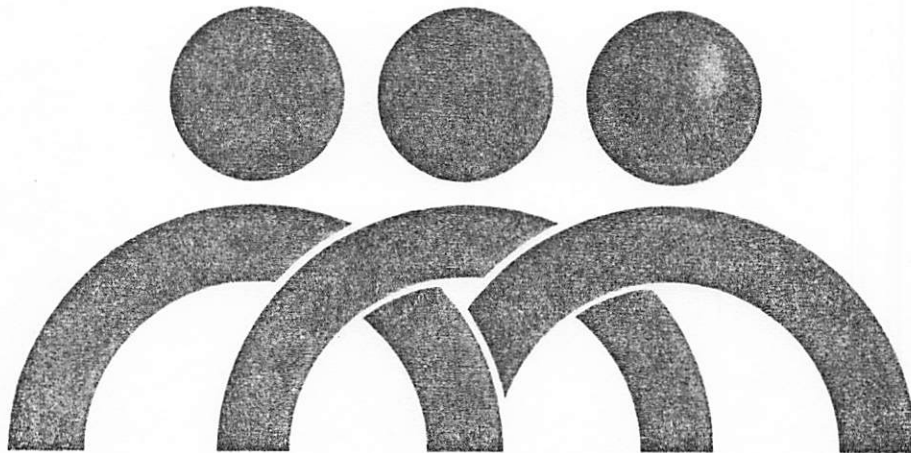


CANADIAN PARTICIPATION
IN THE
INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



SHARING APPROACHES THAT WORK
International Exposition of Rural Development

Third Draft.
February 25, 1983.

THE SUMMARY

Self-sustaining local development has never been easy to achieve. The breakthroughs of many projects and programmes have been hidden because of isolation and inevitable set backs. There is a paralysis at the local level as seen in a continued dependecny on external resources. In Canada, both agricultural communities and natural resource based communities are facing serious problems. While significant programmes of rural development are being undertaken, they exist in isolation from each other. There are few forums for leaders and workers to document and exchange methods and models which could accelerate their development efforts. It is this kind of forum that the International Exposition of Rural Development (IERD) seeks to provide.

In Phase I, Formation of a National Development Network, working groups are being formed across Canada to implement all phases at the regional level. An extensive research and interchange programme will be initiated to generate participation across the country. This field research will culminate in the Rural Development Symposia. These Symposia will draw together field workers, community leaders, company representatives and government and voluntary agency people to compile their learnings in rural development. The Rural Development Symposia will form the basis of an ongoing practical research and implementation network and build criteria for selection and documentation of projects and programmes contributing significantly to rural development. The Canadian Steering Committee will select, from projects recommended by the Rural Development Symposia, efforts representing Canada's unique contribution to rural development for presentation at the International Exposition Plenary in India. These projects will be documented and a team prepared to participate in the International Exposition Plenary.

Phase II, The International Exposition Plenary, will assemble 50 national teams to share their experience of effective rural development. Learnings will be compiled into a compendium report and new models synthesised from the combined experience.

In Phase III, Initiation of Development Programme Replication, the Canadian delegation will receive training in procedudres for facilitating the national implementation workshop. Results from the International Exposition Plenary will be presented to the Canadaian Steering Committee and a national implementation strategy created. In each location, groups would determine how to implement the models and directions such that rural development would be accelerated.

THE SITUATION

Post World War II development assistance programmes were primarily focused on aspects of urban industrialisation and macro development. These efforts primarily utilised capital inflow and technology transference to provide the infrastructure necessary to improve basic standards of living throughout the world. While such assistance programmes have achieved significant results, they have also illuminated a third component necessary for lasting effect at the local level. This third component has been described in many ways including community involvement and local participation. As Denis Goulet has observed: "Development is not a cluster of benefits 'given' to people in need but rather a process by which a populace acquires mastery over its own destiny"¹.

IN CANADA

The current recession in Canada has accelerated the deterioration of rural community life and illuminated the dangers of small town dependency.

The recent poor return on investment and more costly money supply have forced the closure of many marginal rural enterprises. There was a 65% increase in farm bankruptcies in 1982. Rural decay accelerates as agriculturally related employment opportunities decrease. Small towns throughout the nation are struggling with the increased cost of providing basic services to their residents causing further erosion in the quality of life. Regional centres experience increased problems as an expanding population of unemployed seek limited openings.

Similarly, the recession has had a significant impact on natural resource and energy based communities. Layoffs and unemployment have illuminated the problems of dependency that evolve in a "company town" environment. Individual initiative is undermined and self-reliance denied as the previous source of prosperity becomes the scapegoat of hardship.

While there are significant programmes of rural recovery being undertaken, they continue to exist in isolation from each other. New approaches are already being implemented as the need for alternatives is exposed. However, there are limited structures and networks to encourage involvement and cooperation among community residents, rural business, government agencies, private corporations, service organisations and interest groups to meet the common challenge of rural revitalization. Dr. Robert Holland maintains that, "Within a locality, the single most important characteristic that could be generated is an approach that I'll call the Public/Private Partnership...a willingness for elements of the public sector and the private sector to look for areas of agreement, and to work together as closely as they can to try to attack the common problems²."

THE SITUATION

AROUND THE WORLD

Progress in world development over the last four decades is impressive. Smallpox has been globally eradicated. The average income of people in the developing countries has doubled, their average life expectancy has increased from 42 to 54 years and the proportion of literate adults has risen from 30% to over 50%³. Self-sufficiency in food has been achieved in the populous nation of India⁴.

These history-shaping successes have been years in the making and have taken the involvement of millions of people and the expenditure of billions of dollars. Yet, these successes are seldom highlighted by today's media. In the press of urgent needs today, perspective is lost and genuine accomplishments go uncelebrated. The current pessimism and mood of failure obscure these and many other hard won achievements in the struggle to overcome hunger, ignorance and disease. This negative attitude is reflected in the loss of public support for development efforts. Many feel that "too much of our foreign assistance is kept by the leaders of poor countries and does not get to the people⁵".

Means must be found for massively accelerating development in rural towns and villages. "The necessary resources already exist or can be found. To mobilise them, however, requires an act of international cooperation and national initiative on an unprecedented scale⁶". The learnings of countless individuals and groups need to be documented and made available to the public. There is a desperate need for sharing approaches that work. The human spirit cries out for hope in the future which is founded on the proven experience of the past.

THE OBJECTIVES

The INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT (IERD) is a three-year programme of activities organised into three phases:

- I. Formation of a National Development Network;
- II. The International Exposition Plenary;
- III. Initiation of Development Programme Replication.

The objectives for each of these three phases in Canada are spelled out below.

The Primary Objective of Phase I is the formation of regionally-based, multi-sector networks of those concerned with rural development to undertake research, interchange, documentation, and replication of significant development efforts.

When there is shared responsibility and cooperation among all persons responding to locally based planning and implementation, investments and technology become most effective. The private, public, and voluntary sectors at all levels of society play an important role in linking local development to available goods and services. These networks would be able to locate effective development efforts and to research and document their learnings, challenges and directions. "In Canada we have worked on many things. The message here is clear - we now need to share our learnings with each other⁷." Phase I will accelerate the exchange of methods, approaches and technology among development efforts.

The primary objective of Phase II is to provide the opportunity for interchange of successful methods, approaches, and technologies of rural development, from Canada and 50 other nations, by using a format which will accelerate implementation in each participating nation.

A consensus now exists among many prominent practitioners and policy makers involved in the field of development, that an international review of experience and policies is needed. Canada will share the documentation of our "workable" development efforts with other participating nations, while Canada's field staff will join others in articulating the state of the art of rural technology. The resulting compendium will provide practical material for people working at both the macro and micro level to use in future development efforts.

The primary objective of Phase III is to implement learnings and recommendations from successful projects and programmes in order to assist rural revitalisation efforts at the local, regional, and national levels.

A key factor in effective development is the participation of local people in conjunction with available expertise to determine the objectives of development. The Canadian delegation, with the other 50 national teams attending the International Exposition Plenary, will be the primary carriers of the product back to the nation. Results will be used to acquaint the various networks created in Canada with the practical technology and organisational skills necessary to launch replication programmes using new policy and investment priorities.

THE ACTIVITIES

In November 1982, the National Steering Committee Strategy Workshop was held in Winnipeg to launch the International Exposition of Rural Development in Canada. As a result of this meeting, emphasis will be put on the regional level with working groups responsible for the formation of an implementing framework. Activities over the two years, 1983 - 84, could be best viewed in three phases.

<u>CANADIAN PARTICIPATION IN THE IERD</u>				
PHASE I		PHASE II	PHASE III	
FORMATION OF A NATIONAL DEVELOPMENT NETWORK		INTERNATIONAL EXPOSITION	INITIATION OF DEVELOPMENT PROGRAMME REPLICATION	
Local Development Interchange	Canadian Delegation Preparation	PLENARY	Canadian Implementation Strategy	Local Programme Acceleration

PHASE I: FORMATION OF A NATIONAL DEVELOPMENT NETWORK.....
 Part A: Local Development Interchange.

1. Regional Working Groups.

Regional working groups will be formed for at least five regions across Canada including the Atlantic, Ontario, Manitoba, Alberta/ Saskatchewan/ NWT, and B.C./ Yukon. These multi-level, multi-sector coalitions of individuals, representing those concerned about rural development in their region, will implement all phases at the regional level. They will select delegates who will form the Canadian Steering Committee. The Canadian Steering Committee will provide the overall coordination of the national effort.

2. Field Research.

The regional working groups will initiate an extensive research and interchange programme. This will generate participation from across Canada in the national effort. A wide range of visits, study, correspondence, and data gathering will go towards building a broad picture of successful development projects in Canada, and of supporting networks, organisations and related activities. These field research efforts will culminate in the Rural Development Symposia.

THE ACTIVITIES

3. Rural Development Symposia.

Rural Development Symposia will take place in specific locations where determined appropriate by regional working groups and the Canadian Steering Committee. Symposia currently planned between April and June include Alberta, Saskatchewan, Manitoba, Northern Ontario and Southern Ontario. These Symposia will bring together field workers, community leaders, company representatives, and government and volunteer agency people to compile their learnings in local development. Using the combined experience of these participants, the Symposia will review trends in rural development, analyse the key elements of successful development programmes, and create a screen for the selection and documentation of projects and programmes which are contributing significantly to rural development. The final step of each Symposia will be to build a plan for implementation of the recommended directions and preparation of projects for presentation to the Canadian Steering Committee. The Symposia will form the basis of an ongoing practical research and implementation network that will accelerate rural revitalisation in their region.

4. Documentation and Communication.

The field research and Rural Development Symposia will uncover a number of successful efforts and methods of local development which are important contributions to future efforts regionally, nationally, and internationally. The regional working groups will document these efforts using traditional and innovative media. The resulting product, incorporating both experience and method or process, will be presented to the Canadian Steering Committee for consideration as part of the Canadian representation at the International Exposition Plenary. This documentation will also be made available locally to stimulate similar programmes in appropriate locations.

PHASE I: FORMATION OF A NATIONAL DEVELOPMENT NETWORK.....

Part B: Canadian Delegation Preparation.

5. Selection of Projects.

Each regional working group will use the Rural Development Symposia to select a number of projects representing significant contributions to local development. These projects will be presented to the Canadian Steering Committee. Using common selection criteria, the projects which most effectively highlight Canada's unique contribution to development will be chosen for presentation at the International Exposition Plenary.

6. Team Preparation and Orientation.

The Canadian Steering Committee will work with the selected delegates to the International Exposition Plenary to prepare the presentation from Canada. Selected projects will be documented in-depth, and multi-media presentations created. The delegates will work together to form a single team representing Canada's contribution to rural development. The delegation will be orientated to the location of the event in India, and trained in the unique interchange, research, and documentation methods created to maximize participation in, and the effectiveness of, the Plenary.

THE ACTIVITIES

PHASE II: THE INTERNATIONAL EXPOSITION PLENARY

The Canadian delegation will be among 50 national teams which will assemble in India for a three-stage event.

1. The Global Symposium.

Delegates from the participating nations and organisations will begin by staging a multi-media exhibition of their work and accomplishments including edge breakthroughs in relevant local rural development technology. Delegates will then study the documentation presented by the participating countries to discern the basic contradiction to development progress and articulate the key directions and mandates for the future.

2. The Field Workshops.

Delegates will then divide into 35 working parties which will each visit a different project location in India selected objectively as contributing significantly to resolving local rural development issues. The Symposium findings will be compared with experience gained from conversations and workshops with local leaders, government representatives, and voluntary and agency officials. A report will then be prepared by each of the 35 working parties.

3. The Documentation Assembly.

Delegates will reassemble in New Delhi to exchange their findings and prepare a compendium report appropriate for use at the local level. This report will be both a summary of the pillars of successful local development schemes and a directory of replicable ideas, tested projects and effective technologies from the participating countries.

The key to the International Exposition Plenary, and indeed, the IERD as a whole is the participation of local people from from situations where development efforts are taking place. In order to ensure a balanced participation from developing nations, the Canadian Steering Committee will provide 10 scholarships for participants from these nations. This assistance will be matched by 10 scholarships from Australia, while Europe, the U.S.A. and Japan will provide 50 scholarships each.

THE ACTIVITIES

PHASE III: INITIATION OF DEVELOPMENT PROGRAMME REPLICATION.....

Part A: Canadian Implementation Strategy.

1. Delegate Implementation Team Training.

Following the International Exposition Plenary, the delegates forming the National Implementation Teams will gather. They will complete the Compendium Report and prepare a common reporting design on the results of the Exposition Plenary. They will receive briefing and training in the methods and procedures for facilitation of the national implementation workshops. The means of ensuring that the results of the International Exposition Plenary are reported to the appropriate organisations and nations not represented at the event will be determined and teams created for additional implementation.

2. Delegates Debriefing and Results Presentation Workshop.

On return of the delegation from the International Exposition Plenary, a debriefing workshop will be held with the Canadian Steering Committee. During this workshop, the Compendium Report will be presented and studied. The strategy will be created for presentation of results to regional working groups and for national public communication.

PHASE III: INITIATION OF DEVELOPMENT PROGRAMME REPLICATION.....

Part B. Local Programme Acceleration.

A series of follow-up events will be held in each region across the nation. The networks engaged during Phase I (Formation of the National Development Network) will participate in determining how to utilise and implement the models and directions synthesized during the International Exposition Plenary.

Successful projects within the regions will be made available for replication. Where development objectives have remained blocked, efforts will be refocused by applying new methods and technologies. In some locations, projects will be initiated to respond to needs identified by the regional working groups.

At national and provincial levels, workshops will be held to determine how the Compendium Report could affect policy planning and to determine future implications for policy implementation.

THE ANTICIPATED BENEFITS

The major benefits of the IERD will be at the local level where new impetus will be given to economic and social development programmes. Through the interlinking of these local efforts the trends of rural decay will be reversed. Benefits will also be accrued in each phase.

PHASE I: FORMATION OF A NATIONAL DEVELOPMENT NETWORK

Experiences of successful techniques, methods, and human technologies will be exchanged and documented, then used to simulate local development efforts through a national network of individuals, development agencies, private organisations and voluntary groups concerned with rural revitalization.

PHASE II: THE INTERNATIONAL EXPOSITION PLENARY

Experience from each of 50 participating nations will be synthesized into practical directions of local development implementation. This will provide a basis for reassessing the appropriateness of existing and future development policies.

PHASE III: INITIATION OF DEVELOPMENT PROGRAMME REPLICATION

Implementation of the national and international learnings from the experience of rural development success will help effect an improvement in rural productivity and in the quality of rural life, and will accelerate economic and social revitalization in the rural areas across Canada.

THE SPONSORS

Sponsorship of the INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT (IERD) is being sought from the major multi-lateral and national development agencies. Co-sponsors include the United Nations Development Programme (UNDP), the United Nations Fund for Population Activities (UNFPA), and the Institute of Cultural Affairs International (ICAI). In India, co-sponsors include Canara Bank, and the Association of Indian Engineering Industries (AIEI). The International Exposition Plenary has the support of the Government of India, an Indian Advisory Board, and an Indian Steering Committee. National Steering Committees are being organised in other countries.

Over one hundred prominent persons from thirty nations form a Global Advisory Board. In Canada, these include the Honourable Florence Bayard Bird, Mr. George Manuel, Mr. Norman Jewison, Mr. Victor Rice, the Honourable Douglas Roche, and Professor Norma Walmsley. Members from other countries include: Dr. Robert F. Goheen, former U.S. Ambassador to India; Mr. Ricardo Diez-Hochleitner, Executive Committee of the Club of Rome; His Excellency, Vice President Adam Malik, Indonesia; the Honourable Robert S. McNamara, former President of the World Bank; Mr. August J. Vanistendael, President of Caritas Catholica Belgica; and Mr. Varindra Tarzie Vattachi, Deputy Executive Director for External Affairs, UNICEF, United Nations.

As the organising sponsor for the IERD, The Institute of Cultural Affairs International (ICAI) is providing most of the fulltime staff necessary to assure adequate coordination and management. The ICAI is chartered by Royal Decree in Belgium as an association of all the nationally registered and chartered ICA's in thirty-five nations, including Canada. Sir James Lindsey, Kt. CIBM, FInstM, President of ICAI, is Convenor for the IERD. Sir James is the present Chairman of Henley Training, Ltd. of the United Kingdom, and the former President of The Associated Chambers of Commerce and Industry in India.

The United Nations Development Programme (UNDP) is the premier United Nations development agency responsible for allocating major projects to the 35 specialized executing U.N. agencies and associated organisations. These include UNICEF, Food and Agricultural Organisation, and the World Health Organisation. Within many nations, the UNDP is known for its work in long range development planning with respective governments. Mr. Bradford Morse is the Administrator (chief executive) of the UNDP.

The United Nations Fund for Population Activities (UNFPA) is the specialized agency responsible for raising awareness and assisting with projects that address the global population questions both within the UN system, with UN member governments, and with the general public.

The Canadian Institute of Cultural Affairs (CICA) was federally incorporated in 1976 as a charitable corporation with tax exempt status (0477992-5908). Its financial records are audited annually by Arthur Andersen & Company. Hon. H. de M. Molson and Mr. Norman Jewison are patrons of the Canadian Institute of Cultural Affairs. CICA programmes most widely known include the Lorne Human Development Project in New Brunswick, and Community Forum Canada conducted in 600 communities throughout the country.

THE SPONSORS

On November 26-28, a meeting was held in Winnipeg to explore the Canadian contribution and participation in the IERD. Forty-two people from across Canada met to consider the preparation and follow-up programmes and to examine the benefits of the IERD for Canada. Participants in this meeting included: The Honourable Clarence Cormier, Minister of Education, New Brunswick; Lawrence Gladue, Director, Rural and Native Housing, CMHC, Ottawa; J.W. (Bill) McNaughton, Vice President, C.E.S.O., Toronto; L.R. McGinnis, President, Winnipeg Chamber of Commerce; and Mary Ricard, Director of Communications, Government of Alberta.

NOTES

1. James P. Grant, Executive Director of UNICEF; "The State of the World's Children". 1982, pp. 24-26.
2. Dr. Robert C. Holland, President, Committee for Economic Development, 1982.
3. World Bank, "World Development Report", 1980 pp. 1 and 2.
4. A.W. Clausen, "Address to the Board of Governors of the World Bank", Toronto, September, 1982.
5. World Bank, "IDA in Retrospect", 1982, p. 15.
6. Preface to "Consultative Group on International Agricultural Research", 1980.
7. "Report of the IERD National Steering Committee Strategy Workshop", Winnipeg, 1982.

iii Applying Succ Appro

a) Local Dev Cons

b) Leadership Training

c) Public Educ.

d) Proj Interchange Events

Sask
PROPOSED CANADIAN BUDGET
for the Acceleration of Local Dev
 February, 1983

Public Educ Program
 Videos \$1000/minute
 \$100,000
 - communication 3,000
 - travel 5,000

PHASE I: FORMATION OF A NATIONAL DEVELOPMENT NETWORK
 Part A: Local Development Interchange

<u>FIELD RESEARCH</u>	<i>Coordination</i>	<i>Field Visits</i>	
Communications		800	\$54,000
Transportation		2100	11,000
Regional Coordination		1000	5,000
			15,000
Sub-total			

Field Research
Local Dev Interchange p2
 / \$ 20,000
Public Interch events

PROVINCIAL

REGIONAL DEVELOPMENT SYMPOSIA

Speakers' Fees	1,500 *	
Facilities & Equipment	3,000 *	
Participant Materials	1,300 *	
Local Travel	1,200 *	
Project Exhibits	4,500 *	
Reception	2,500 *	
Facilitation Fee	4,000 *	
Document Production	2,000 *	
Regional Coordination	1,000 *	
Facilitators & Speakers' Expenses	1,500 *	
*cost per symposium; 5 symposia projected		
Sub-total	22,500 x 5	112,500

ii Showcase forums

	1500	
	500	3000
	1000	3000
	750	1300
	500	1200
	2500	2500
	750	4000
	2000	2000
	1000	1000
	500	1500
	750	

x # of countries

DOCUMENTATION & COMMUNICATION

Project Evaluation	7,500
Project Documentation	6,000
Media Presentation	15,500
Regional Coordination	5,000
Sub-total	34,000

Documentation
Proj Evaluation 1500
Proj Doc 1200

Provincial

NATIONAL PROGRAMME COORDINATION

Steering Committee Meetings	24,000
Co-ordinating Office	3,000
Regional Communications	5,000
Financial Records	2,000
Programme Design Costs	12,500
Sub-total	46,500

$5 \times 2 = 1200$
 $= 2000$
 800
 5000

Just before original figures

Show case forums
Leadership Training Seminars
cost per 1 day session
 Fac & Equip 1000
 Partic materials 5000
 Local travel 800
 Facilitation 1500
 $4800 \times 10 = 38,000$

Local Community Consultations *per 2 day session*

Facilities & Equipment	2000
Partic Materials	1500
Local Travel	1000
Facilitation Fees & Expenses	2500
Document Production	1000
	8,000 x 5
	= 40,000

PROPOSED CANADIAN BUDGET

PHASE I: FORMATION OF A NATIONAL DEVELOPMENT NETWORK
Part B: Canadian Delegation Preparation

PROJECT SELECTION

Regional Presentations	\$ 8,000
Steering Committee Selection	12,000

Sub-total \$20,000

TEAM PREPARATION

Presentation Preparation	24,000
Orientation Logistics	11,000
Orientation & Training Seminars	13,000

Sub-total 48,000

PHASE I TOTAL \$281,000

PHASE II: THE INTERNATIONAL EXPOSITION PLENARY

EXPOSITION PLENARY PARTICIPATION

Delegation Travel	37,500
Delegate Fees (US\$2,000ea)	36,000

Sub-total 73,500

INTERNATIONAL SCHOLARSHIP FUND

Transportation	20,000
Delegate Fees	24,000

Sub-total 44,000

PHASE II TOTAL \$117,500

PROPOSED CANADIAN BUDGET

PHASE III: INITIATION OF DEVELOPMENT PROGRAMME REPLICATION

Part A: Canadian Implementation Strategy

IMPLEMENTATION TEAM TRAINING

Accommodation	\$ 3,000
Participant Materials	1,000
Training Facilitation	2,000

Sub-total	\$6,000
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DELEGATION DEBRIEFING

Travel	13,000
Materials	2,000
Accommodation	3,000

Sub-total	18,000
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NATIONAL PROGRAMME COORDINATION

Coordination Office	3,000
Regional Communication	5,000
Financial Records	2,000

Sub-total	10,000
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PHASE III: INITIATION OF DEVELOPMENT PROGRAMME REPLICATION

Part B: Local Programme Acceleration

<u>IMPLEMENTATION WORKSHOPS</u>	30,000
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<u>PUBLIC COMMUNICATIONS</u>	40,000
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<u>PROJECT ACCELERATION</u>	80,000
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<u>PHASE III TOTAL</u>	\$184,000
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