

IMPLEMENTING HANDBOOK

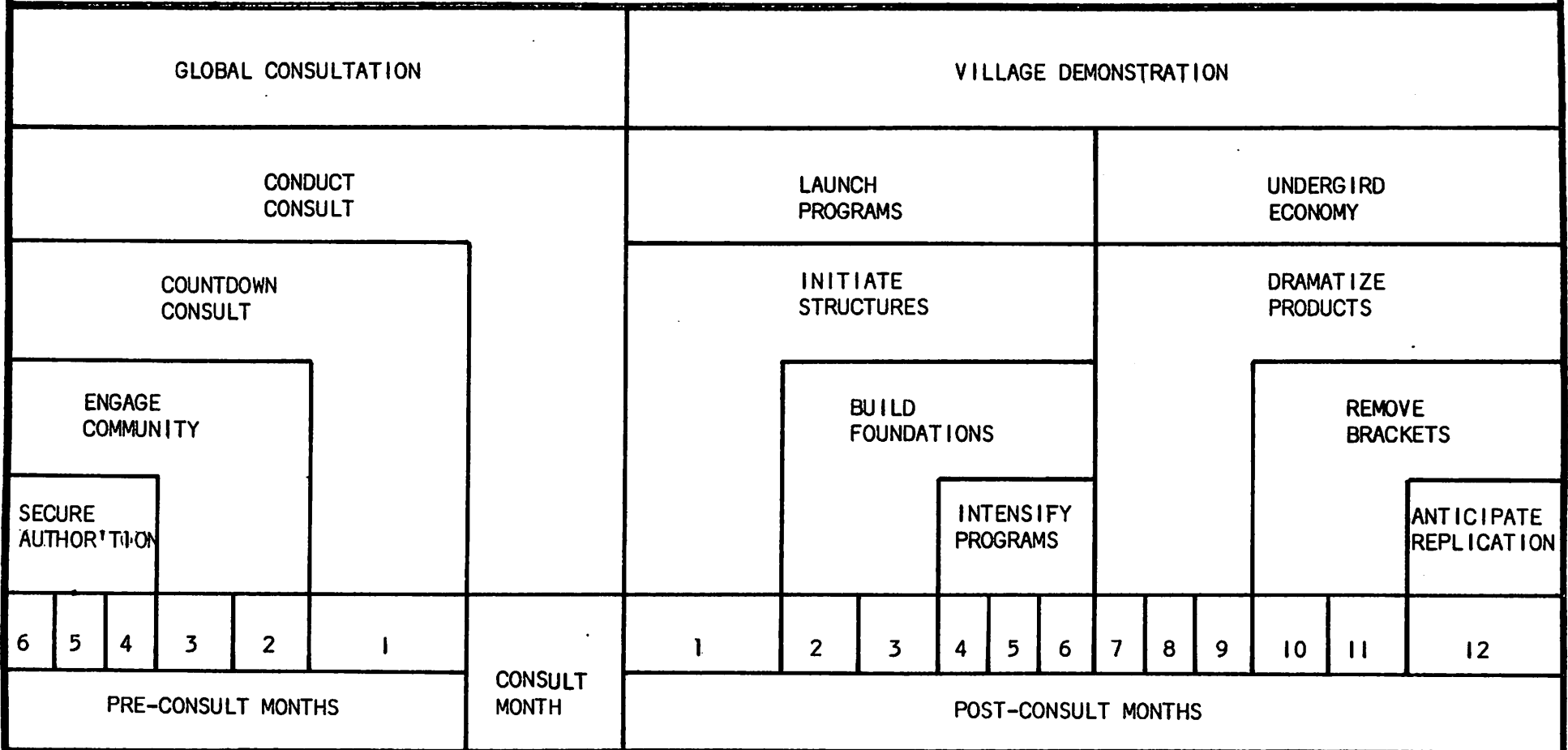
GRA CHICAGO

HUMAN DEVELOPMENT PROJECT

JULY 1976

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* Move onsite

* Hold consult
Write implementaries

* Concretize Implementaries

PREPARATION CATEGORIES		PHASED MONTHS		CONDUCT CONSULT				Consult Month
				COUNTDOWN CONSULT				
				ENGAGE COMMUNITY				
				SECURE AUTHORIZATION				
				6	5	4	3	
PROJECT PREPARATION	PLAN	Prepare Timeline	Inform Guardians	Research Leadership	Inform Leadership	Plan Weekly	Train Core	PREPARE CONSULT
	SITE	Grid Region	Research Villages	Select Site	Furnish House	Establish Residence	Host Villagers	
	AUTHORIZATION	Research Situation	Broaden Context	Inform Region	Inform Village	Inform Nation	Invite VIP's	
GLOBAL CONSULT	PARTICIPANTS	List Expertise	List Prospects	Print Brochure	Send Invitations	Follow-up Invitations	Assign Participants	CONDUCT CONSULT
	FACILITY	Uncover Possibilities	Check Centrum	Investigate Facilities	Select Facility	Arrange Decor	Set-up Facility	WRITE DOCUMENT
	ENGAGEMENT	Build Models	Arrange Transport	Secure Kitchen	Write Menus	Arrange Hosting	Assign Auxiliary	
FISCAL RESPONSIBILITY	CASH	Prepare Budget	Frame Sources	Submit Proposals	Follow-up Proposals	Prepare Budget	Revise Budget	WRITE IMPLEMENTARIES
	INKIND	Brainstorm Needs	Obtain Transport	Furnish Facility	Obtain Printing	Obtain Food	Complete List	
	DOCUMENT	Build Models	Arrange Printing	Follow-up Arrangements	List Materials	Obtain Equipment	Obtain Materials	

PHASED MONTHS IMPLE- MENTATION CATEGORIES	LAUNCH PROGRAMS						UNDERGIRD ECONOMY																				
	INITIATE STRUCTURES						DRAMATIZE PRODUCTS																				
	BUILD FOUNDATIONS			INTENSITY PROGRAMS			REMOVE BRACKETS			ANTICIPATE REPLICATION																	
	1	2	3	4	5	6	7	8	9	10	11	12															
COMMUNITY IMPACT	Complete Workdays	Distribute Regular Bulletins	Initiate Council Meetings	Recreate Village Face	Inaugurate Regular Festivals	Build Replication Model	Create Symbols	Review Document	Battleplan Qtr.	Involve Masses	Start All	Form Guilds	Visit Stakes	Intro. Rhythm	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers				
	Train Program Staffs																							Systematize Program Operations	Produce Marketable Goods	Initiate Untouched Areas	Refine Stabilized Programs
	Actualize Stake Miracles																							Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress
PROGRAM IMPLEMENTATION	Train Program Staffs	Systematize Program Operations	Produce Marketable Goods	Initiate Untouched Areas	Refine Stabilized Programs	Form Guilds	Visit Stakes	Intro. Rhythm	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets					
	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets					
	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets					
COMMUNITY ORGANIZATION	Form Guilds	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Form Guilds	Visit Stakes	Intro. Rhythm	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets				
	Visit Stakes	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Form Guilds	Visit Stakes	Intro. Rhythm	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets				
	Intro. Rhythm	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Form Guilds	Visit Stakes	Intro. Rhythm	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets				
LEADERSHIP DEVELOPMENT	Choose Gore	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians				
	Discern Shadows	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians				
	Create Curriculum	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Choose Gore	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians				
EXTERNAL RELATIONS	Discern Shadows	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures				
	Create Curriculum	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures				
	Disseminate Doc.	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Discern Shadows	Create Curriculum	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures				
FISCAL CONTROL	Devise Procedures	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits				
	Prepare Budgets	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits				
	Train Bookkeepers	Actualize Stake Miracles	Intensify Guild Training	Detail Stake Grids	Involve Everyone Structurally	Hold Annual Congress	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits	Inject Major Funding	Prepare Year's Budgets	Disseminate Doc.	Initiate Develop.	Involve Guardians	Devise Procedures	Prepare Budgets	Train Bookkeepers	Submit Funding Proposals	Create Cash-flow Designs	Show Initial Profits				

GRA CHICAGO
July 1976

THE FIRST YEAR OF ECONOMIC SELF-SUFFICIENCY AND SOCIAL INDEPENDENCE
PROGRAM ARENA MARKS

IMPLEMENTING HANDBOOK
Human Development Project

PROGRAM ARENA		INITIATING ALL PROGRAMS		ESTABLISHING THE STRUCTURES		EMPOWERING THE FUNCTIONS
		I		II	III	IV
		Month 1	Months 2 & 3			
EDUCATION	YOUTH	Create community wide curriculum	Open pre-school	Involve youth in extra-formal curr	Consult with school person.	Supplement public school curriculum
	ADULT	Teach language classes (liter. & Eng)	Take practical field trips	Recruit vocat. training classes	Train masses in social methods	Train masses in practical know. (commerce & Heal)
SOCIALITY	ORGANIZATION	Organize guilds and stakes	Initiate planning congress	Do stake miracles	Intensify guild training	Assign everyone to some structure
	SYMBOLS	Write rites, rituals, songs	Celebrate the quarter	Begin regular celebrations	Wear village uniforms	Inagurate regular festivals
CARE	SERVICES	Beautify the entire village	Employ many youth	Extend public work force	Recreate the village face	Systematize village care
	HEALTH	Begin home visits	Extend nutrition program	Open outpost (referral & educ)	Train para-medics	Arrange system-atic Dr. circuit
WORKS	CONSTRUCTION	Construct comm-unication node	Improve roads & drainage systems	Complete model home	Construct comm. building	Launch indiv. housing program
	MAINTENANCE	Rehabilitate needed buildings	Begin community repair services	Train mechanics and repairmen	Obtain repair equipment	Open repair shop
BUSINESS	COMMERCE	Objectify commercial situation	Design commerce systems	Extend access to credit lines	Expand suppliers and markets	Intensify managerial training
	INDUSTRY	Begin simple industries	Regulate product ion & sales	Arrange equip. & finance expansion	Begin trigger industries	Begin spinoff industries
AGRICULTURE	CROPS	Prepare ground	Plant vegetable gardens	Supply the local market	Export excess produce	Expand produc-tion
	ANIMALS	Build livestock shelters	Improve pasture land	Increase small animal production	Increase large animal production	Systematize marketing

The aim of a global social demonstration consult is to produce a transnational model for comprehensive economic and social development within a model village. During the consult weeks the group of consultants write a summary document that includes an operating vision for that community, a chart of underlying contradictions, a set of practical proposals, tactical systems and actuating programs. Immediately following the departure of the global consult team the local auxiliary must complete the indicative planning process by writing the "do-able" implementaries which schedule every element of the tactical systems on a phased two-year timeline in terms of personnel using particular tools within the actuating programs to do specific tasks in designated locations.

Using the implementaries the auxiliary then plans each quarter so that the givens of the ever-changing situation are effectively used to accelerate development momentum. The following principles guide this planning.

1. Emphasize the comprehensive task more than the particular arena.
2. Emphasize actuation (tactical doing) more than planning (tactical knowing).
3. Emphasize dealing concretely with the present situation more than imposing solutions onto it.
4. Emphasize the use of corporate creativity more than the use of individual expertise.
5. Emphasize maintaining the tension between subjective involvement in the situation and objective analysis of it.
6. In quarterly planning immerse yourself in what is actually going on in the community before reviewing previous analyses of the situation.
7. In quarterly planning look for things which can be changed within the community as clues to current contradictions before reviewing the underlying contradictions stated in the document.
8. In quarterly planning think through events that will catalyze tactical implementation in several programs at once.
9. In quarterly planning timeline events in "planks" or blocks of time which include all of the little jobs it will take to do the implementaries.
10. In daily planning check signals with one another to maintain a common thrust.

ACTUATION PLANNING PROCEDURES

TASK	WRITING THE IMPLEMENTARIES				PLANNING A QUARTER				
WORKSHOP	I	II	III	IV	V	VI	VII	VIII	
TITLE	WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRA- DICTION	EVENTS	TIMELINE	
TIME	Eight Hours	Four Hours	Four Hours	Four Hours	Two Hours	Four Hours	Four Hours	Eight Hours	
CONTEXT	This step grounds and clarifies the total catalog of specific jobs to be done in the project.	This step involves re-organizing the sub-tactics under each actuating program.	The purpose of this step is to organize project activities such that Phase I launches all programs and builds momentum.	The purpose of this step is to clarify who will be actualizing programs in each phase of the project.	The purpose of this step is to create a one-page scenario of what the model village will be like at the end of the first 6 months.	The purpose of this step is to state the immediate objective realities that are calling for expenditure.	The purpose of this step is to discern concrete actions which will deal with the contradictions.	The purpose of this step is to create a thirteen-week battle-plan for the quarter to implement necessary subtactics.	
STEPS	1	Review subtactics	Plot subtactics into component programs	Valance subtactics	Read the whats aloud	Review 2 year phasing chart	Blocks to the remaining whats-1st 6 mo. subtactics	List 20 events - 6 mo warboard	
	2	Review back-up files	Resolve overlaps	Sequence subtactics	Brainstorm wheres & whos	Brainstorm objectives - 1st 6 mo.	Plot blocks on polar chart	Gestalt	Steps for each event
	3	Brainstorm whys, hows, whats	Suggest revisions	Name phases	Write paragraphs	Paragraphs on physical transformation	Group blocks on polar chart	Revise events to include all implementaries	13-week timeline
	4	Four para.	3x5 subtactic cards	Type phasing chart	Plenary & polishing	Scenario	Relate contra to document	Events valencing	Create qtr. teams
FORMS	Subtactic para. form	Phasing chart worksheet; para. form	Sub. Valancing worksheet	Para. writing form	Phase strategic obj.	Polar chart; Phase sub. list	Event Valancing chart	Event Steps Planning Sh.	

WRITING THE IMPLEMENTARIES

PLANNING A QUARTER

WHY
HOW
WHAT

PLOTTING

PHASING

WHO
WHEN
WHERE

VISION

CONTRADICTIONS

EVENTS

CONTEXT

Write "WHY, HOW AND WHAT" paragraphs for each subtactic. This step in the implementary process grounds and clarifies the total catalog of specific jobs to be done in the project. Each paragraph should state clearly "why" the subtactic is essential, "how" the subtactic will be implemented and the four or more distinct "whats" that are involved in implementing the subtactic. Once these subtactic paragraphs are written they provide guideposts for the life of the project.

PROCEDURES

1. Review the subtactics corporately by quickly reading aloud the tactics paragraphs in the Consult Document and stating any any immediate reflections. (60 minutes)
2. Divide into teams according to tactical arenas and review the back-up files for each subtactic. (60 minutes)
3. Brainstorm the "why" and "how" for each subtactic, and then brainstorm four or more "whats" for each subtactic. Enter this data on the "Subtactic Implementaries Worksheet". (120 minutes)
4. Write a brief paragraph for each subtactic that weaves together the "whats" , "whys" and "hows" . File the worksheets for use in steps II and IV. (240 minutes)

TOTAL TIME

Two four-hour sessions

MATERIALS

Consult Documents, Consult backup files, "Subtactic Implementaries Worksheet" (two per subtactic), file folders (one per tactical arena)

SUBTACTIC: _____

WHY	HOW	WHAT	WHO	WHEN (Phase)	WHERE

SUBTACTIC PARAGRAPH FORM
WHY, HOW, WHAT PARAGRAPH

In order to actuate _____, we will
(subtactic)

Whats

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Amplify
whats
briefly

All this will be done so that _____
(why)

_____.

WRITING THE IMPLEMENTARIES				PLANNING A QUARTER			
WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRADICTIONS	EVENTS	

CONTEXT

Reorder the total summary statement through the screen of the programs. The second step in the implementary process involves reorganizing the subtactics under each actuating program. This step is essential in relating the jobs to be done to the structural organization of forces.

PROCEDURES

1. Build a wall-sized "Phasing Chart" similar to the accompanying worksheet that lists the programs and their components down the left hand side. In tactical arena teams plot the subtactics into the component programs, and list the subtactic numbers on "Phasing Chart" worksheets in the subtactics column in the row corresponding to the program selected. (120 minutes)
2. In the plenary, plot subtactic numbers on the wall-sized "Phasing Chart" and resolve overlaps. If there are program components that have no subtactics, write subtactics that will actualize them. Write a "why" and "how" for each new subtactic, and brainstorm four or more "whys", "hows", and "whats". (60 minutes)
3. Read all subtactic paragraphs aloud and note unclarity. Suggest revisions for an editorial team to use in polishing the paragraphs. (60 minutes)
4. Type the subtactics paragraphs, one per page. Make 3 x 5 cards for each subtactic and each subtactic "what", putting the appropriate subtactic number and title on each card.

TOTAL TIME

One four-hour session

MATERIALS

Actuating Program Charts (one per person), "Phasing Chart Worksheets" (one per person), wall-sized Phasing Chart, 3 x 5 cards (six times the number of subtactics)

TIME/ PHASE			FIRST YEAR					
			FIRST SIX MONTHS			SECOND QUARTER	SECOND SIX MONTHS	SECOND YEAR
			FIRST QUARTER					
			FIRST MONTH	NEXT TWO MONTHS				
			I	II	III	IV	V	
PROGRAMS	COMPONENTS	SUBTACTICS						
	1. (titles)	(numbers)						
	2.							
	3.							
	4.							
	1.							
	2.							
	3.							
	4.							
	1.							
	2.							
	3.							
	4.							

WRITING THE IMPLEMENTARIES				PLANNING A QUARTER			
WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRADICTIONS	EVENTS	

CONTEXT

Build a two-year phasing chart for the subtactic "whats". The purpose of this step is to organize project activities such that Phase I launches all the programs and momentum builds throughout the two years of model village actualization.

PROCEDURES

1. Divide into teams according to programs. Valence the subtactics assigned to each program according to three dimensions:

- A. Impact on contradictions (do major impact first)
- B. ease of implementation (do easy ones first)
- C. catalytic power for programs (do ones which will spark several programs first)

Do this exercise quickly as a team by simply orally rating each subtactic from 1 to 10 on each dimension. Record results on the "Subtactic Valencing Worksheet". Total the ratings assigned to each subtactic. (60 minutes)

2. Using the valence totals, sequence the subtactics assigned to each program by placing the cards on the Phasing Chart, with low totals in Phase I. Then sequence the "whats" by placing the cards on the Phasing Chart in relation to the appropriate subtactic. (60 minutes)

3. In plenary, rearrange the flow of "whats" into imaginal phases. Subtactics for at least one component of each program should be plotted into Phase I. Locate at least one "what" for every subtactic in Phase I, II or III. Name the phases. The entire Phasing Chart must be an image of continual building of momentum. (120 minutes)

4. Type the Phasing Chart with each subtactic number plotted.

TOTAL TIME

One four-hour session

MATERIALS

"Subtactic Valencing Worksheets" (two per person)

WRITING THE IMPLEMENTARIES				PLANNING A QUARTER			
WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRADICTIONS	EVENTS	TIMELINE

CONTEXT

Write "WHO, WHEN AND WHERE" paragraphs for each subtactic. The purpose of this step is to clarify who will be actualizing programs in each phase of the project.

PROCEDURES

1. Divide into teams by programs and assign the appropriate groups of subtactic paragraphs. Read the "whats" paragraphs aloud (or the data from the "Subtactic Implementaries Worksheets") and review the Phasing Chart. (30 minutes)
2. Brainstorm "wheres" and "whos" and enter on the "Subtactic Implementaries Worksheet". (60 minutes)
3. Write an integrated paragraph including "whens", "wheres" and "whos" for each subtactic. (60 minutes)
4. In corporate plenary, read the two paragraphs aloud for each subtactic and note any suggestions that clarify them. Assign the paragraphs to an editorial team for final polishing and print the Subtactic Implementaries Document according to the Table of Contents. (90 minutes)

TOTAL TIME

One four-hour session

MATERIALS

"Subtactic Implementaries Worksheets" Files

To further actuate _____
(subtactic)

1. _____ will do _____
(who) (what)

_____ (when) _____ (where)

2. _____ will do _____
(who) (what)

_____ (when) _____ (where)

3. _____ will do _____
(who) (what)

_____ (when) _____ (where)

4. _____ will do _____
(who) (what)

_____ (when) _____ (where)

Cover

Table of Contents

Summary of Procedures Used to Create the Document

Table of Subtactics Listed for Each Program Component

Community Map

Subtactic Implementaries (one page per subtactic)

Program title

Component title

Subtactic title

Whats paragraph

When paragraph (indented)

Subtactic sentence

Index of Subtactics Listed Sequentially

WRITING THE IMPLEMENTARIES				PLANNING A QUARTER			
WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRADICTIONS	EVENTS	



CONTEXT

Create a vision for implementation in the first six months. The purpose of this step is to create a one-page scenario of what the model village will be like at the end of the first six months of implementation, and to generate a list of immediate steps for launching the project on site. (An alternative procedure for this step is to create a 21-point vision.)

PROCEDURES

1. Working as a total group review the two-year phasing chart. Looking at the first six months of the chart, note any sub-tactics and program components that are currently spinning in the activities of the village. Jot down any immediate reflections on where the hopes of the community are after the consult.
2. Quickly brainstorm strategic objectives for the first six months by discussing what physical transformations need to occur, what economic and social marks need to be realized, and what leadership skills need to be achieved by which leaders. As individuals write down thirteen things that need to be done immediately to effectively launch the actuation of the programs.
3. Divide into five teams. Assign teams 1-4 to pull together one paragraph each on physical transformations in the village, marks of social development and leadership formation. Assign team 5 to gestalt the individual lists of actualization steps into one list.
4. Read aloud the four paragraphs and the gestalted list of actualization steps in plenary. Receive suggestions for revision and finalize the paragraphs into a scenario. Assign to a production team for final polishing and typing.

TOTAL TIME

One two-hour workshop

MATERIALS

Copies of the completed Phasing Chart

GRA CHICAGO
July 1976

PHASE STRATEGIC OBJECTIVES CHART

IMPLEMENTING HANDBOOK
Human Development Project

PHYSICAL TRANSFORMATIONS

ECONOMIC MARKS

SOCIAL MARKS

LEADERSHIP SKILLS

WRITING THE IMPLEMENTARIES				PLANNING A QUARTER			
WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRADICTIONS	EVENTS	TIMELINE

CONTEXT

Discern the contradictions which are currently blocking the realization of the six-month vision. The purpose of this step is to state the immediate objective realities that are calling for expenditure in order that the six-month vision will become reality.

PROCEDURES

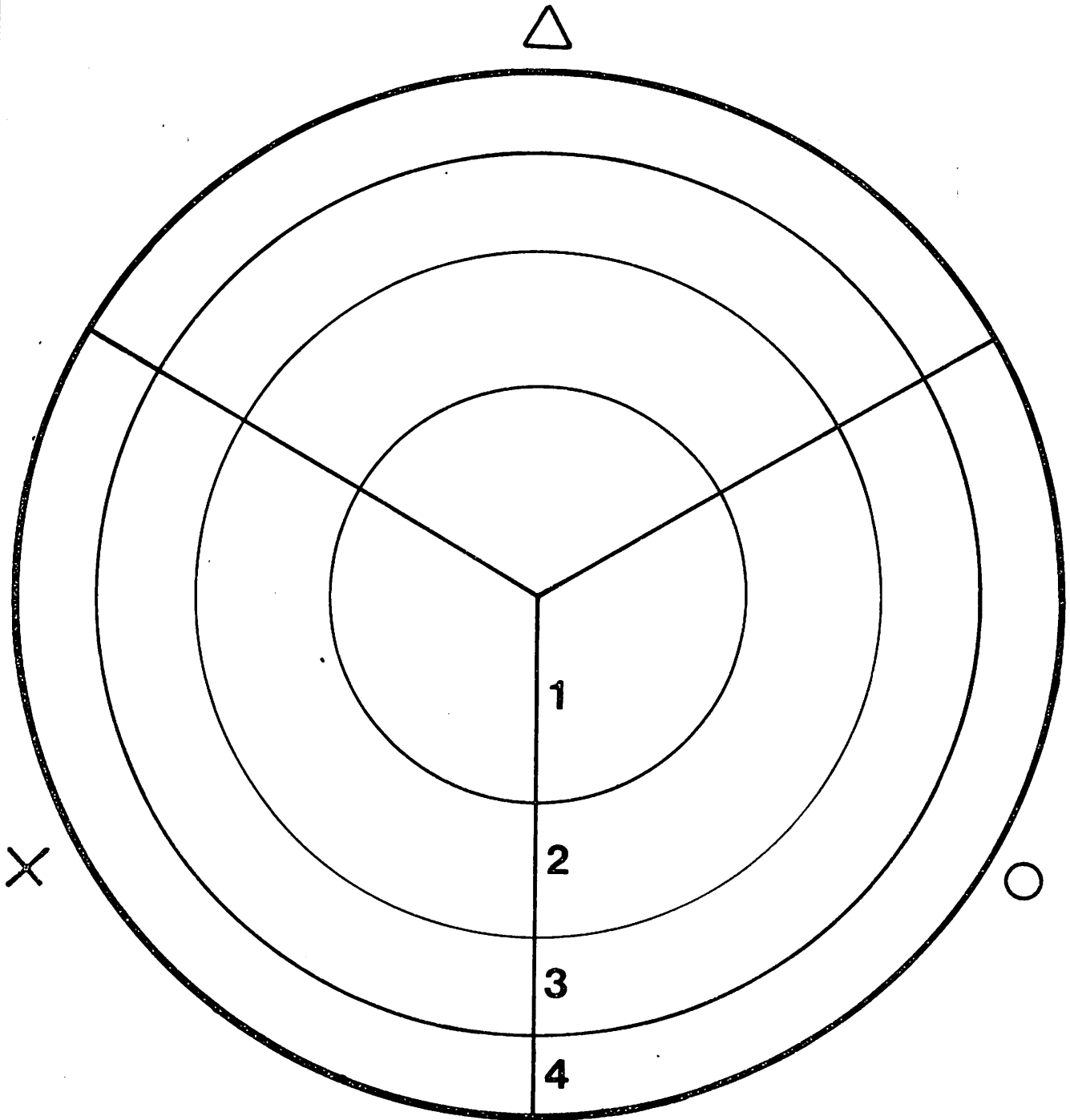
1. Using the Phasing Chart, list the subtactics on the "Phase Subtactic List" that are to be implemented in the first six months and all whats for the remaining subtactics that are to be done in the first six months; as a total group brainstorm blocks to implementing each subtactic or "what". (60 minutes)
2. Quickly discern three to five general categories of blocks. Arrange the categories on a polar chart and quickly plot the blocks on the polar chart. Intuition is key, and the group must keep moving quickly through the list of blocks. (60 minutes)
3. Group the blocks on the polar chart into three to seven groups. Divide into teams and assign the groups to the teams. In each team state the underlying reality into which expenditure must be poured in some fashion in order to unblock the situation. This constitutes a statement of current contradictions. (60 minutes)
4. Read the statements of contradictions aloud in plenary, and revise as appropriate. Relate each current contradiction to the contradictions chart in the Consult Document, and spin stories about the reality within which effort will be expended in the next months. (60 minutes)

TOTAL TIME

One four-hour session

MATERIALS

Phasing Chart, large Polar Chart, Consult Documents



WRITING THE IMPLEMENTARIES

PLANNING A QUARTER

WHY
HOW
WHAT

PLOTTING

PHASING

WHO
WHEN
WHERE

VISION

CONTRADICTIONS

EVENTS

CONTEXT

Swirl subtactics into events for the first six months. The purpose of this step is to discern concrete actions which will deal realistically with the contradictions.

PROCEDURES

1. Working as individuals list 20 events that could be done in the first six months that would move through the current contradictions. (30 minutes)
 2. As a group gestalt the list of events into one list. Number the events and each event on the programs chart. If there are any programs that do not have at least two events plotted in them, create additional events to fill the gaps. (60 minutes)
 3. Using the "Phase Subtactics List", check to make sure that all subtactics and whats are held under the events. Revise the events to include the implementation of all subtactics. (90 minutes)
 4. Review the five dimensions on the Event Valencing Chart. As a group quickly rate each event from 1 to 10 on each dimension, using 1 for the highest and 10 for the lowest.
 - A. At whom will the event be aimed? (do mass impact first)
 - B. How will it get done? (involve large numbers of people first)
 - C. What is imaged as impossible in the eyes of the community? (do impossible first)
 - D. What is the ease of doing it? (do the easy first)
 - E. What is the cost? (do the inexpensive first)
- Total the rations for each event and rank the events from the first to be implemented to the last; the smallest valence is the first to be implemented. Then name each event imaginally. Type plots of events on the Actuating Program Chart and the Tactical Systems Chart from the Consult Document. (60 minutes)

TOTAL TIME

One four-hour workshop

MATERIALS

Actuation program charts, Tactical system charts, "Event Valencing Chart"

WRITING THE IMPLEMENTARIES				PLANNING A QUARTER			
WHY HOW WHAT	PLOTTING	PHASING	WHO WHEN WHERE	VISION	CONTRADICTIONS	EVENTS	TIMELINE



CONTEXT

Create a timeline for each event. The purpose of this step is to create a thirteen-week battleplan for the quarter that shows how the events will be brought off that will implement all the necessary subtactics through the launching of all the programs.

PROCEDURES

1. Have a six-month warboard prepared beforehand. Enter scheduled events from the national and village calendars. Using the valence totals from step VII, sequence the events over the six months. Be as realistic as you can, and include at least one event per program in the first three months. (60 minutes) Type the six-month events calendar.

2. Divide the events for the first four months into groups and assign to teams. In each team brainstorm the steps required for each event in each of four categories:

- a. funding/framing
- b. activities
- c. program operations
- d. leadership formation.

Record this data on the "Event Steps Planning Worksheet". Create a file for this data for use by teams throughout the quarter. (180 minutes)

3. Prepare a "3x5" card for each event "what". Create a wall-size thirteen-week timeline (dayI/II, weekI/II) with the programs down the left side. Working in teams place the cards on the timeline. In plenary, readjust the flow of cards to build momentum. Quickly check to see if any additional "what" cards need to be prepared for events in months five and six and included in the thirteen-week timeline. (180 minutes)

4. After reviewing the workload, group similar programs in order to create teams of auxiliary forces for the quarter. Assign guns and troops to the teams. (60 minutes) Type the thirteen-week timeline.

TOTAL TIME

Two four-hour sessions

MATERIALS

Six-month warboard, quarter timeline, "3x5" cards, "Event Steps Planning Worksheets"

_____ Event _____ Program _____ Component _____ Phase _____

IMPLEMENTARY CATEGORY	EVENT WHAT	HOW	WHO	WHEN (Wk)	WHERE
FUNDING/FRAMING					
ACTIVITIES					
PROGRAM OPERATIONS					
LEADERSHIP FORMATION					

DISCERN CURRENT CONTRADICTION	CREATE WEEK'S IMPLEMENTARIES	CREATE WEEK'S IMAGE/TASK
<ol style="list-style-type: none"> 1. Do "The Reflections of Week" exercise for the overview and for corporate global reports. 2. Do situation analysis of community. Identify what is going on: <ol style="list-style-type: none"> a. Physical transformation b. Economic & social signs c. Leadership, etc. 3. Current contradiction. Looking at situation analysis and implementaries, discern the over-all current contradiction. 4. Regarding overall current contradiction, discern contradictions in operating task teams. <p style="text-align: center;">(60 minutes)</p>	<ol style="list-style-type: none"> 1. Think through events for coming week that will release current contradiction (s). 2. Go through planned events/implementaries for the week. 3. Modify the week's plan by meshing/modifying 1 and 2. 4. Name week's corporate task/team images. <p style="text-align: center;">(60 minutes)</p>	<ol style="list-style-type: none"> 1. Design week's corporate task/team phases chart. Assign for duplication and hold them on a big wall chart for the week; check them off at the end of the week. 2. Break into task teams to design week's implementaries. Raise every detail: task, time, troops, etc. 3. Corporate plenary to refine task/team planning. 4. Timeline and make assignments for events (collegiums, symbolic, etc.) for the week. <p style="text-align: center;">(60 minutes)</p>

DAILY PLANNING GUIDELINE

1. "Huddle" dynamic at beginning of Day I and Day II, using week's timeline sheet.
2. Push to what, who, where, when for objectivity.
3. Use collegiums and sociality for major pushing and reporting.
4. Meet regularly with "guns."

GRA CHICAGO
July 1976

CORPORATE TASK, TIME, TEAM CHART
(Corporate Image)

IMPLEMENTING HANDBOOK
Human Development Project

WEEK ONE							WEEK TWO		
TEAM	EMPHASIS	Monday	Tuesday	Wednesday	Thursday	EMPHASIS	Friday	Saturday	Sunday
A									
B									
C									
D									
E									
F									

GRA CHICAGO
July 1976

TASK TEAM'S WEEKLY BATTLEPLAN

IMPLEMENTING HANDBOOK
Human Development Project

TASK TEAM'S CONTRADICTION	DAY DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	D A Y I							
TEAM'S EVENTS	D A Y II							

WEEK I				WEEK II		
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
TASK TEAM'S WEEK'S B/P & TIMELINE	GLOBAL/ SPIRIT EDGE SPIN	CORPORATE STUDY RE: HDP	ONE OF SIX TASK TEAM'S EDGE REPORT	CORPORATE WEEK II BATTLEPLAN	O:E "GLOBAL NEWS" AND TREND CONVERSE	"REFLECTIONS OF WEEK" CORPORATE EXERCISE
			TASK TEAM EVENTS			
FAMILY NIGHT	STAKE CALLING	TEAM TASKS	ECCLESIOLOA SODALITY: TASK TEAMS' WK II B/P AND TIMELINE	WEEK II TASKS BEGIN	CELEBRATIVE EVENT	HOUSE CHURCH

GRA CHICAGO
July 1976

THE REFLECTIONS ON THE WEEK

IMPLEMENTING HANDBOOK
Human Development Project

THE GREAT WEEK OF _____

(Mark Divisions and Name)

(The Key Event for each Day)						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
(Brainstorm several events per day)						

STATE OF BEING OF COMMUNITY _____ STATE OF BEING OF AUXILIARY _____

THE FHDP CONTRADICTION TO BE RELEASED _____

ACTUATION	The process of doing implementaries such that all development programs operate effectively.
BRACKET	A thought-through holding pattern for a program or activity that has a definite termination date.
CATALYTIC	A catalyst is a substance that causes or speeds up chemical change without being changed in the process. A catalytic program is one that will spark other programs and activities while accomplishing the tasks it was designed for.
COMPONENT	In the document written at the consult, each program contains four components or arenas of activities.
CONSULTATION CONSULT	This is a week long meeting involving local people with a group of global consultants to do research and planning to establish a social demonstration.
CONTRADICTION	The basic situation that must be changed in some way in order that people can accomplish their tasks.
DOCUMENT	The book written at a consult which summarizes the vision, contradictions, proposals, tactics and programs for a particular social demonstration.
FRAMING	The process of preparing a diagram of the individuals, organizations and structures which contribute in some way to the actuation of a social demonstration.
GUARDIANS CONSULTANTS	The people who have decided to take responsibility for the social demonstration or for the entire movement, through sharing time, expertise and gifts.
GUILD	A group of people united by related jobs or common concerns who plan and carry out programs for the economic, political and cultural development of the community.
IMAGINAL PHASING	The process of giving names to different phases or time periods on a timeline that reveal the ultimate significance of the scheduled activities and events.
IMPLEMENTARY	A statement of what, why, when, where, who and how a tactic will be done.

- MIRACLE** A massive and rapid change that produces awe within the community. A miracle is doing the impossible. It could be the first small industry in an agrarian community. It could be a Community Congress attended by Stake and Guild participants representing all dynamics of living in that community. It could be a massive beautification project or painting a giant mural.
- PHASING** The process of arranging subtactics in the time period or phase where you anticipate its completion.
- PLENARY** This is a meeting of the whole group to report on the work done by teams or individuals.
- PLOTTING** The process of categorizing one set of items within another set of items. For example, each subtactic can be associated with one or more actuating program.
- POLAR CHART** A series of concentric circles on which items are plotted for the purpose of discerning creative relationships.
- PROGRAMS** In the document written at the consult, the basic programs are listed which are the means of organizing people and resources for implementing tactics.
- REPLICATION** The process of beginning a series of new social demonstration sites in a transrational pattern emerging from an original social demonstration.
- STAKE** The people living in one geographic area or section of a grid. To begin stakes is to begin weekly meetings designed to nurture the people in a stake and train community leadership.
- SUBTACTIC** A manageable activity that relates with other activities in implementing a tactic.
- TIMELINE** A chart showing what implementaries will be done in each basic time block (hour, day, week, quarter, year, etc.)
- TRIGGER INDUSTRY** An industry which, once operating on a sound basis, can use products from several other small industries or can supply input into other small industries, thereby "triggering" further industrial development.
- VALENCING** The process of assigning a numerical rating to each item in a group of items. For example, tactics can be valenced according to ease of implementation by rating from 1 (very easy) to 10 (very difficult). The process can be done intuitively as a group or individual ratings can be collected and averaged.

Introduction

The Island Survey Trip arose as a tactical approach to dealing with two problems facing the people of the Marshalls as they seek to build and implement strategies leading toward comprehensive human development. First, base line data as to social and economic situation on the dispersed atolls of the Marshalls was not readily accessible to planners at the local or district level. Much important and helpful information existed in the files and records of various departments of government and private agencies, but little of this was cross-referenced and none was gathered in a single source book.

The second problem involved the task of communicating the vision of comprehensive human development formulated by the Marshallese people in the Majuro Consult during September, 1974. This vision and the practical operating models were developed as the Marshalls Human Development Plan (MHDP). Communicating this shift in imagination, eliciting corrective feedback, and obtaining responsive participation on the part of the Marshallese people outside of the district center were not just desirable but crucial to the implementation of the project. A social "field trip" visiting all the atolls of the Marshalls that would combine basic data collection with imaginative telling of the MHDP story was the way these problems were attacked.

The initial trip covered nine atolls forming the central core of the District, those being Aur, Wotje, Likiep, Ebeye, Namu, Ailinglaplap, Nomorik, Ebon and Jaluit. Two other multiple atoll trips were conducted--one to the northern atolls of Maloelap, Alluk, Utrik, and Mejit, and the other to Lai, Ujai, Wotho, Bikini, and Rongelap in the west. Special trips were conducted singly to Ujelang, Mili, Arno, and Majuro Village on Majuro Atoll. The remaining atolls of Kili, Lib, Jabwot, and Eniwetok were covered by conducting extensive interviews with local people and leaders who journeyed to the District Center on various errands during the summer months.

Marshalls Community Action Agency and Trans Atoll Service Corporation, the social and economic catalyzing forces of the MHDP, with extensive support and cooperation of the public and private sectors, served as sponsors of the Island Survey Trip. Staff members from these two agencies as well as government employees and top level personnel from the private sector formed the Island Survey Team which conducted the interviews and communicated the vision during the local island meetings. On each island a meeting was held with the local population. Traditional and elected public officials, businessmen, church leaders, and community elders provided the pool of local data. The common man was actively included in all sessions, greatly increasing the effectiveness of the data gathering and the plan building. The format of the meeting was much like the early American town meetings. The Survey Team members talked about the practical vision of the comprehensive development of the whole Marshalls. Small groups were formed which discussed the economic and social issues and provided the basic data of the survey questionnaire. A final period consisted of sharing basic local needs and practical solutions to the local problems through common developmental efforts. Often groups expressed their motivity and interest in song and story telling.

The report summarizes the findings of the Survey Trip and suggests directions for further development of this methodology.

The first section of the report deals with the comprehensive overview. It outlines several gestalts which show common relations among various atolls and then speaks of the six overriding issues which captured the imagination of the

people in the summer of 1975. The second section points the directions in which this report will be developed and refined and the various groups who will find it of use. The third section consists of atoll sheets that look in brief detail at each island. A map and basic population and physical data are provided. The opinions of island residents are summarized in three statements, "Uniqueness," (equivalent to "story" in Town Meeting), "Burning Issues," and "Sense of Destiny." An appendix includes the summary of the original questionnaire data.

Populations: 539

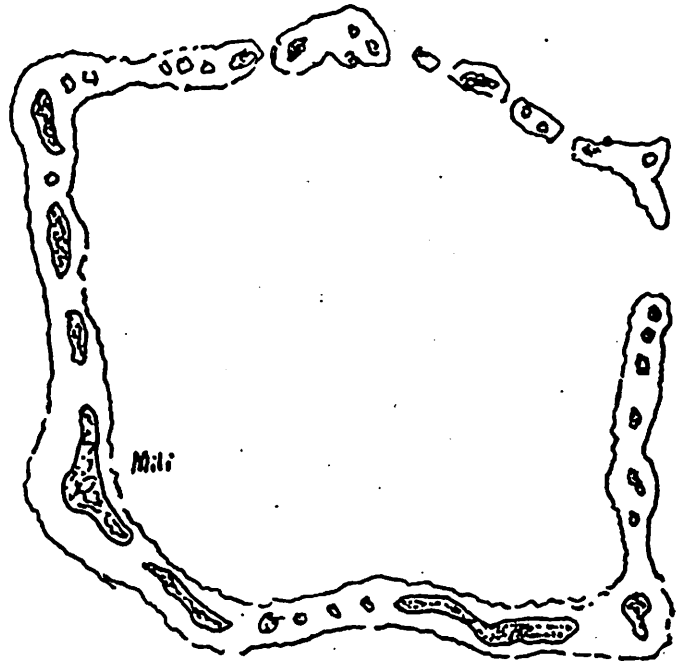
Schools: 1 elementary

Stores: Lometo, Sheneru, Nimbu, Lorok,
Co-op, Jilang

Copra Landings: 5

Irojlaplap: Larok, No, Driktak, Linidrik,
Bwijtak

Magistrates: Terjen M



Uniqueness:

According to myth, Mili, meaning "submerged land" was pulled up from the bottom of the sea after being hidden by a spirit so that he might save this beautiful atoll for himself. The most eastern atoll of the Marshalls, Mili is known for great fishing, the best rockpile fish traps, and the export of smoked and salted fish. As a Japanese naval base during the war, the atoll was the "airfield" of the Marshalls. Bombs from that time still need clearing.

Burning Issues:

The island is suffering from the low price of copra and the high price of food. Stronger local government is another issue the people are facing. Thirdly, the people are concerned about possible explosives in the uncleared World War II rubble.

Sense of Destiny:

The people want to build a fishery industry and develop agriculture in order to strengthen their economic base.

Data Sheet

Name : Age: Sex:
 Father's name : Stake: Ward:
 House No. : Children: (alive) (dead)
 Marital Status :

Occupation :
 government/private skilled/unskilled

Educational Status:
 job experience languages: (spoken) (written)

Private Property:

farm acreage :
 house type : annual income:
 flooring: (cow dung) (tiled) (Other)
 walls: (mud) (stone) (brick)
 roofing: (thatch) (tile) (asbestos) (concrete)
 lighting: (electrified)

Wells:

number: means of drawing water: (manual) (manual pump)
 (diesel pump) (electric pump)
 (other)

cattle: (type) (no.) (annual income)
 poultry: (type) (no.) (annual income)
 business: (type) (annual income)

Health: (communicable disease) (hereditary disease)

SAMPLE SURVEY DATA FORM
Maliwada Human Development Project

DATA SURVEY

FAMILY NAME _____

PLOT NO. _____

HOUSE NO. _____

	NAME	M/F	age	WORK	EDUCATION LEVEL	LANGUAGES	
						SPOKEN	WRITTEN
ADULTS							
CHILDREN							

	FARM		DISEASE/ILLNESS	ADDITIONAL INFORMATION
	ANIMALS	CO-OP		
OTHER DATA	kind	no.		

MHDP

Quarter IV

Majuro

STAKE MEETING

Week 13

1975-76

SONG	"IRON MAN"	Mat'l's song sheet
CONV.	<u>LIFE METHODS</u> 1. Where have you seen people making plans lately? 2. In the past--how was planning carried out within the community? 3. What are the key parts in planning? 4. How does your participation in planning affect the future of Majuro?	
STUDY	<u>SMALL IS BEAUTIFUL</u> --"Give a man a fish. . . " (have someone read the paragraph from the group)	on song sheet
WORK-SHOP	<u>QUARTER PLANNING</u> CONTEXT: 1). Everyone knows today that what they do affects what happens in the future. 2). The Yellow Book was long range planning "Lets look at what we want to see happen in the Next Quarter (13 weeks)." 1. If you were making a report to the <u>DISTAD</u> , how would you finish "WHAT IF _____." 2. Which of these could be done next quarter? (locate some on the 13 week t/1) 3. What particular signs of corporate CARE are needed in our Stake in the next quarter? How often do we need to work on these signs? "LETS BROOD ON THESE AND FINISH OUR PLANNING NEXT WEEK." 4. How are we different by having worked last Saturday and our planning tonight?	t/1 form
SEND OUT	<u>ANNOUNCEMENTS:</u> <u>RITUAL</u> L. WE GO TO BUILD THE MARSHALLS FOR THE WORLD C. WE BUILD IT WITH OUR POWER L. RIGHT C. RIGHT	

OPENING: Songs
 Accountability/Absolution (by wards)
 Ritual

CONVERSATION: Local Community

Context: Paint a verbal picture of a community in which you have lived. The emphasis is on local community--a geographical entity, not on social or ethnic communities.

Objective:

1. What Marathi word would you use for "local community"?
2. What pictures of local community come to your mind?

Reflective:

3. What are some stories you've seen or heard about events that portrayed the particular qualities of local community? (Give an example).
4. When have you been personally involved in such an event?

Interpretive:

5. What are the qualities of local community?
6. What is its function in the larger society? (state or nation)
7. How are local communities changing today?

Decisional:

8. What does the new role or function of the local community in the larger society need to be?

WORKSHOP: According to stake timeline.

CLOSING: Announcements
 Send Out
 Ritual

MHDP
MAJURO

GUILD MEETING

QUARTER IV
1975-76

SONG

NEW DAY

RITEs

Alele; Farm, Sawmill, Breadfruit Tree, TASC, MPRC

CONV.

CONTEXT:

REVIEW WORLD GRID BY HOLDING UP SHAPES AND IDENTIFYING AND PLACING ON WALL IN ITS PROPER POSITION.

South:

1. What are the 3 continents in the south?
2. What nations are located in the south?
3. What events are taking place?
4. What are they struggling with?
5. What is their gift to the world?

REPORTS

- 1) income
- 2) total up

WORKSHOP

CONTEXT:

NEEDS ARE OBJECTIVE AND ENABLE A NEW LEAP.

- 1) What major equipment does each guild need that will enable a new leap? (list on board)
- 2) What 3 minor pieces of equipment would release new productivity? (list on board)
- 3) What are ways a small industry could begin to acquire these?
--sources
--implications

SEND

OUT

MARSHALLS HUMAN DEVELOPMENT PROJECT

GUILD RITUALS

ALELE RITUAL

Traditional Skills

Alele

Quality Baskets

Alele

Feminine Power

Alele

Gifts to the World

Alele-Alele-Alele

TASC RITUAL

Our Task is Clear

We Move as a Team

(Repeat 3 times)

MPCR RITUAL

These Hands

Work Hard

These Hands

Build the Marshalls

These Hands

Decide the Future

SAWMILL RITUAL

We are the Sawmillers

We cut the trees

That make the lumber

That made the houses

That build the Marshalls

For the world.

PRESCHOOL RITUAL

We are the teachers of the Marshalls,
right?

Right!

We will share our skills with
all the islands,
right?

Right!

We will shape the future of the
globe,

right?

Right!

FARM RITUAL

We grow local food

We feed local people

Right?

Right!

BREADFRUIT TREE RITUAL

Yokwe

Yokwe

We are the Chipmakers

We are the Chipmakers

We are the Weavers

We are the Weavers

We are the Tailors

We are the Tailors

We buy local products

We buy local products

We sell local products

We sell local products

Let us go to build the Marshalls

for the world.

Right!

GLOBAL HUMAN DEVELOPMENT		THE THIRD TIME		LOCAL ECONOMICS		COMMUNITY DEVELOPMENT	
Philosophy	Dynamic	Three Times	Ancient	Small is Beautiful	Old Images	Undergirding Principles	De-limited Area
	The 24		Foreign Impact		Inappropriate Answers		All Problems/ All Ages
	Replication		New People		New Economics		Depth Issue
	New Society		Present		New Decision		Power of Symbol
Local Man	Resurgence	Heritage	Navigators	A Developing Economy	Separate Economy	Actualizing Forms	Community Organization
	Social Vision		Assigned Roles		Local Products		Stakes
	Motivity		Social Care		Local Consumption		Guilds
	Leadership		Stories		Local Labor		Congress
Principles	Social/Economic	Diamond	The Symbol	Revolution's Economic Principles	Import/Export Ratio	Futuristic Methods	Gridding
	Private/Public		Crossroads		Retained Dollars		Imaginal Methods
	Int'l/Ext'l.		Resources		Increased Capital		Social Methods
	Local/Univ'l		Recovered Space		Rapid Turnover		Intellectual Methods
TWC	Consult I	Third Time	Gifts of Past	Role of Work	Every Man	Sustaining Motivity	Humanizing Structure
	Signs Implemented		New Structures		Comprehensive Training		Community Dynamic
	Consult II		Global Gifts		Small Industry		Common Story
	Intensification		New Story		Corp. Power		Corp. Power

GUILD MEETING CONSTRUCT

MALIWADA

- 8:00 SONGS: 2 Or 3 to develop collegiality and to set the tone
for the meeting
- RITUAL: Bharat Ke Gaon Aagay Bhadengay
 C: Maliwada Uska Chinha! (3 times)
- ACCTY/ABS. : Accountability by teams
 Sample absolution: "Although we show
 up broken and incomplete, we have the
 possibility nevertheless of doing the
 task before us, just as the group we are."
- 8:10 CONTEXTUAL SPIN: See weekly rationale
- 8:12 REPORTS: 1. From one or all other SDP's
 2. From each task force
 3. From miracles in other guilds.
- 8:15 WEEK'S TIMELINE: 1. Project miracles for coming week
 2. Assign tasks to T/F's
- 8:20 T/F PLANNING: 1. Task Forces study their assignments for the week
 2. Battleplan each miracle
 3. Make specific task assignments
- 8:35 GUILD REFLECTION: 1. Each T/F presents key events of the week
 2. Raise issues to be dealt with by the total group.
 3. Deal with issues or assign to group to
 be dealt with.
- 8:55 SEND OUT
 RITUAL

MHDP

MALIWADA

GUILD LEADERS MEETING

(Friday night)

Time	Structure	Content	Assignment
8:00	Singing Ritual: Account- ability Absolu'n	Bharat ke gaon agay Bharengay Maliwada uska chinna haiz Let the 6 guilds of Maliwada account for their presence at this meeting:	
8:10	Conver- sation	Reflection on methodology	
8:20	Study Reflec'n	Social Demonstration Project	
8:35	Workshop Reflec'n	Current Issue	
8:55 9:00	Announce- ments Sendout		

MHDP
Majuro

COMMUNITY QUARTER PLANNING
PLANNING FORMAT AND COMMUNITY PLANBOOK LAYOUT

MHDP Majuro		PLANNING SESSION 1	QTR. IV	COVER	page 1 PLANNING SESSION	page 2 MHDP 16 PROGRAMS CHART	page 3 SONG SHEETS	
OPENING	Songs		MHDP	OPEN				
	Guild Rituals							
P L A N N I N G	Meal		QTR. I	P L A N N I N G				
	Accomplomat Conversation --Accomplishment of the past quarter							1976-77
P L A N N I N G	Challenges Listing --List of what the future holds for the next quarter		PLANBOOK	CLOS				
	Proposals Gestalt --Gestalt of Quarter 1 Proposals by Guilds							
P L A N N I N G	Plenary -- Report by each guild of its proposals --Timeline projection				page 4 WORKSHEET	page 5 WORKSHEET	page 6 WORKSHEET	page 7 QTR. TIMELINE WORKSHEET
					ACCOMPLOMAT	CHALLENGES	PROPOSALS	
C L O S E	Announcements							
	Send Out Ritual							

I	II		III																
<p>GREETINGS</p> <p>Andrew Bilimon</p>	<p>REPORTS FROM GUILDS</p>	<table border="1"> <tr> <td>Alele</td> <td>Report/Song</td> </tr> <tr> <td>Sawmill</td> <td>"</td> </tr> <tr> <td>Landfarm</td> <td>"</td> </tr> <tr> <td>Breadfruit Tree</td> <td>"</td> </tr> <tr> <td>Bako</td> <td>"</td> </tr> <tr> <td>Merchandising</td> <td>"</td> </tr> <tr> <td>Multi-Purpose Repair Center</td> <td>"</td> </tr> <tr> <td>Pre-School</td> <td>"</td> </tr> </table>	Alele	Report/Song	Sawmill	"	Landfarm	"	Breadfruit Tree	"	Bako	"	Merchandising	"	Multi-Purpose Repair Center	"	Pre-School	"	<p>FEAST</p>
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Sawmill	"																		
Landfarm	"																		
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Pre-School	"																		
<p>SONGS AND CONTEXT</p> <p>Walkup Silk George Holcombe</p>	<p>STAKE CALL</p>	<table border="1"> <tr> <td>Stake A</td> <td>Signal Event</td> </tr> <tr> <td>Stake B</td> <td>"</td> </tr> <tr> <td>Stake C</td> <td>"</td> </tr> <tr> <td>Stake D</td> <td>"</td> </tr> <tr> <td>Stake E</td> <td>"</td> </tr> </table>	Stake A	Signal Event	Stake B	"	Stake C	"	Stake D	"	Stake E	"	<p>ENTERTAINMENT</p>						
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<p>GUILD RITUALS</p>	<p>RESPONSES</p>	<table border="1"> <tr> <td>Family</td> <td>All The Islands</td> <td>The World</td> </tr> </table>	Family	All The Islands	The World	<p>SEND OUT</p>													
Family	All The Islands	The World																	

MHDP
MAJURO

THE SOCIAL DEVELOPMENT--STAKE PLANNING

QUARTER I
1976-77

Time Place	JULY				AUGUST				SEPTEMBER				
	1	2	3	4	5	6	7	8	9	10	11	12	13
A from Airport to: Ajidriks small island	GARDEN				ENGLISH CLASSES				SEED CROPS				
B from: the new port to: Rhine. Brians	PAINT GRAVEYARD				GARDEN				BUILD PLAYGROUND				
C from: Assump-tion to: ICC office	GARDENS				ENGLISH CLASSES				MUSEUM				
D from: ICC office to: High School	GARDEN				REPAIR HOUSES				COOKING CLASSES				
E from: former youth center to: end	FAMILY BEAUTIFICATION				COMMUNITY ART FORM				SING TO THE WORLD				

MHDP
MAJURO

THE ECONOMIC DEVELOPMENT--GUILD PLANNING
-INDUSTRY-

QUARTER I
1976-77

Time Guild	JULY				AUGUST				SEPTEMBER				
	1	2	3	4	5	6	7	8	9	10	11	12	13
ALELE	<u>BRING IN MORE VISITORS</u> Advertise in local businesses 5 new women Visitors model for in shop				<u>AIRPORT SALES</u> Build a pattern book Outer island trips Publish the catalogue				<u>MAKING A CATALOGUE</u> Mail to customers Supplies from Outer Islands Complete Quarter Noon Studies				
SAWMILL	<u>FINISH CLEARING ONE WETO</u> Finish the treatment tank Stockpile lumber Start carpentry shop				<u>BUILD DEMONSTRATION HOUSE</u> Sell treated lumber Clear second weto Ex wench truck				<u>EBON TRIP</u> Order second sawmill Do mechanical repairs Get Micronesian Develop. Loan				
LAURA LAND FARM	<u>SCHEDULE PLANTING</u> Time design Build fences Seed orders				<u>GET NEW EQUIPMENT</u> Hand tools New Tractor fertilizer				<u>BUILD A NURSERY</u> Wheel barrow Water pump Shed packing				
BREADFRUIT TREE	<u>OPENING NEW BUILDING</u> New bookkeeping Airport sales Publicise selling				<u>NEW PRODUCTS</u> Pandanus Slush Limeade I Q				<u>MORE SALES</u> Hats & Mats in stores Breadfruit chips to Hawaii Coconut milk in the districts				
BAKO BAKO	<u>LAUNCH FREIGHT SERVICE</u> Secure barge Make seaworthy Haul first copra				<u>ESTABLISH REGULAR SERVICE</u> Once/week to Arno Arno Local Product Agent Material for tug rehab				<u>PLAN ECONOMIC FUTURE</u> Secure barge lease Set up total field trip oper'n Hire captain/super cargo				

MHDP

MALIWADA

COMMUNITY MEETING CONSTRUCT

(Saturday morning)

Time	Structure	Content	Assignment
8:00	Singing Ritual Accountability Absolution	Bharat ke ghar aaugay bhadengay Maliwada Uska Chinha Let the 6 guilds of Maliwada account for their presence at this meeting:	
8:10	Réports	Farmers Builders Traders Teachers Doctors Ambassadors	
8:28	Singing to receive & celebrate reports		
8:30	Guest. Speaker		
8:45	Announce- ments by guilds		
8:55	Send Out Ritual		

SOCIAL DEVELOPMENT

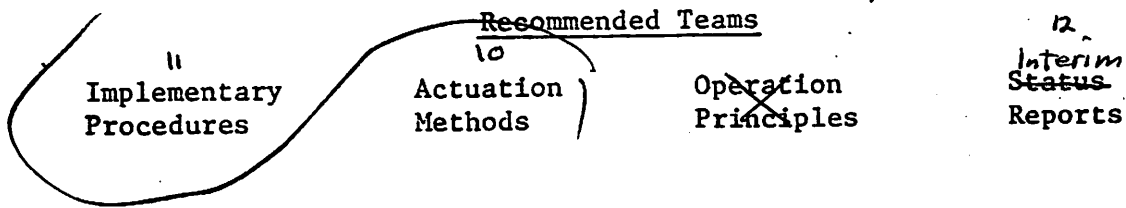
ECONOMIC DEVELOPMENT

EDUCATION	SERVICES	INDUSTRY	RESOURCES	SOCIETY
<p><u>MTC:</u> 50 youth participate in 8 weeks of Marshalls Apprentice Night School</p> <p><u>PRE-SCHOOL:</u> 15 graduated from Uliga and Rita Pre-school</p> <p>Opening of all-day, all ages Uliga and Rita pre-school</p> <p>food grant received for Pre-school</p> <p>Dental examination for all children attending Pre-school</p>	<p><u>MPRC:</u> overhauled a jeep fixed a cooler offered one day tune-up provided quick parts supply</p> <p><u>MBC:</u> audits completed for KITCO & TASC typing classes created bookkeeping systems</p> <p><u>THE PEOPLES' Co.'s.:</u> <u>TASC</u> begins wholesale operations <u>KITCO</u> new fish chest cheaper chicken selling lukar & coconut candy</p> <p><u>MEICO</u> baking 200 loaves of bread a day moved commissary to Main Street</p>	<p><u>SAWMILL:</u> cuts, saws, treats & prepares lumber builds furniture including picnic tables</p> <p><u>BREADFRUIT TREE:</u> opens new facility expanding the Chippery to include Hats & Mats Island Juices Taila Made</p> <p><u>ALELE:</u> exports to Japan & Germany</p> <p><u>OCEAN FISHING:</u> Bako makes runs to Arno</p>	<p><u>LAURA LAND FARM:</u> received: fertilizers seeds new machine to make rows, plant seeds, cover rows and fertilize</p> <p>are growing: corn watermelons cabbage cucumbers beans papaya tomatoes limes taro</p>	<p><u>STAKES:</u> signs: regular Tuesday night meetings</p> <p>A created a garden</p> <p>B cleans up cemetery</p> <p>C weeded and replanted</p> <p>D got new gravel for yards</p> <p>E built a new planter box</p> <p><u>DEMONSTRATION HOUSING PROJECT:</u> coconut house designs underway</p> <p><u>ALL-ISLAND HEALTH SERVICES:</u> 200 children checked for dental care</p>

D
X IMPLEMENTATION HANDBOOK

The task is to create an inclusive handbook of practical human development project implementation which includes operating principles and basic designs to guide a project from the completion of the initiating consult through the first year.

The task of this group is to gather the practical wisdom derived from the past twelve months of demonstration project actuation in order to intensify the first year's work in the next twelve projects and to assist in commonizing and strategizing for the second year of project operation. Beginning with the writing of implementaries, this document will summarize our experience in year one operations, the effective organization of project forces and the principles of operation necessary to effective demonstration. Including representatives from each of the eight projects this task force will analyze methods and principles of actuation as well as articulate what we have learned about Social Demonstration from each of the eight.



Materials

- Initiating Battle plans
- Implementaries
- Time Lines
- Organization schemata
- Implementation Creation Models
- Interim Status Reports
- 8 HDP Documents
- Project Implementation Models