- International Institute for Environment and Development (IIED): The president, William Clark, is a GAB member but the IIED has yet to respond to the IERD. However, Mr. Richard Sandbrook, vice president, attended the CIE, as a full-time delegate, and contributed usefully to the funding day. This group is in touch with 200 editors around the world and needs to be pressed for a positive response in support of Phase III. ACTION: in London.
- Overseas Development Agency (ODA): The British government aid agency (which has done nothing to date except appoint an NSC member who promptly retired from the civil service and was not replaced) should be approached again, at the level of the Minister preferably; if not, the Permanent Secretary. ACTION: in London.
- Arab League may be worth pursuing. ACTION: see Mrs. Hadja, phone 611310 in Delhi, and Mr. El Said in Paris.
- Other National Supporting Organisations: There are a number of governments with aid programmes. It will be worthwhile identifying these in every country in which we are now working. ACTION: in all OECD and OPEC nations; particularly in Bonn and the Hague.

We have yet to engage seriously the private sector in many nations. Companies should be much more interested in Phase III implementation programmes than in supporting what was often perceived as "just another international conference". We might approach corporations directly, through Chambers of Commerce, industrial, or commercial associations. Another route for getting at businesses is through service clubs such as Rotary, Lions, Jaycees, etc.

- Funding Agencies Ford, the World Bank are mentioned under Anticipations. Other funding NGOs need to be identified and approached to support Phase III programmes, not forgetting those located in the Netherlands. ACTION: Nexi, particularly Brussels.

GOVERNMENTS

Quite apart from the funding and GAB approaches suggested above, Phase III should provide an opportunity for government framing in Third World countries, particularly the ministries concerned with the different aspects of rural development and those with which the Institute is registered or depends upon for visas.

ANTICIPATIONS FOR PHASE III

Taking into account our report this far, the following is an attempt to indicate - from what came out of our group and the questionnaire returns - what are reasonable expectations from Co-Sponsors, Advisors, and Supporting Organisations, and all other aspects of our frame. These anticipations may be as follows:

- a considerably increased use of the International Council of Women's network, e.g. in France assistance will be offered to ICW for publishing reports on IERD. In Pakistan, ICW follow-up will be useful. Also in interesting other women's organisations, e.g. U.K.
- requests for help with other organisations' interchange processes, for example:
 - with the 1986 conference on "Challenge of World Poverty Towards the Year 2000" sponsored by FAI and the DSE (The German Foundation for International Development). It is written up elsewhere as a MFTF report.
 - following the presentation of the CIE report, we may help Bangladesh with their interchange process.
 - in Brazil, UNICEF and UNDP plan to participate in Interchange Forums and GAB members plan to involve their organisations in Interchange Forums
 - Egypt will work with American University and Ford Foundation to bring together NGOs.
 - In Italy, interchange with FAO and with religious orders.
- The Phase III reporting and follow-up programmes should be helpful in building our frame.
- UNDP can continue to be the umbrella under which we focus Phase III.
- The French film will be a tool for follow-up in francophone Africa, still weak in its frame.

THERE ARE POSSIBILITIES OF:

- A consultative status with UNESCO in France and with the UN's Department of Technical Cooperation for Development (Mrs. M. Anstee) in New York
- Work with WHO and ILO on village development in India
- Continued work with companies and foundations in places such as India and Hong Kong
- Indian State government's funding Phase III, e.g. Karnataka
- Rotary's participation in Phase III₄ in Latin America, particularly in Colombia

Jaipur IERD Frame - Performance, Learnings, Gaps & Phase III Anticipations p.8
Sub-Continent 1984

- . Contractual relationships with government agencies for training programmes or joint ventures with government agencies such as the Government and Saemaul Undong in Korea, the Ministry of Education in Venezuela, and several government departments in Taiwan
- . Working with the Institute for Agricultural Research, Budapest
- . National and regional symposia with agencies and projects to pursue Phase III and create a funding base for rural development in the Philippines.
- . Many development community seminars in Northeastern Europe, some with funding possibilities for Africa and India
- . Cooperation with UN-funded projects in Peru, a training contract with the UNFPA, and a programme contract with Andean Pact administration
- . Further funding meetings and IERD symposia, e.g. New York
- . CIDA support of Third World projects
- . Impacting members of the Canadian Parliament, key figures in government and business
- . Pushing harder on the government and private sectors if we go along with a strong voluntary sector
- . Cooperation throughout Phase III with the Tonga National Council of Churches, Catholic Diocese Women's Development, Gov'ts Central Planning Department and the Ministry of Health
- . Entrees to Sudan through Ford Foundation and Canadian Embassy; also Lindsay contacts in the Sudanese Civil Service
- . Programme opportunities in Papua-New Guinea, if we want them
- . An agency briefing in Nepal which will include ICA, other NGOs, CIE delegates, Agricultural Development Bank, Ministry of Panchayat and Local Development and Ministries of Health and Forestry
- . Getting UN Agency headquarters to influence or persuade-to-be-more-friendly their offices in Malaysia
- . Using Phase III to re-establish relationships in the Marshall Islands
- . Working further with companies in India involved in rural development
- . State Governments, e.g. Karnataka, funding Phase III activities in India
- . Involving the NSC in local programmes in India
- . Working with APIC in Japan regarding consultancy and future funding

Area Frankfurt

Subject: Conference in 1986 on "Challenge of World Poverty Toward the Year 2000"

Sponsors: FAO, DSE (German Development Foundation)

Duration: Five days

Participants: 100+ people to be invited from government, NGO's, agencies, etc. from 25 developing nations.

Intent: To review experience since 1979 World Conference on Agrarian Reform and Rural Development (WCARRD) and modify or provide new programmes for FAO, other agencies, governments, etc.

Options for ICA: To shape form of event by continuing to participate in working group designing it; to provide IERD data base as grist for 1984 "Experts Workshop" preparing working papers; to nominate delegates for 1986 meeting and participants in 1984 "Experts Workshop".

Context: In 1979, 1442 people were in Rome for WCARRD. Most of them were from national governments, UN agencies, development agencies. 26 UN agencies were represented. Subsequent to the Conference, 145 nations signed the "treaty" that came out of it, though some of them, with reservations. This "treaty" now properly called (at least by FAO) the Peasants' Charter, is a good statement of the what of integrated rural development. The 11 national programmes of action include a programme on Women in Development and one on People's Participation, for example. Subsequent to 1979, FAO, with funding from some governments (Netherlands, Sweden, Italy, China), initiated projects to implement some of the programmes experimentally.

Now, FAO wants to do a "stock-taking" of what has happened since WCARRD, especially what have been the learnings about local development. In July, 1983, a workshop of 16 people representing five continents came together to establish the intent of the working framework for this conference. ICA was invited as one of the 16 participants as was Tony Ledsma, NSC member from the Philippines. As a result of this meeting, ICA was asked to continue in the working group to solicit from its local offices suggestions for possible participants in the next three years of this process.

Mr. Klaus Kleanert, the Co-ordinator of this process, was part of the German delegation to the IERD.

Reasons for ICA Participation:

1. Opportunity to create a working relationship with FAO.
2. Opportunity to shape the form and output of a global policy making event.
3. Opportunity to "plug in" to the global consensus process persons whom we have experienced as part of those who see the need for human development.
4. Way of contexting our work within the globally-understood strategy on rural development and a way of our coming to understand (appreciate) what is going on in this direction.

Recommendations to ICA:

1. Input from all houses, etc. re: names of people for "Experts Workshop" and 1986 meeting.
2. Offering IERD data base to DSE.
3. Assigning appropriate ICA personnel to work with FAO/DSE on preparation for this event.

AREA LIMA

Intent: Acceleration (from interchange); discerning best operative ways of the four sectors working together; extending interchange networks; discerning the leverage points for impacting National policy; what are replicable elements of projects which can be done anywhere; enabling thinking through of Order's historical task; riding advantages of our new position; exploring new approaches for effective use of ICA programming; extending the foundation research for human development zones; deepening the relations with the "New Movement"; and extending images toward human development in the urban

Scenario 1

(You have an NSC in name only, a frame that needs some feed-back, a few delegates to India, no real national sponsorship participation, a limited impact RDS, little direct funding support, and no obvious next-step programming.)

March. Have low-key individual or small group visits with delegates and NSC members and any other IERD colleagues to give them brief reports, discern their arenas of next step interest, sense after their new long term vision and elicit their support and participation in a National IERD interchange event.

April. Schedule a Rural Development Interchange Workshop and invite all previous contacts made from IERD work in the nation and any strategic new contacts made more recently. The program would be day long with a sponsored or donated space and lunch, and would feature a recreation of the displays shown in India, augmented by other projects if appropriate. The day would open with the exhibits and the morning would enable the delegates to report on the CIE and the participants to reflect on the significance of the event and its implications for our nation. After the lunchtime, with more exhibit interchange, the afternoon would turn toward the formation of 18-month plans for the nation and specific scheduled starting points in the next 30 days and three months. The Plenary should offer the opportunity for the formulation of working groups, specific assignments as appropriate and a reflection on the role that the Organising Sponsor (ICA) might play in the future. This event can give the permission to implement as extensive a programmatic response to the IERD as we are willing to catalyze.

May. Indicated committee work, local language materials preparation, and event scheduling selected because of the greatest ability to engage the most existing contacts and greatest impact on new contacts. This month is especially the time to do/set-up the most do-able, practical, visible and expansive events that we can to release the largest scale response to the IERD.

June. Follow through on all leads, push to events and not let them slip later, and tie down all loose ends so that by the end of the month we have in hand the most practical documentation of where and how many people are actually ready to move on your turf.

July. Entice a minimum of 2-3 new colleagues from the IERD to play some participatory role in the preparation or journeying to Chicago that the fullest potential of your area is made manifest in this global process. (This does not imply any necessity to engage them in the Order's decision about its future). They will represent a crucial new core for the beginning of a very new future after August.

August. Enable the continuation of interchange contact in a preparation for September-December national programming.

CANADA

Steering Committee - weak but functioning
16 delegates across country
Five RDS's in Phase I
Strong collegiality between delegates.

Delegates, Steering Committee, ICA staff and movement colleagues meet together for debriefing and national strategy planning session one month after CIE. The Institute's role is that of facilitator - co-participant, whose interest is to initiate the process of the delegates taking at least co-responsibility for the Phase III process. The agenda for the meeting is created by the delegates and involves media impact, policy review by development structures and regional acceleration events. Initial attention is focused on bringing off the regional symposia whose focus is expanded interchange and strategic acceleration plans. What shifts the focus to implementation is the presence of those from sectors beyond the local in addition to those from Phase I RDS's and new local sector representatives. Regional Committees would be set up to bring these off with ICA assistance. The Regional Symposia will generate intrigued public, private, voluntary sector people as well as designated pushes with new configurations of forces, e.g. special focus exchange events, geographic strategy sessions, sessions with special interest groupings, e.g. native peoples. Emerging out of this swirl of activity is practical expansion of four-sector coalitions, impact on the systems of development delivery and geographic areas that could be targeted as zones of effective development.

BANGLADESH

Context: Relative to IERD, our first visit to Bangladesh was in mid-November, 1983. UNDP provided great assistance with contacting the government, transportation and office services. The country has 80% of its development budget covered from outside - bilateral, UN, World Bank, private foundations. This input has produced a host of international and national NGO's doing a wide range of projects. The government has put great emphasis on a system of cooperatives tied together at the district and national levels. UNDP has been particularly interested in a project with the government's Rural Development Academy working with the cooperatives in Gomilla, particularly a cooperative of small farmers and landless people.

Sub-Continent

Since the government representatives were not present in New Delhi, the delegates focused on the role of NGO, village and private sector coalitions. One way to go would be:

1. Hold a one-day workshop on funding for the rural poor, sponsored by all four sectors and addressing the issue of effective use of funds.
2. Conduct a rural development symposium inviting projects from all four sectors.
3. Private sector involvement would need to be a new thrust by ICA. Two corporations to start with are Tata and Phillips. A number of national small companies and industries. Connection with the jute market would be a key.
4. A PDL type event could be done with the cooperatives to document their learnings: village, women, children and small farmer/landless cooperatives. This could lead to extending the small farmers/landless cooperatives into other districts and consultations with the government on empowering the effectiveness of the cooperatives.
5. UNDP: New York would need to be approached through the South Asia desk to fund the whole programme over the next two years.

SRI LANKA

Context: Several trips have been made by ICA staff over the past 20 years. We have had contacts relative to rural development for the past two years. Two men were asked to be on the GAB: Mr. Ariyamtre, Sarvodaya Institute and Mr. Neerasooma, Minister of Plan Implementation. Neither was able to participate directly in the Central International Event due to troubles in the country since last July. However, Ariyamtre nominated two delegates in January, 1984, who were unable to come in the light of not having funding.

In December, 1983, contacts were made with UNDP, UNICEF, national NGO's and several bilateral aid agencies. UNICEF was able to send four delegates out of funds in Colombo. These four delegates came from the block, district, regional and national levels of a land development project in east-central Sri Lanka. The national level delegate was Mr. Gamage, Secretary, Ministry of Home Affairs, who supervises the project. The programme officer of CARE, Mr. Sunil Govinnage also attended as did a worker in Swaina Hansa Foundation, a small national NGO. Mr. Gamage participated the full 10 days in New Delhi and the Sri Lankan embassy hosted ICA staff in New Delhi.

A scenario that is projected along with the delegates' recommendations might be:

1. Hold an IERD orientation workshop for government and NGO local practitioners. This could be held at Marga Institute who were contacted and very interested last December.
2. Set up a National Steering Committee (or reinstitute one begun a year ago) to coordinate rural development programmes. Their task would be to select

projects to attend national and district symposia to share approaches that are working, to conduct PDL's with key projects, to submit briefs for the Global Directory of Projects and the global database, and to conduct seminars and work shops on rural development policies at the district and national levels.

3. ICAI could work through UNICEF and CARE to facilitate these events. UNICEF at this point would be the primary source of funds.
4. Village level symposia and PDL's will be needed to implement approaches that work, do functional education programmes, and catalyse village organizations.

PAKISTAN

CONTEXT: The first IERD visit to Pakistan occurred in February, 1983. Three GAB members resulted: the resident representative with UNDP, the chairman of the Agricultural Development Bank and the Minister of Local Government and Rural Development. At the time of the second visit, the Minister resigned his office, leaving us without government liaison. In both of these visits, the FAO resident representative was very helpful with advice, referrals, transportation and secretarial services. ILO and UNICEF were very responsive and sent one delegate each to New Delhi. The Agricultural Development Bank sent two delegates: one a Mobile Credit Officer and one a head office supervisor. Three Pakistani women were nominated in response to the Global Letter from International Council of Women, New Zealand, and attended the central event.

The country is currently in a very tense situation under military rule due to local unrest and border conflicts. In the light of this situation, IERD follow-up will follow a low key approach such as:

1. Hold a PDL with the Agricultural Development Bank to document their learnings on rural credit for other countries.
2. Hold a PDL with UNICEF's Monsehra project emphasizing what women are doing in local rural development.
3. Hold a PDL with ILO's Hyderabad project with women and how they are doing local economic development.
4. As soon as a Minister is in office with the Ministry of Local Government and Rural Development, propose he be on GAB and host a symposium for local projects in the Rural Development Research Centre.
5. Area Cairo and Area Delhi should combine their efforts to work with Pakistan. The ILO office in New Delhi has already been helpful. UNDP: ISLAMBAD could help extra-national staff in India to get visas as "UN official mission" status to and from India and Pakistan.
6. Funding within Pakistan is available from the Agricultural Development Bank. Bilaterals and UN funding should be sought from head office and New York. The Aga Khan Foundation: Geneva will also be helpful.

Jaipur TOWARD A STRATEGY FOR THE PHASE THREE PARTICIPATING NATIONS.
Sub-Continent

1984

Area/Nexus	CIE PARTICIPANTS		IERD ADVANTAGES	
	Covered in next four months	To be covered in next 18 months	Covered in next 4 months	To be covered in next 18 months
1 Calcutta	Bangladesh Nepal	*Bhutan		
2 Brussels Nexus	Denmark Switzerland		Norway Sweden	
3 Abidjan		Nigeria Ghana Senegal Upper Volta *Zaire		Guinea- Conackery Mali Niger
4 Habana (Jamaica)	Haiti Martinique			
5 Mexico City	Honduras			Belize *El Salvador Nicaragua
6 Vienna	Hungary			
7 Cairo	Jordan	*Turkey (Pakistan)	Sudan	United Arab Emirates
8 Lusaka	Zimbabwe		Botswana Malawi	
9 Nairobi	Mauritius Rwanda/Uganda Tanzania			Lesotho
10 Frankfurt	Netherlands			
11 Sydney	New Zealand			*Papua New Guinea
12 New Dalhi			*Pakistan	
13 Madras	Sri Lanka			
14 Caracas			Columbia	Panama
15 San Fran- cisco				Marshall Islands
16 London				*China: Beijing
17 Hong Kong			Thailand	
18 Lima				*Bolivia
19 Tonga			Fiji	Tahiti
20 Paris				*Tunisia

NRN STRATEGY

Recommendations:

1. The countries that had delegates continue to be covered in the next four months by adjacent nations or by the locations which covered them during Phase I.
2. Eight nations to be covered in the next four months be covered by special manoeuvres* or extraordinary Area and Nexus treks:
 - a) Nigeria, Ghana, Senegal, Upper Volta and Zaire by Area Abidjan and Brussels Nexus.
 - b) Turkey by Area Cairo and Brussels Nexus.
 - c) Pakistan by Areas Delhi and Cairo.
 - d) Bhutan covered by area Calcutta in the next 12 months.
3. The countries with advantages to be covered that did not have delegates in the Central Event will be visited over the next 18 months as decided in the July-August council.*
4. As we work with gridding the world out of what we now know, these locations will be strategically chosen for the next 16 years relative to caring for the poorest of the poor, continental priorities, acceleration of rural development and catalysis of global reconciliation.
- *5. The countries in 2. and 3. above will also be locations for the December Pilgrimage and Celebration, especially those nations marked with an asterisk (*). Values to be held in choosing these countries were global coverage of the 9 continents, their history, representative of their continent, excluded nation, poorest of the poor, and acute current social pain.

Jaipur

IERD Fee Follow-up Assignments

1984

Sub-Continent

BELGIUM	1000.....	M Talbott
CANADA	6000.....	B Williams
GERMANY	4961.....	J Stringham
GHANA	4000.....	D Holmes
INDONESIA	5000.....	M Stansbury
MALAYSIA	4000.....	Dharmalingham
NETHERLANDS	10000.....	K Ward
PAKISTAN	4000.....	D McCleskey
PHILIPPINES	4000.....	M Stansbury
PERU	7000.....	K Hamje
SPAIN	2000.....	P Schrijnen
TANZANIA	3000.....	C Lingo
TONGA	1000.....	M Stansbury
MEXICO	4000.....	R Spencer
SPAIN	500.....	D Holmes

Note: This list does not include India.