

Task Force III  
**REPLICATION  
SCHEMES**

a compend of  
task force  
products

prepared by  
**Global Research Assembly 1979**  
**July 1-15, 1979**

TABLE OF CONTENTS

	Page
INTRODUCTION.	1
I. REPLICATION LEARNINGS	3
A. Maharashtra Replication Project Learnings	6
B. Phillipines Cluster Experiment Learnings	27
II. 2500 RESEAPCH	36
A. Initiation Models	39
B. Operational Design	41
III. PROPOSED MODELS	45
A. Global Rationale	46
B. Seven Models	52
IV. CONVERGENCE SHEMES	67
A. Impact Relation to Demonstration	68
B. Convergence Schemes	71
CONCLUSION	72

REPLICATION SCHEMES TASK FORCE

INTRODUCTION

1. Arena description

The issue in this arena was to pull together our common learnings and practical experience and present models to create a repository of principles, components, operational designs and phasing plans which inform us as to the next practical steps in actualizing the global strategy of doing the 2,000,000 villages of the world.

2. Experience precis

Our work drew on the practical experience of colleagues who had worked in Maharashtra and the Mactan Cluster to refine and push models used for the learnings we needed to evaluate replication as a global strategy. We also interviewed representatives from the 15 locations who came to this assembly with replication models in order to gain their practical insights into what was being called for and what situation indicated the need. We also interviewed 12 people involved in high density saturation experiences.

3. Basic Learnings

The learnings we based our work on includes the pull together of learnings from India done in June of 1979, the Mactan Cluster Report, and other India training models, actuation models, and auxiliary manuals.

4. Strategic Objectives and Relations

This task force struggled with the de-mystification and releasing poetry which surrounds the "replication" term in order to release everyone to look objectively at strategically orchestrating and phasing the demonstration and impact campaigns toward total movementalization of a particular geo-social reality. This put us in dialogue with work on

- Saturation Campaigns (learnings and projections for future campaigns),
- Demonstration Showpieces (work on "extension" or turning projects outward),
- Forces Mobilization (learnings on working with local auxiliaries)
- Convergence Tools (use of three and eight week training schools).

5. Work Summary and Significance

We pulled together and refined the learnings from the Maharashtra and Mactan Cluster Replication experiments. It will be a valuable tool of screens, check points and models study in thinking through the future strategies both globally and locally.

GRA  
Chicago

July '79  
Replication Schemes  
Task Force 3

We evaluated proposed replication models with necessary adjustment in light of suggested global strategies for recommendation to the Council. The significance was found in the potential breakloose of learnings and strategies that could be gained over the next year to position us for the task of going to every village. We conceived a way to approach the next phase of replication in India and constructed patterns that can be the launching pad for the model building process in Maharashtra. Learnings on the relationship of saturation to replication were spelled out as well as held in charts which analyzed these relationships from several perspectives.

REPLICATION LEARNINGS:

Maharastra 232 and Philippines Cluster Experiment

Task Force 3  
Replication Schemes  
GRA 1979

## CONTEXT

This manual is a compilation of the learnings of the replication experiments of the Maharashtra 232 and the Philippines Cluster Experiment from 1976 through 1979. The question raised during the writing of this document was: If I was participating in replication in a new nation in 1979-1980, what troop configurations, operating principles, consult models, training constructs and phasing models would be of help to us in such a situation? These learnings delineate the actual sequence of events and the shifts made to increase effectivity during the course of the experiment. Because of the newness of this aspect of our work, we have listed the learnings of the two locations separately to show different approaches launched in the two situations. The data from Maharashtra is presented empirically while the report from the Philippines carries along with it the excitement and the story building that surrounded the effort. The two separate accounts provide diverse images of what is possible.

A DESCRIPTION OF REPLICATION

Replication begins with initiating a strong pilot project and then covers rapidly a broad geographical area extensively with human development projects and community forums and then moves to intensify the number of projects or forums within that area. During the extensive coverage the major emphasis of each community is to do its own renewal. During the intensive phase the major emphasis turns the communities toward the renewal of all communities within their geographical area.

It trains local people to provide their own leadership in catalytic action, motivational technique, and daily sustenance.

It builds a self-conscious, local, volunteer movement that acts on behalf of all communities both within its geography and beyond.

It awakens communities to their local responsibility within a global context and provides methods for local renewal, methods for releasing the power of intercommunity relatedness, and methods for renewal of the social fabric within the sub-region.

It awakens the public, private and voluntary sectors to the renewal movement and devises a delivery system for goods and services to the area and local repositories.

MAHARASTRA LEARNINGS

## PRINCIPLES OF REPLICATION

	STRUCTURES		FORCES		TOOLS	
FORM	OPERATING STRUCTURE		ACTUATING FORCES		IDEATIONAL INSTRUMENTS	
	PILOT BASE	Continental permanent sign	CATALYTIC GROUP	Global catalytic force	36 PROGRAMATIC CHART	Clear rational formula
		Villages training center		Relation global H.D.P.		Major structural requirements
		Chief demonstration site		Global visits auxiliary/villagers		Basic human expression
		Present model programs		Global exchange auxiliary		Common ground of Projects
	TRAINING SCHOOL	Community reformulation curriculum	AUXILIARY CONSTRUCT	Provide entry model	SOCIAL STRUCTURE	Community organization structure
		Design participant rationale		Staff of various schools		Village reconstruction act
		Establish auxiliary life style		Establish symbolic life		Common symbolic life
		Confirm two-year decision		Actuate implementaries T/L		Local welfare construct
	MONITORING DEVICE	Structure various expertise	GUARDIAN FORCE	Frame private/public sector	ECONOMIC STRUCTURE	Village economic base
		Orient toward action		Provide program support		Economic development vehicle
		Spend week per village		Establish authorization/funding net		Relate national economics
		Actuate expressive happenings		Set-up continental relations		Low interest loans
	SERVICE STRUCTURE	Design repository manuals	LOCAL CORE	Emerging revolutionary leaders	PROJECT COMMONALITY	Common guild structure
		Establish leadership training		Village Gram Panchayat		Continental image Nava Gram Prayas
		Circulate expertise teams		Continuous shadow principle		Common resource development
Establish equipment pool		Regular leadership meetings		Socio-economic development principle		

## PRINCIPLES OF REPLICATION

ICA

July 1979

	STRUCTURES		FORCES		TOOLS	
TASK	DEVELOPMENT DEVICES		RELATIONAL FRAMEWORK		MOTIVATION FACTORS	
	SELECTION SCHEME	Rational geographic coverage	PUBLIC/PRIVATE AUTHORIZATION	Local to national involvement	ON BEHALF OF	Global decor and rituals
		Site selection criteria		Key government bureaucrats		Movement stories, songs
		Systematic authorization preparation		Business and industry		Last village women
		Expanding selection teams		Political symbolic leaders		Three million villages
	REPLICATION TACTICS	Transrational tactical model	GOVERNMENT RELATIONS	Analyze government scheme	YEAR TIMELINE	Two-years phasing model
		Quarterly plan of action		Continuing monitoring of schemes		Tactics display calendar
		Government involvement in selection		Dovetail tactics with schemes		Miracle highlight timeline
		Breadth concentration rationale		Elicit government expertise		Urgent rapid development
	CONSENSUS FORMS	Initial pilot treks	VILLAGE NETWORK	Information of equipment network	NAVA GRAM PRAYAS	Stories and decor
		Demonstration visits to base		Inter-village leadership meetings		Project directors' meeting
		Gram Sabha impact		Inter-village training sessions		Common songs and rituals
		Clear village pitch		Village expertise interchange		Continental village participation
	CONSULT IMPACT	Establish network consults	FUNDING FRAME	Inkind development network	DRAMATIC SIGNS	Sudden high visibility
		Conduct pre-consult research		Organization extending aid		Large numbers effected
		Solicit sufficient consultants		Businesses/industries support		Staged miracle events
Establish self-conscious Guardians		Patron's support network		Completed events celebrations		

# Replication Phasing

Phase I	Phase II		Phase III	
Launching Pad	The Experimental Foray		The Massive Advance	
Pilot Village Model	Mass Awaken ment	Stronghold Establish - ment	Massive Awaken ment	Revolutionary Nodes
Government Nod				
Guardian Support Cadre				

Ongoing Creation of the Committed-Volunteer-Troupes System

Ongoing Creation of the Common Campaign Maneuver System

Ongoing Creation of the Public + Private Engagement System

# MAHARASHTRA REPLICATION PHASING

PHASE	I	76-77	77-78	78-79	79-80
IMAGE					
RAT'L		PILOT PROJECT	DISTRICT ANCHORS	STATEWIDE NETWORK	HIGH DENSITY REPLICATION
RAT'L		1 G.S.D. - Band of 24	1 per Taluka	1 per Taluka	100 per taluka - 25 talukas
# Proj		1	27	232	2500
COMPONENTS		HDP Auxiliary Qtrly Planning Council	Aux. staff Circuit teams (Monitoring) Biweekly Planning Mtgs Quarterly Planning Council	Bi-weekly Circuit Mtgs Keystone Actuation Strike Forces Monthly Proj Dir. Mtg Monthly Div. Gen Mtg Quarterly Councils	All last phase components + Taluka Assembly Qtrly Taluka Econ + Soc guilds Taluka Framing visits Cluster Village leaders mtgs (10 villages per cluster) Cluster Training modules Cluster Manuevering mtgs
TRNG		Auxiliary Shadows	5 HDTI's (8wk) 1 per quarter New directors trained by old directors	6 HDTI's (8wk) 5 HDTI's (3wk) Project Directors Trng (3wk) Qtrly Soc + Econ modules Strike Forces	2 HDTI / QTR / DIV. (3wk) 3 methods HDTI / Year (8wk)
TROOPS			232	582	1350
IMPLEMENTATION STEPS		Site Selection Consult Actuation Replication Plan Set up training school	Site selection 10 to HDTI Dem. visit Gram Sabha Consult Aux. assigned out of HDTI to villages	Site selection Ppl to HDTI Gram Sabha Consult Aux assigned to circuits Phasing schemes	8 TALUKA SELECTION 100 Gram Sabhas / Demo Taluka 10 Cluster consults Initiate weekly village mtgs monthly Cluster Leaders/Training/Manuevering monthly Taluka Econ/Soc/Framing mtgs Quarterly Assembly  + Plan for replication of Taluka replication in all 232 Talukas
GOV. AUTHORITY FUNDING		Chief Ministers Office	Check with government officials at every level - Block Devtmt Officer - Gram sevak during site selection + work with on government schemes + proposals 100% Federal Tax Exemption State of National Ministries. Co's Adopt a village or fund tactical actions Indian Business Houses, EEC, Belgium Govt, UNESCO, ICIEI		Block Plans
MONITORING SYSTEM			Aux in village Div. Monitoring Circuits (4)  Obtained from village, trained and reassigned to village auxiliary, circuits, and centrum.	12 Circuits (Biweekly Circuit Mtgs) 75 subcircuits (3-4 villages) + DIV. MONITORING TEAMS	12 circuits 75 subcircuits + Div monitoring + 25 Demonstration Taluka circuits
AUXILIARY IMPACT NETWORK			Gram Sabha (Town Meeting) and GWF  Rotary Club, Business Associations, Chamber of Commerce groups, engineering groups		

DEMONSTRATION  
VISIT

Villages asked to participate in Nava Gram Prayas were invited to visit Maliwada HDP to see its renewal work and to talk to the villagers about local participation. The village was responsible for its travel funds to Maliwada, and many did not take advantage of the invitation for that reason. The ICA provided room and board for the village while they were in Maliwada. In many instances, the visit played a critical role in giving people a practical vision they could anticipate for themselves. However, its effectiveness varied according to the condition of the village being considered in contrast to Maliwada. For example, villages in the Poona Division were much less impressed with Maliwada as a demonstration because they had access to substantial resources.

## GRAM SABHA

Originally, the Gram Sabhas were imaged as events conducted by the ICA staff to give an opportunity for the whole village to participate in the renewal methods. Many villages had fantastic events attended by large groups from 100 to 800 people. A large tent was set up, furniture brought in and entertainmet, local decor and lunch was provided by the village. Because of the understanding that site selection was being conducted over against the need for ten villages to surround it in the future, five or six Gram Sabhas were conducted per taluka and one was selected as a demonstration village on the basis of their readiness to sustain rapid change. Many things were learned from this experiment. It was noted that even though a Gram Sabha served as a good recruitment tool for the HDTI, such a major event in the village's life created the image that the ICA was bringing money into the village and cut ever against the reality of the villagers doing the work themselves. The Gram Sabha is now a part of the site selection visit. Small groups of villagers are pushed to articulate their vision of what renewal would look like practically for them. Their responses reflect whether the village is ready to become part of NGP.

Without the HDTI, it would have been virtually impossible to raise up and quickly train the required leadership for village development. Originally, the school was held for an eight week period each quarter in Maliwada. Each village intending to be an HDP was asked to send ten of its adult residents to participate in the School before the village had a consult. During the final push for the 232 during 1978 and 1979, 3-week training schools were conducted in four District Villages for two reasons: The job

## HDTs

of the 8 week school could be conducted in three weeks and the acceleration of the campaign demanded a more rapid need for trained troops. When this shift was made, villagers began to attend the school after their consult because site selection and the consult were completed during a two week time block. Its-curriculum The prerequisite for participation in the School was a profound care for the village and a willingness to seriously consider giving two years of service working in replication villages, discerned thru an interview at the beginning of the school. It is desirable for most of the participants to be literate, but illiterate participants are welcome. The village selects those who are to attend. The cost of the school is RS.1000 per person. Money is raised from businesses and concerned individuals cover the amount. A registration fee is charged for each participant of Rs. 50

The registration fee could be waived on request. Each student was expected to pay his travel fare to the school and have enough money with him or her to cover his personal needs during his stay.

HOSTING  
THE  
AUXILLIARY

The original image for auxiliary in the 232 was approximately ten to twelve ICA staff moving into a village shortly after they completed the HDTs. The village was requested to provide a house for the auxiliary to live in for a two-year period with the ICA providing sustenance for them. However, the role changed during the 232. Instances occurred when the village did provide food for the auxiliary. Consistently providing food for the auxiliary robbed the village of energy that could have been used to build the village. This == frequently resulted in the auxiliary being reluctant to place life demands on the villagers feeling that the burden of providing food was enough. On the other hand, the donation of a house and some food was a symbol that the village had decided to be serious about the project. ~~Thisxxxx~~ ~~xxxxxxx~~ The primary learning was holding the image of being serious about the project and not changing the image that the auxiliary was a disciplined, self sustaining group of people residing in the village solely for the sake of its renewal.

REPLICATION COMPONENTS  
A. INITIATING STRUCTURES

INITIATING  
CONSULT

Upon the completion of the Training School the graduates are assigned as auxiliary to the villages. In the early stages the auxiliary arrived 2 weeks ahead of the scheduled consult and prepared the village both physically and internally.

Initial consults were based on 5 day model. When the district projects were initiated the consult was designed to be held over 3 days. The last phase of the 232 initiation modular consults were designed to provide economic and social actuation tactics. The guilds were thus initiated at the modules to carry out the necessary task.

SITE SELECTION

Originally, about five villages in a taluka were visited and five were chosen in which to hold a Gram Sabha. At this time, a full day Gram Sabha was set up, complete with chairs, tables decor and lunch. The village was selected with the most promise which then sent ten villagers to the HDTs chosen by the village approximately a month later. This was followed by a consult after their return from the School. This sequence was used during the initiation of the first eight villages and took approximately three months.

Because of the need for more rapid initiation, a method was needed to launch projects more quickly. The breakthrough of the three hour Town Meeting model allowed this to happen by having the Gram Sabha during the site selection visit. Three to five villages were visited in a taluka and a short Gram Sabha was held in each. Although the decision to actually become a part of Nava Gram Prayas rested with the will of the village, socio-geographical factors were carefully considered during selection. These factors included the location of the village, its compactness, symbolic heritage and the possibility of rapid visible change.

MODULAR CONSULT DESIGN

THE PLANNING MODULES

THE IMPLEMENTATION MODULES

THE OPENING MODULE	THE ECONOMIC MODULE	THE SOCIAL AND HUMAN MODULE	THE RESOURCE MODULE	THE CLOSING MODULE
Gram Sabha Vision Contradictions Workshop  Proposals Workshop	Agricultural Fieldwork  Agricultural Tactics	Environment Fieldwork  Environment Tactics	Taluka Town  or District City	2 Year Timeline  13 Week Timeline
Field visit  Additional Reflections	Industry Fieldwork  Industry Tactics	Health, Education Welfare Fieldwork  Health, Education Welfare Tactics	Visit	1 Month Maneuvers
	ECONOMIC TACTICS PLENARY	SOCIAL TACTICS PLENARY	RESOURCE PLENARY	CELEBRATION
Tuesday	Wednesday	Thursday	Friday	Saturday

14.

REPLICATION COMPONENTS  
ONGOING STRUCTURES

MODEL VILLAGE

The Maliwada Human Development Project was launched in 1975 with an eight day consult. The corporate effort of the local citizens and consultants with government assistance assured the project as a model village.

The auxiliary divided the village into neighborhoods and functional task forces (Stakes & Guilds) and weekly planning meetings reviewed the two year plan with quarterly and weekly tactics of implementation. A regular flow of national, local and international visitors dramatized the role of Maliwada as a model demonstration village for the globe.

The simultaneous actuation of every program with a heavy emphasis on visibility generated enough motivation to proceed with all the tactics. The two small industries ensured employment for 200 people. Small businesses were encouraged by the new branch bank in the village. Preschool and Adult training schools provided basic and functional education. The introduction of fertilizer and better seeds with farm management skills, tripled the agricultural output. The youth and women were engaged in a variety of programs ensuring total participation of the village. Model homes and community kitchen gave new images of habitation and environment.

Within nine months Maliwada village told the story of having become a demonstration village for the whole state of Maharashtra.

Maliwada's intention as a pilot model village was three fold:

Firstly, to generate systematic replication throughout the state. Secondly, as a laboratory for refining village development methods and thirdly, as a training center for staffing the new village projects.

Maliwada as a pilot village provided all the visual practical images of a renewed village. The leadership having assumed total responsibility for the village regular planning meetings became the vital structure for the community. Site visits to Maliwada became a tool to build the guardian network.

Maliwada on its journey made a self-conscious decision to do replication in Maharashtra and see that as its activity.

REPLICATION COMPONENTS  
ONGOING STRUCTURES

DIVISIONAL  
SPOTLIGHTS

The Replication strategy used the existing political divisions of the State and launched 3 more Human Development Projects, one in every one of the divisions. These projects, along with Maliwada became the divisional spotlights as the focus from Maliwada towards the whole state.

The spotlight villages held the activities in the division together. Maliwada still acted as the coordinating center and the training base. The first training school held in Maliwada provided troops necessary to staff divisional projects. In the later stages of Replication, divisional projects played the role of "Maliwada" as all the initiating activities were coordinated through these spotlights.

DISTRICT  
SIGNS

As Replication launched the initiation of 232 taluka projects, the 25 district villages became the circuit nodes. The village leadership, the project directors with circuiters meet in the District project where basic training happened. The district villages were now visited by the new villages. As the district signs held the circuiting and monitoring dynamics together the actuation was pushed down the road with strike forces.

STRONGHOLD  
LOCATIONS

The Stronghold locations are the first 75 projects launched, three in every district. As the 232 moved down the road the circuits operated with stronghold projects as a focus. This allowed the circuits to cover all the geography. Sub circuits which allowed the majority of the troops circuiting, leaving a few troops in the District and Stronghold projects.

CIRCUITING

In December of 1977 when 12 consults were concluded bringing the total to 28 projects the staffing requirements leaped over the number of troops available to staff the projects in the regular way. Although there were sufficient auxiliary available to staff the projects, a new role, monitoring teams were created and circuiting became the mode of operation. A monitoring team could circuit 2 to 5 villages and in the next six months, in a flurry of creativity, the 230 in Blue created, tested, and revised acceleration trek models, stake and guild manuals, training constructs and actuation briefs.

The state was divided into 12 circuits, each with 2 to 6 projects and the support force team visited each project for two days on a tight schedule of training, planning, celebration actuation and guardian development, returning 10 to 15 days later. Special teams spent one week in selected villages across the state and these acceleration treks focussed on actuation or training in specific programmatic arenas. Biweekly division gun or project directors meetings maintained regular checks

REPLICATION COMPONENTS  
ONGOING STRUCTURES

CIRCUITING

and focussed thrust.

Circuiting allowed the auxiliary and the village to pick up the task in a new way. There was no longer any need to wait for the project director to do a particular task. The auxiliary were encouraged to get things done on their own and for the villagers the circuiter became a symbol of the larger movement and the future.

HUMAN  
DEVELOPMENT  
TRAINING  
SCHOOL

As the replication got underway the staffing of every project with trained staff leadership became the responsibility of the training school. The first training school began in Oct. 2, 1976, in the Maliwad Community Center. Since then training schools have been held in Maliwad each quarter and graduates have received their staff assignments. to all the projects across the state

Upon the decision to participate in the Nava Gram Prayas the village sent 8-10 residents to the training school. These men and women stayed in Maliwada for 8 weeks, got a whole new vision of what can happen to communities across the globe. Once the word got around there were people from many villages come to this school and take assignments across the stste.

The training shcool thus serves as a crucial component in the overall development effort, training people who care deeply about the future of rural communities.

All training schools held in Maliwada were 8 week schools. In Februa ry 1979 an experiment was launched with a three week training school in every division to provide enough troops to staff 72 villages that were initiated in May 1979. We learned that the training school provides a methodological prowess and a village renewal vision more than practical skills. Practical skills are obtained in the field.



# SUB CIRCUIT TIMELINE

There are 3 subcircuits in each District and 6 in each Bi-district Circuit.

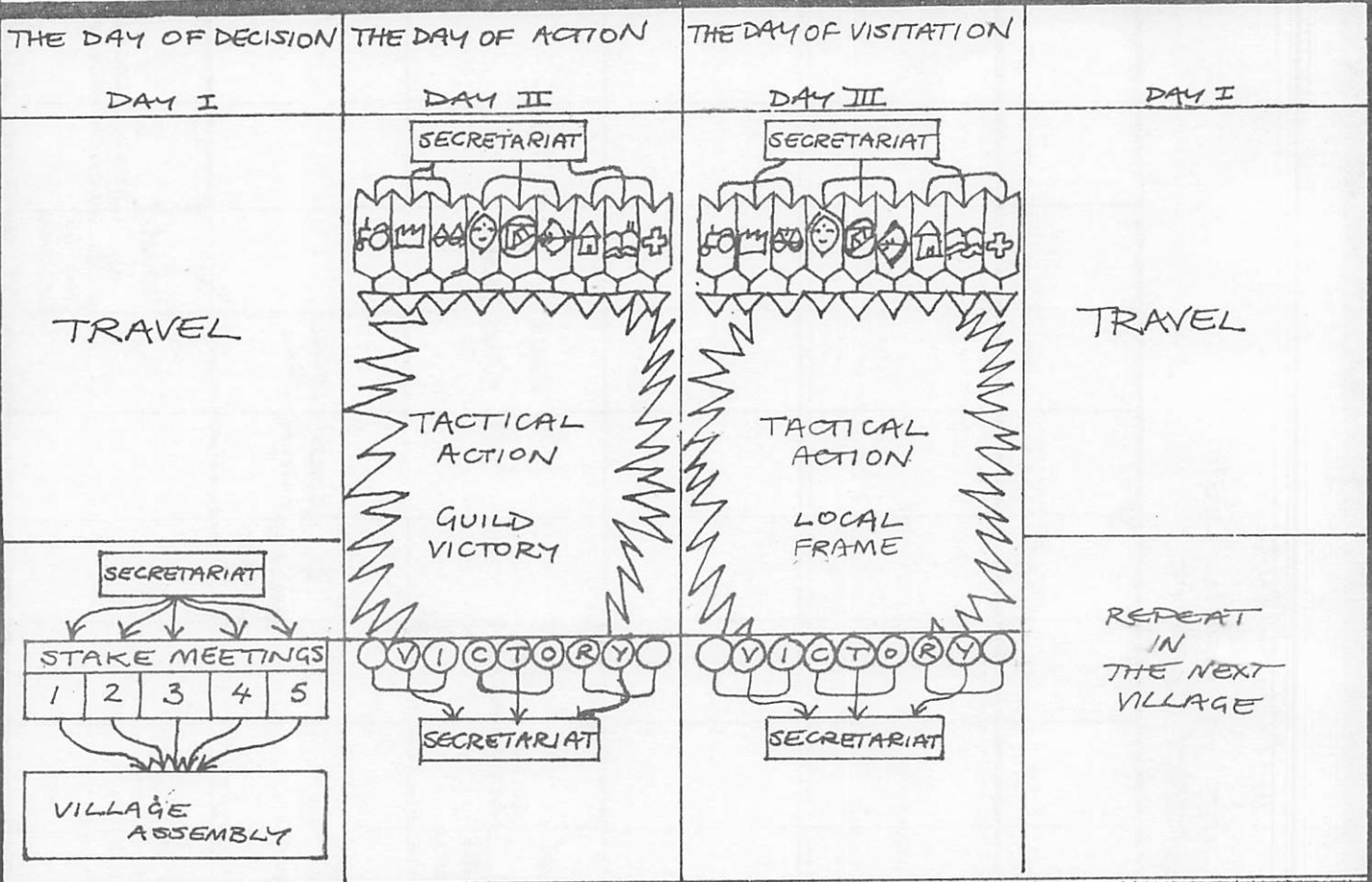
-19-

	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
<p>□ KENDUR [District Project]</p>	CIRCUIT MEETING														travel ↓ CIRCUIT MEETING
<p>△ ANJANGAON [Stronghold Project]</p>		travel ↓ VILLAGE DECISION	GUILD ACTION	LOCAL FRAME											
<p>LOWIDEVKAR [Taluka Village]</p>					travel ↓ VILLAGE DECISION	GUILD ACTION	LOCAL FRAME	3 days in the village 11 days out							
<p>SHIRAPUR [Taluka Village]</p>		sub circuit team is 4-5 National staff + 1 or 2 villagers						travel ↓ VILLAGE DECISION	GUILD ACTION	LOCAL FRAME					
<p>WALUNJ [Taluka Village]</p>											travel ↓ VILLAGE DECISION	GUILD ACTION	LOCAL FRAME		

THE THREE DAY MONITORING VISIT  
(THE ACTION MODULE)

ICA

July 1979



LEARNINGS OF THE ACTION MODULE

THE WHOLE VILLAGE KNOWS. THE WHOLE VILLAGE DECIDES. AND MOVES AHEAD

DAY I	DAY II	DAY III	DAY I
<p>Going through the stakes ensures full representation in village decision making. Built-in questions on the charts enable anyone to be a fine workshop leader. The charts hold the ideas in objective form.</p> <p>see the procedures on page: and the samples of charts on page:</p>	<p>The decisions of the previous night give "permission" to T.W.C. to act on behalf of the village.</p> <p>The guildsmen receive their commission at the village assembly within the context of the responsibilities of the demo. village.</p> <p>see</p>	<p>The charts are impressive indications of the serious intent of the village and give power to those assigned to visit government officers and local guardians.</p> <p>The secretariat holds the assigned guildsmen accountable to report on their task.</p>	<p>This Action Module is Repeated. It is a set of contentless procedures that elicit creative consensus and victorious action.</p> <p>It can be used with comprehensive or particular focus</p>

PROCEDURES FOR THE STAKE MEETINGS, VILLAGE ASSEMBLIES, GUILD MEETINGS, HELD DURING THE CIRCUIT TEAMS MONITORING VISITS OVER ONE MONTH.

ICA

Maharashtra Village Development Project

	1ST VISIT BY SHADOW FORCE CIRCUIT TEAM [Victory planning for the month]	SUBSEQUENT VISITS BY SHADOW FORCE CIRCUIT TEAM [accountability-absolution course correction and new decision]	SUGGESTED TIMINGS AND GUIDE TO THE CHARTS		FINAL VISIT BY SHADOW FORCE CIRCUIT TEAM																								
<p>secretariat</p> <p>STAKE MEETINGS</p> <table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table> <p>THE WHOLE VILLAGE KNOWS...</p> <p>secretariat</p>	1	2	3	4	5	<ol style="list-style-type: none"> <li>1) KNOCK ON EVERY DOOR AND ANNOUNCE REASON AND PLACE OF MEETING</li> <li>2) SONG and RITUAL</li> <li>3) TRAINING on the "DOOP" EXPERIMENT STUDY THE CONSULT DOCUMENT.</li> <li>4) FILL IN CHART:                     <ul style="list-style-type: none"> <li>▶ WHAT must be done this month? (Brainstorm)</li> <li>▶ CHOOSE the 3 VICTORIES to be won.</li> <li>▶ HOW in 4 steps</li> <li>▶ WHO should be assigned responsibility</li> </ul> </li> <li>5) PROCEED WITH CHART TO VILLAGE ASSEMBLY</li> </ol>	<ol style="list-style-type: none"> <li>1) (same) - CALL EVERYONE</li> <li>2) (same) - SONG - RITUAL</li> <li>3) TRAINING: Rehearse "DOOP" Experiment</li> <li>4) REPORTS OF TASKS DONE OR NOT DONE AND ABSOLVING SPIN.</li> <li>5) NOW WHAT must be done this week?                     <ul style="list-style-type: none"> <li>▶ CHOOSE the 3 VICTORIES to be won.</li> <li>▶ HOW? in 4 steps</li> <li>▶ WHO should be assigned responsibility</li> </ul> </li> <li>6) PROCEED WITH CHART TO VILLAGE ASSEMBLY</li> </ol>	<p>THE TOOLS</p> <p>ALTERNATIVE TIMINGS</p> <p>EVENING      MORNING</p>		<ol style="list-style-type: none"> <li>1) CALL EVERYONE</li> <li>2) SONG - RITUAL</li> <li>3) TRAINING REHEAR</li> <li>4) RECEIVE FINAL REPORT</li> <li>5) DECIDE ON + BE...</li> <li>▶ WHAT TO DO</li> <li>▶ HOW TO DO IT</li> <li>▶ WHO WILL BE RESPONSIBLE</li> <li>6) PROCEED WITH CHART TO VILLAGE ASSEMBLY</li> </ol>																			
1	2	3	4	5																									
<p>VILLAGE ASSEMBLY</p> <p>THE WHOLE VILLAGE DECIDES...</p> <p>secretariat</p>	<ol style="list-style-type: none"> <li>1) PREPARE SPACE PUT UP STAKE CHARTS</li> <li>2) SONGS and RITUAL</li> <li>3) ACCOUNT BY STAKES</li> <li>4) SPIN ON "DOOP" EXPERIMENT</li> <li>5) REVIEW THE 15 STAKE RECOMMENDATIONS</li> <li>6) CHOOSE THE 5 VILLAGE VICTORIES OF THE MONTH</li> <li>7) CHOOSE and COMMISSION THE GUILD GUNS</li> <li>8) DIVIDE ASSEMBLY INTO GUILD GROUPS</li> </ol>	<ol style="list-style-type: none"> <li>1) (same) PUT UP CHARTS</li> <li>2) (same) SONGS - RITUAL</li> <li>3) (same) ACCOUNT BY STAKES</li> <li>4) SPIN ON THE STRUGGLE</li> <li>5) REVIEW THE REPORTS and THE 15 STAKE RECOMMENDATIONS</li> <li>6) CHOOSE THE 5 VILLAGE VICTORIES OF THE WEEK</li> <li>7) (same) COMMISSION GUNS!</li> <li>8) (same) DIVIDE INTO GUILDS.</li> </ol>	<p>data is taken from the five charts and put here.</p> <p>VILLAGE VICTORIES</p> <table border="1"> <thead> <tr> <th>what</th> <th>who</th> <th>how</th> <th>what</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>chart 2</p> <p>write in names of guild guns</p>		what	who	how	what																					<ol style="list-style-type: none"> <li>1) PUT UP CHARTS</li> <li>2) SONGS - RITUAL</li> <li>3) ACCOUNT BY STAKES</li> <li>4) SPIN ON CELEBRATIONS</li> <li>5) REVIEW STAKE RECOMMENDATIONS</li> <li>6) DECIDE WHAT TO CELEBRATE</li> <li>7) COMMISSION GUNS</li> <li>8) MAKE ASSIGNMENTS</li> </ol>
what	who	how	what																										
<p>secretariat</p> <p>THE WHOLE VILLAGE MOVES AHEAD</p>	<ol style="list-style-type: none"> <li>1) GUILD SONG and RITUAL</li> <li>2) REVIEW THE ASSIGNED TASK</li> <li>3) FILL IN DETAILED MONTHLY VICTORY PLANNING CHART                     <ul style="list-style-type: none"> <li>▶ WHAT VICTORIES FOR MONTH FOR EACH WEEK and THEN EACH DAY</li> <li>▶ THIS SHOULD ANSWER THE "HOW?"</li> <li>▶ FILL IN AT LEAST 10 NAMES WHO ARE THE "INVINCIBLE TEAM".</li> </ul> </li> <li>4) REPORT BACK ONTO VILLAGE CHART</li> <li>5) CLAIM NEXT DAYS VICTORY*</li> <li>6) SEND OUT</li> </ol>	<ol style="list-style-type: none"> <li>1) GUILD SONG and RITUAL</li> <li>2) (same) REVIEW ASSIGNMENT</li> <li>3) CORRECT THE DETAILED MONTHLY PLANNING CHART                     <ul style="list-style-type: none"> <li>▶ ANSWER THE QUESTION, WITH DETAILED STEPS FOR EACH OF 7 DAYS, HOW TO COMPLETE THE ASSIGNED VICTORY OF THIS WEEK.</li> <li>▶ REVIEW THE "WHO"</li> </ul> </li> <li>4) (same) REPORT</li> <li>5) CLAIM NEXT DAYS VICTORY</li> <li>6) SEND OUT</li> </ol>	<p>write in the assigned victory</p> <p>GUILD MTH VICTORY</p> <table border="1"> <thead> <tr> <th>who</th> <th>how</th> <th>victory</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table> <p>chart 3</p> <p>create implementaries</p>		who	how	victory																<p>PREPARE FOR THE CELEBRATION</p>						
who	how	victory																											
<p>THE WHOLE VILLAGE MOVES AHEAD</p>	<p>the next day...</p> <ol style="list-style-type: none"> <li>1) MEET THE ASSIGNED GUILDSMEN</li> <li>2) DO NOT FAIL TO GET THEM TO WIN ON THIS FIRST STEP*</li> </ol> <p>GRAMASTHA VIJAY ZALACH PAHIJAY! [the villagers victory is absolutely essential!]</p> <ol style="list-style-type: none"> <li>3) REPORT TO SECRETARIAT CHECK THE PLANS TO ENSURE FURTHER VILLAGE WINNING</li> </ol>	<p>the next day...</p> <ol style="list-style-type: none"> <li>1) MEET THE ASSIGNED GUILDSMEN</li> <li>2) THIS MAY BE YOUR LAST CHANCE TO ENSURE THE VILLAGERS VICTORY</li> <li>3) REPORT TO SECRETARIAT</li> <li>4) CHECK THE PLANS: WILL THEY HOOK PEOPLE INTO THE WINNING HABIT?</li> </ol>	<p>GUILD LOG BOOK</p> <p>KEEP A RECORD OF PLANS AND ACCOMPLISHMENTS</p> <p>next day 8:00 am</p> <p>Same day 10:00 am</p> <p>6:00 pm</p> <p>6:00 pm</p>		<p>next evening</p> <p>CELEBRATE VILLAGE ASSEMBLY</p>																								



REPLICATION COMPONENTS  
Operational Machinery

QUARTERLY COUNCIL FORMAT				
ITEM \ DAYS	Preparation	COUNCIL		
	Day 0	Day 1	Day 2	Day 3
Participants	Division Guns + (Support Forces)	Division Guns + Support Forces	Representative  - circuiters - Project Directors - Villagers	
Task	Council Plan	Quarterly Strategies	Quarterly Maneuvers	Division and Circuit Implementation Procedures

ACCELERATION  
TEAMS

The acceleration Teams were the first special forces used to intensify actuation in the projects of Nava Gram Prayas. The first team visited the Division Projects shortly after their initiation in 1977 as part of the Global Health Acceleration Trek. During 1977-78 eight people were assigned to Maharashtra especially as acceleration forces in the arenas of health, agriculture and industry. During Quarter IV of 1978, additional acceleration teams were drawn from the staff of the Nava Gram Prayas to concentrate their effort on visible actuation in the 25 district projects. It is crucial to operate out of the rhythm of expansion stabilisation and actuation in creating institutional contacts, holding training camps for health caretakers and preschool teachers and creating the constraints for identifying economic and agricultural keystones. In this context the strike forces came into being using regular troops for acceleration.

STRIKE  
FORCES

The dynamic of catalytic actuation was carried out by the circuiters during Quarters I and II, 1978. In January 1979 it became apparent that with 100 projects a new round of demonstration was demanded and troops were assigned to 4 special strike force in the 6 spotlight villages. These were in the arenas of industry, agriculture, corporate patterns and social development. During the month of January they first met to create common actuation models and maneuvers for the four week campaign then split the 13 person teams so that people from each arena were located in each of the 6 villages. Teams were composed of staff who had

REPLICATION DOCUMENT  
Operational Machinery

STRIKE  
FORCES

experience in that geography, expertise in the 4 arenas and were comprised of both nationals and extra-nationals. At mid-campaign the strike force guns met with cntrum leadership to evaluate progress and to reconfigure where an additional push was required. The objective of the strike force guns met with centrum leadership to evaluate progress and to reconfigure where an additional push was required. The objective of the strike force was to create visible and rapid actuation that would catalyze village leadership and action. The tension which must be maintained by special forces is the need for visible miracles by the end of the allotted campaign time and the need to enable the village leadership to be involved enough in the process so that the victories can be sustained after the strike force leaves. Again common maneuvers common timeline and the network pressure were the keys to actuation. In April 1979 the strike force dynamic continued to focus on specific villages with common actuation models. Again it is crucial to maintain the village participation.

GUARDIAN AND  
CONSULTANT  
NETWORK

Maliwada village had the privelege fo hosting a number of national and international consultants. The divisional projects too had some globla consultants. As we initiated 25 HDps around the state a solid local guardian network was built which played the role of consultants. The local guardian network is the local repsitory and has access to all the resources , the authorization and framing was easy when there was a network of peopel around every program. The national guardian network has protected the buffer projects in Delhi and Andhra Pradesh. A few Industrial Houses made consultant pools as a program of the company--ensuring regular consultants presence at eh consults. Site visits to Maliwada by guardians in the State enable the decsion to participate in the Victory of 232. The clout from the private sector has bee of tremendous help in maving the Public sector.

COMMUNITY  
DEVELOPMENT  
ASSOCIATION

As soon as many of the district projects began to operate corporately through core village leadership opportunities presented themselves for the use of government monies, private grants, industrial ventures and business contracts. Therefore, in order to allow these to be legally used but also to prevent economic and political tyranny on the village level the Community Development Association was created.

The dynamic relationaships between the guilds, stakes and elected representatives hold various crucial tensions and the legal form of the C.D.A. allows any public and private ventures to be entered into. As the first C.D.A.'s were registered it became clear that the C.D.A. itself catalysed corporate action. Two keys to the functioning of the C.D.A. is the corporate bank account and the constant emphasis on the stake structures.

REPLICATION COMPONENTS  
Operational Machinery

PROJECT  
FUNDING

A variety of sources of funding are required for a comprehensive sociological- economic development effort at the village level. The most important funding factor is the investment of monies, labour, goods, services, and loans assumed by the villagers themselves in the development of their own village. In addition the cooperation of both the public and private sectors in funding schemes is key to the initiating and sustaining of village level development. Government support is channeled through the already existing programmes and schemes available at the state and district levels in close cooperation with the relevant ministries, departments and Block Development Officers. Initial capitalisation and ongoing administrative expenses come from direct grants, private businesses, organizations and individuals. Since the registration of CDA's in the 25 district projects the programmatic funding has been channeled through their accounts. This has enabled the village to learn to use the money effectively, learn the management techniques, like budgeting, etc.

PROJECT  
DIRECTORS  
MEETING

In order to create a corporate replication experiment covering a large geographical area regular meetings for coordination, exchange and monitoring were necessary. After the Division Projects were initiated in December of 1976, biweekly project directors meetings were held in Bombay. At the beginning of September 1977 the Division Gun dynamic was added which shifted Nava Gram Prayas from a statewide operation to a division operation. During Quarter II 1977 the Division Guns met biweekly and the project directors monthly. After January 1978, only the project directors meetings were held in the divisions with only the Division Guns meeting statewide. Quarter III 1978 was also the time of monitoring circuits were begun so that by the end of the quarter, support forces were meeting with the Division Guns.

CIRCUIT  
MEETINGS

In September 1978, twelve circuits, three per division consisting of two districts each, were designated. Then a rhythm of biweekly circuit meetings with monthly division meetings following a monthly Division Gun meeting came into being. One statewide district project directors meeting was held in January 1979 to evaluate the 6 spotlight Campaign and refine the maneuvers for the next phase of the campaign.

QUARTERLY  
COUNCILS

The councils in the beginning were usually one day of decision making and two days of building tools for the NGP eg. actuation briefs and manuals of various types. Later this was changed so that the two days could include maneuvers and necessary follow up which was done during division and circuit meetings during the council period. The quarterly council was held during the last week of the HDTs. Therefore graduation of the school and all assignments to old and new projects took place at the closing of the council. The common maneuvers and tactical actions consensed in the council became a critical factor in the actuation of the projects. The council became the absolving dynamic every quarter, allowing the passage into a new quarter with common quarterly images holding the vision of actuation for the NGP as the troops moved into the villages.

PROGRAM MATIC LEARNINGS

The following is one key learning in each of the programmatic arenas and a few general learnings found important in the replication effort.

In the arena of Cooperative Agriculture creating an irrigation map with the villagers showing not only how to double the village income but also how they can save individual effort by working corporately.

In the arena of Appropriate Industry the key is to start an industry any small or tiny industry in order to break loose new images of possibility. The industry may fail due to marketing or management skills but the symbol will already have been established for them.

In the arena of Commercial Services assisting the villagers to obtain loans is key to breaking the back of many economic ills. Careful watch must be paid to repayment schemes.

In the arena of Living Environment it appears that building something like a model house or industrial shed or even latrines has a much greater impact on the village self story than a host of small things such as signboards and beautification tasks.

In the arena of Corporate Patterns which is in the middle of the programmatic chart by no accident and which is also the life and blood of the project, the key is to push the stakes and guilds through charts and assignments to dialogue with the task of development of the whole village.

In the arena of Identity Systems, the most powerful key is the interchange of the villagers and the assigning of village leaders, women, youth to participate in the replication tasks through circuits, modules, circuit meetings, gram sabhas and consults.

In the arena of Preventative Health the key is the cure of several bad cases in the village, as a demonstration of dramatic change, linked with health camps, films etc.

In the arena of Functional Education the key is the preschool which needs regular events like excursions and picnics.




In the arena of Corporate Welfare the key is to involve the women directly or indirectly in everything possible in the project.

The constant updating of village baseline data reveals holes in the development effort and empowers the stakes with a concrete task.

Villagers need to accompany the auxiliary in all calls to the public and private sector in order to understand the situation and to give power to the reporting of the progress of the guilds.

PHILIPPINES CLUSTER EXPERIMENT LEARNINGS

# PHILIPPINE CLUSTER EXPERIMENT JOURNEY CHART

YEAR	1976			1977			1978			1979								
PHASE	PILOT DEMONSTRATION						EXPANSION - CLUSTER											
MONTH	MAY	AUG.	DEC.	JAN.	JUN.	DEC.	JAN.	JUNE	NOV-DEC	JAN.	FEB.	MAR.	APRIL	MAY	JUNE			
KEY EVENTS	S U D T O N G A N  CONSULT						L A N G U B  CONSULT			1 <sup>st</sup> H D T S  CONSULT PREP.  BLUE S H I R T S			M A C T A N  CONSULTS  MACTAN 222  CLUSTER COUNCIL			2 <sup>nd</sup> H D T S  CONSULT PREP.		
	COMMUNITY CENTER NEW ELEM. SCHOOL CRAFT INDUSTRY STARTED HEALTH FAIR			SUDT. FAIR  HEALTH CLINIC SHDP ASSOC.  ELECTRIC POWER HOUSE			SUDTONG. COMPLETION  TRAINING CENTER INAUGURATION			BASAK MERCADO MALINGIN SAN MIGUEL SUBA PANAS			NEW CARMEN NEW VALPARAISO MAGTUCANON LA PAZ					
IMAGES																		

## MIRACLE IN MACTAN

CLUSTER JOURNEY		SITE SELECTION	HDTS	CONSULT PREP	CONSULT	T/F	222	PROGRAM MANUEVERS
		OCT	NOV-DEC	DEC	JAN	FEB	MAR	APR-JUL
	FORM	FOUR VILLAGES	ROUND TABLE	COUNCIL	1 - 1 - 2	AUXILLARY PRESENCE	DIVISIONS	MONTHLY MANUEVERS
	KNOW	NEW POSSIBILITIES	NEW WORLD	IN-KIND DEVELOPMENT	LEAD MEETING	INITIATING PROGRAMS	CONTRADICTION BATTLE-PLANNING	ADMINISTRATION ADMINISTRA-
	DO	CHOOSING THE 10	MODULE DEMONSTRATION	PHYSICAL VILLAGE PREP	VILLAGE	CLUSTER VILLAGES	FORUM ORCHESTRATION	THE NINE PROGRAMS
BEING	JOURNEY DECISION	CORPORATE STYLE	SHADOW	BLUE	DISCIPLINED TROOPS	ON BEHALF OF	SIGNS OF THE NEW VILLAGE	

### THE TEN LEARNINGS OF THE CLUSTER EXPERIMENT IN THE PHILIPPINES

1. The cluster has the most impact power if it is in easily identified and well known geography.
2. A cluster is a way to "walk out" of an established HDP without leaving.
3. A cluster pushes the original HDP to focus its programs for replication.
4. The cluster can be rapidly actuated thru the use of a common economic model across all 5 of the villages.
5. The auxilliary staff was kept in the HDP house to maintain corporate power.
6. The Blueshirt staff journey was intensified by doing the cluster consults on an accelerated 1-1-2 schedule which both trained and demanded taking immediate responsibility.
7. Mass Awakening was done in every village of the entire cluster geography after beginning actuation to ground the on-behalf-of of the villages.
8. Common programmatic actuation of all 5 villages (including the original HDP) capped by competitive public cluster events.
9. The villages are on a six month timeline for total self-support.
10. The cluster dynamics were created and released for clusters of 20-36 villages around the present HDP's.

## CLUSTER CONSULT DESIGN

PREPARASYON PREPARATION		PAGPAKISAYOD CONSULTATION			IMPLEMENTASYON IMPLEMENTATION	
		PANGLANTAW UG BABAG VISION AND CONTRADICTIONS	SUGYOT UG TAKTIKA PROPOSALS AND TACTICS	SANGA-TAKTIKA UG PAGLIHOK SUBTACTICS AND ACTUATION		
ADLAW 1	ADLAW 2	ADLAW 3 DAY	ADLAW 4 DAY	ADLAW 5 DAY	6 DAY	7 DAY
PAGBISITA UG PANGANDAM		PANGLANTAW NGA PAGHISGUT-HISGUT VISION PLENARY	PAGHISGUT-HISGUT SA MGA SUGYOT  PROPOSALS PLENARY	PAGHISGUT-HISGUT SA MGA TAKTIKA  TACTICS PLENARY	PAGIMPLEMENTASYON UG DOKYUMENTO	
		PAGPAKISUSI SA MGA BABAG CONTRADICTIONS FIELDWORK				
VISITATION AND SET-UP		PAGHISGUT-HISGUT SA BABAG CONTRADICTIONS PLENARY	PAGPAKISUSI SA MGA TAKTIKA  TACTICS FIELDWORK	SANGA-TAKTIKA NGA MGA MILAGRO  SUBTACTICS MIRACLES	IMPLEMENTARIES AND DOCUMENT	
		SUGYOT NGA PAGESUSI PROPOSALS FIELDWORK				
PAGPANDAY SA PANGLANTAW  VISION WORKSHOP	PAGSUGOD NGA PAGPANGA-ON  OPENING FEAST	PAGSULAT SA SUGYOT  PROPOSALS WRITING	PAGSULAT SA TAKTIKA  TACTICS WRITING	PAGHUMAN NGA PANGA-ON  CLOSING FEAST	PROGRAMA SA PROYEKTO  PROJECT PROGRAMS	CELLBRAN SA PAGHUMAN  CLOSING CELEBRATION

THE 3 WEEK DESIGN FOR FOUR CONSULT

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	CONSULT CONSTRUCT		SAN MIGUEL SET-UP		SAN MIGUEL CONSULT		
2	SAN MIGUEL DOCUMENT WRITING		MAILING SET-UP		MALINGIN CONSULT		
3	MALINGIN DOCUMENT WRITING		BASAK MERCADO SET-UP		BASAK MERCADO CONSULT		
			SUBA-PANAS		SUBA-PANAS CONSULT		
4	BASAK MERCADO		CORPORATE DISCONTINUITY		CLUSTER COUNCIL		
	SUBA-PANAS DOCUMENT WRITING		PROJECT DIRECTORS				

21

## MACTAN : HISTORY IN THE MAKING

On the island of Mactan in the Philippines, a new discover is being made. Four and a half centuries after Magellan brought the West to the Ast, Mactan is experimenting on behalf of the world. It began in November and December 1978 when 39 local villagers were trained in a Human Development Training School, signalling the launching of the Mactan Cluster Experiment. Sudtonggan- the demonstration, was joined by Baska Mercado, Malingin, San Miguel and Suba Panas in a new phase of village renewal. In January 1979 these newly trained villagers, all wearing blue and standing tall as generals, began the very practical task of that renewal.

### THE CONSULT CIRCUS

First came the Consults. A great show, not unlike a circus, appeared in all four locations. It was a season for new things and new indeed was the order of the day. Each Wednesday we moved into a vi-lage, forty men strong, to participate in a community workday. The main road to the village was lined with rocks which were then painted white--a startling announcement that something new was about to begin. At the end of the day, over 100 people, tired but excited, gathered to talk about their community, their hopes and their dreams for its future. Their responses were later used during the first session of the Consult and formed the Operating Vision of the village.

Thursday was set-up day. A huge tent was erected in the center of the village and chairs and tables arranged in preparation for the Opening Feast that night. A huge crowd of men, women and children participated in the flurry of activity. Teams walked around the village talking with people, drawing maps and grids of the village and seeing to the many practical details of ensuring the next three days would run smoothly. Kitchenwares, tables, and chairs, food, gas lamps, many willing helpers, even an electric generator, appeared from all corners. A huge banner hung across the road announced to all that the Consult was about to begin. By the time the Opening Feast began, with great fiesta atmosphere, it was obvious to all that a new time had arrived.

Friday was crammed full. Vision plenary, visits into the village for contradiction. Field work, education, living environment, industry and agriculture teams writing up their findings, meeting together again in a second plenary, then out again to write proposals. The mood was set for serious planning for the future. Another plenary on Saturday looked at the proposals then sent them back to the teams for writing the practical steps--the tactics for seeing them actuated. Sunday: more tactics and sub tactics. And Miracles! Baby weighing, pre school launched, mangrove trees planted, agricultural land secured, industry workers signed up heralding to one and all that the village is, without a doubt, on the move! Finally the Closing Feast, a banquet in each village where reports of the three days work were presented to the community by consultants who had come from outside and by the villagers themselves who, working together, had created the plans. Asked if they were ready, the villagers responded with a loud shout: "Oh, YES!" The Consult barely over, three waiting jeepneys collected equipment, materials and all the "blue shirts" and bore them to the Training School in Sudtonggan for two days of writing the document.

MACTAN CLUSTER

26-28 JANUARY 1974

MACTAN CLUSTER COUNCIL

FRIDAY	ON SATURDAY	ON SUNDAY
THE CLUSTER LEARNINGS	THE CLUSTER ACTUATION	THE VILLAGE SET- UP
WRITING THE CLUSTER CONSULTS REPORT	IMPLEMENTING THE PHASE ONE MANEUVERS	REENTERING THE FOUR CLUSTER VILLAGES
DISCERNING THE CEBU REGIONAL IMPLICATIONS	CONSENSING THE AUXILIARY OPERATING STRUCTURES	ESTABLISHING THE LOCAL AUXILIARY HOUSES
DESIGNING THE ACTUATION DEATH GROUNDS	CELEBRATING THE MIRACLE OF MACTAN	VISITING THE IVS AND VILLAGE LEADERSHIP

What do you do when you are faced by a seemingly overwhelming contradiction? Tackle it directly, indirectly, any way you can, then go out and celebrate with a huge victory celebration, even if you aren't sure what you are doing. This was just what the Philippine Mactan Cluseer did in April and it worked.

PICKIN' UP PESOS The five Project Directors met for a day during the first week of the quarter, to deal with the tasks of establishing a firm economic base in the villages that would quickly triple the income of the residents and of providing comprehensive care structures. The result was a series of monthly maneuvers, each with a different focus. April was named 'Pickin' up Pesos' month--the focus on economic intensification, which was seen as key to doing the next major leap in the villages. The overall plan for the month was taken to each village and given more detail by the guilds and the blue shirts. The blue shirts became the 'guns' of the guilds--doing the leg work of daily production checks, recruiting and training new workers, building tracking charts for the daily operations of the industries, doing the liaison between the Cebu-based industries to which we are sub-contracted and the village--all this as well as actually working in the industries. These blue shirts also became the leaders in the guild meetings that were held each Tuesday night during the month. These were held as reporting and planning events, each guild working separately but coming together for a plenary at the end of the evening. During the first meeting, each industry wrote a guild song and designed a symbol. Each week production levels were checked against the production goal that was set during the first week, then the guilds looked at different ways of increasing their output to meet that goal. The village offices kept wall charts, graphs, anything that would give a picture to anyone of the progress of the industries. The coordinating system for this flurry of economic activity was a huge wall chart kept in Sudtonggan, recording per week the number of workers, the average income, daily production, the previous week's earnings and the following week's projections, all set against the monthly goals--not for one village, but for five--not for two or three industries but for thirteen. 'Voltus 5' is not just a movie, it is a winning way of operating.

PUT 'EM IN A BASKET - One of the Blue Shirts was asked what she'd call this month. "The month of hard work", she said and she was right. The answer is making hard work fun is to hold a big celebration--the bigger the better. And making it big was easy with five villages. The Economic Fair was the highlight and grand closing of the month. It was to be a whole day affair and was to celebrate the victory of grabbing the economic contradiction by the tail--and as we had done that through the guilds, it was to be a Fair for the guilds. Each Wednesday became "Cluster Day"--a chance for everyone to take care of all five villages instead of one--and was spent in Cebu in kinding prizes and trophies, food and drinks, decorations, banners and signs, products for industry displays and transport to move 500 people to one site. At the same time Sudtonggan, chosen as the host for the Fair, got busy asphaltting its two basketball courts. In each of the villages a 'mini fair' was held during Week 3 to choose the entrants for the Cluster Fair, and these in themselves were exciting events, drawing crowds of people. Each bild had to field a basketball or volleyball team and contestants for the various games. Those who didn't work in the guilds also had a chance to participate--everyone was eligible for eating and drinking competitions and the singing and dancing contests, and then of course there was the pride of the village--the village basketball team. The next two weeks saw teams out each day, practising as if it was the Olympic Games they were preparing for. 100 village T-shirts, complete with the village colors and grid, were bought for each

village and sold like hot cakes. The day before the Fair, the last Saturday in April, a task force of ICA staff and Blue Shirts converged on Sudtonggan to decorate the basketball courts, set up food and drink booths, hand signs giving locations of each event, but up a huge banner across the entrance road, set up the games areas and the industry displays, make and put up industry production charts and complete the asphaltting of the courts and other last minute details. Teams were assigned to be responsible for one whole section of the day's events, so they had to be sure their areas was set up and ready. No one knew quite what to expect. Would the transportation come or wouldn't it? Would the villagers come or wouldn't they? Will we have enough food or will the auxiliary be eating it for weeks? Should we have a grand opening or just a quick, informal one? Whatever happened the next day, doing the set up had been fun and we had sure learned a lot.

#### WHO KNOWS WHAT WILL HAPPEN?

By 7:30 a.m. on Sunday jeepneys were arriving at the Training Center in Sudtonggan from the other 4 villages delivering what seemed like thousands of people dressed in blue, white, red, green, brown and yellow T-shirts. We decided to go for the Grand Opening. The sound system began playing march tunes and the 5 villages (see picture) along with the contingencies from Mindanao, the 2nd Training School, formed in Olympiad style. Each village, identified by a banner-sized grid, marched in review before the others. The awesomeness of the event was obvious to all -- all of this in just 6 months. A flurry of announcements directed the crowd to the two locations of activity for the morning - the basketball court in Stake 5 and the Training School volleyball court in Stake 3 (a quick switch when it was discovered that the new Stake 1 court still had wet asphalt from the previous day's workday). Frantic last minute practicing of teams attracted great audience participation before the matches even began. By lunch time people were more than ready for food and gathered at the food booths where Blue Shirts were selling rice and hot dogs, offered at low prices, and enough soft drinks to satisfy anyone's thirst. The Championship march of the village basketball teams was scheduled straight afterwards on the now-dry Stake 1 court, so people ate and gathered for the game, until there was a huge crowd of over 1,000. The match was tensely exciting, and the momentum of the game sent everyone to the afternoon games and contests in a high, expectant mood. The tug o'war between the rock cutters, the crochet industry fashion parade, the watermelon eating and the beer drinking contests and the rock cutting competition were all conducted with cheers and encouraging yells, much laughing and shouting of advice. The Handicraft and Buri Buildings were both opened up so people could view displays between events. Finally, the night... a great celebration in Stake 4 attended by Regional Department of Youth director who judged the village singing and dancing contests... prizes were given to the winning teams from the day's competition by the President of Sudtonggan's Board... all complete with flashbulbs, handshakes and then dance, dance, dance....

The victory had been won.

2500 RESEARCH

MAHARASHTRA

Task Force 3  
Replication Schemes  
GRA 1979

The Maharashtra High Density Replication Document

2500  
Strategy

With the explosion around the globe of saturation a new strategy of mass impact makes sense for the next phase of the Maharashtra Replication Experiment. In this strategy 25 of the 232 talukas would be completely covered with projects which would average about 100 projects per taluka. In the first year these High Density Replication Talukas would be initiated in the 25 district talukas totaling 2,500 projects. This would require appropriate phasing and expansion of the Human Development Training School.

Operational  
Model

Auxiliary will live only in the taluka village which has already been initiated and the auxiliary will divide into teams to circuit 10 key villages around each of which 10 more villages would be located. These 10 clusters of 10 villages each will act as a unit and common leaders meetings, modules and maneuver planning will be held in the key cluster village with representatives from the others attending.

Research  
Forms

Considerable backup data will have to be collected and extensive framing and research done before any taluka is initiated into High Density Replication. The form of such research may be closely related to the concept of the Block Plan of the Government of India and after initiation the link up of the hundred villages will require careful planning relative to the programmes, equipment processes and movementalisation of the whole taluka.

This document broadly outlines the strategy, the operational model and the research forms necessary for High Density Replication.

ADVANTAGES AND VULNERABILITIES OF MODES OF INITIATION

GRAM  
SABHA  
CAMPAIGN

There has emerged from global experimentation several ways to initiate high density replication. One of the tools which can be used to launch 100 village projects in a taluka is a Gram Sabha blitz covering every village. This would average 100 Gram Sabhas in each taluka in a week or two. A fast moving campaign like this would touch every village, at least in an awakening campaign, and get a statement of what they needed. It would also provide the opportunity for creating a powerful story.

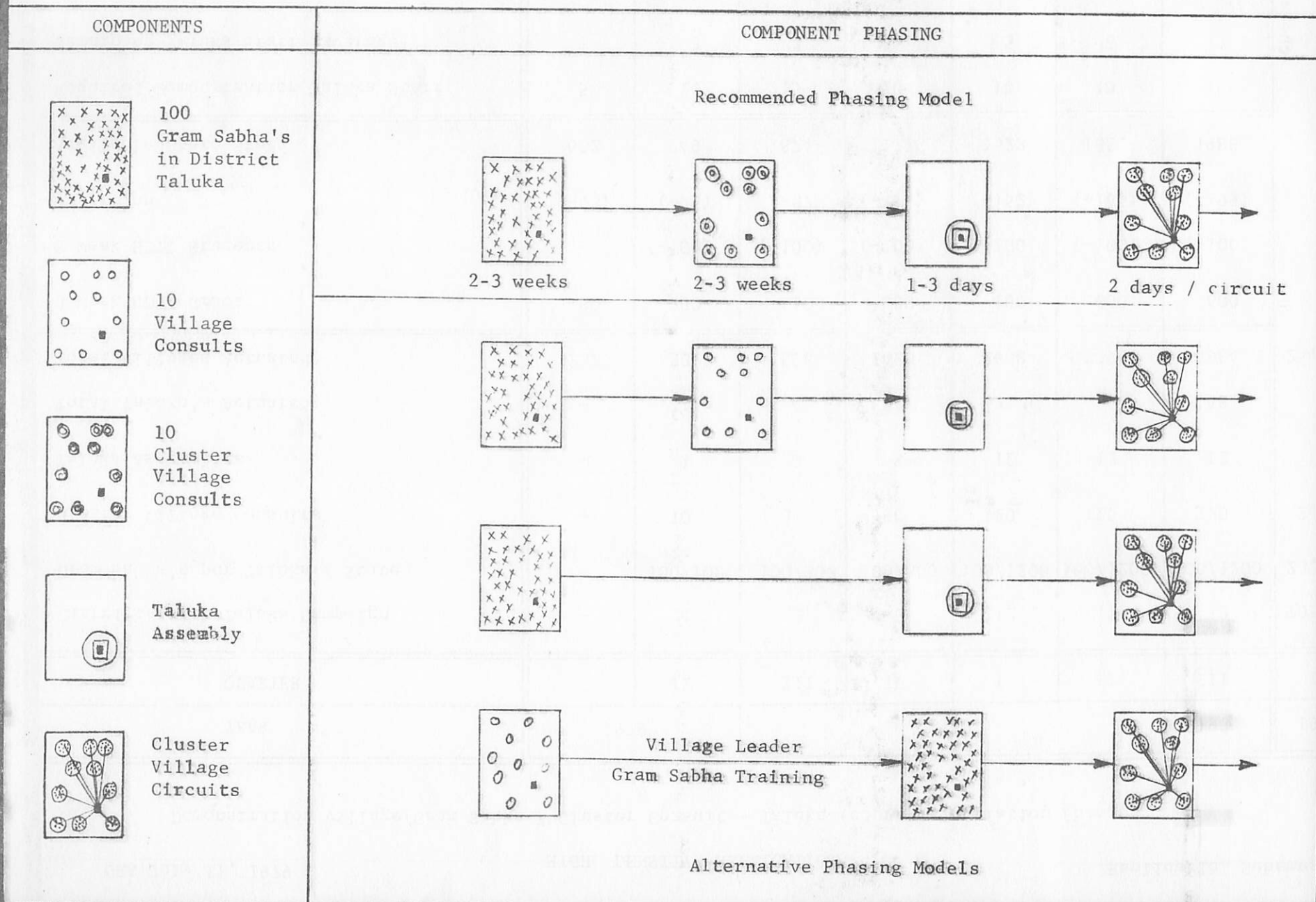
CLUSTER  
CONSULT

If ten villages were selected from those most ready to move after the Gram Sabha blitz and cluster consults held in all ten with representatives from all the other villages. It would engage all villages in the consult methodology and would create a more comprehensive plan for the taluka. A new consult design would have to be created for the purpose. If representatives from all other villages did not participate, it might leave an image of neglect in the 90 villages and certain interests or critical information might remain unidentified.

TALUKA  
ASSEMBLY

This rapid initiation campaign could be completed by a taluka assembly with all 100 villages participating. This would begin to create the assembly structure in the taluka and would invest the campaign with high motive power as well as get out additional insights and decisions. The taluka assembly though, is an unknown element relative to its after effect and might be uncontrollable as well as provide forces opposing taluka development, a platform. In any high density replication effort the visibility of the ICA and the movement will remain a question relative to its advantages or vulnerabilities.

Alternatively a Gram Sabha campaign after the ten consults would provide the ten cluster villages with the image of moving out, immediately after initiation.



GRA July 11, 1979

HIGH DENSITY REPLICATION

Replication Schemes

Demonstration village/Gram Sabha / Cluster Consult - Taluka (county) Initiation Phasing

YEAR	1979		1980				1981	1984
	I	II	III	IV	I	II	III	II
Districts with Taluka Campaign	-	1	3	8	12	12	12	TOTALS
Gram Sabha's per Taluka / State	-	100/100	100/300	100/800	100/1200	100/1200	100/1200	23,200
Cluster Village Consults	-	10	30	80	120	120	120	2,320
Taluka Assemblies	-	1	3	8	12	12	12	23
Total Taluka's Actuated	-	1	4	12	24	36	48	232
Total Villages Actuated	232	331	628	1420	2608	3796	4984	25,000
3 Week HDTI Grads	180	300	450	600	180	600	600	
8 Week HDTI Students	-	(-100)	(-100)	(-100)	+100	(-100)	(-100)	
Attrition	(-63)	(-75)	(-87)	(-114)	(-152)	(-165)	(-199)	
Available State Staff	632	749	874	1137	1523	1651	1986	
Required Demonstration Taluka Staff	5	20	15	10	10	10	10	
Remaining Taluka Staff (average)	3	3	3	4	5	6	7	
Required State Staff	701	713	744	1000	1280	1536	176	
Surplus State Staff	(-69)	36	130	137	243	115	218	

FOR HIGH DENSITY REPLICATION

After initiation of High Density Replication in a taluka circuits are designed to monitor the ten cluster centers and all the other villages will attend all meetings with appropriate representatives. These meetings take place in each cluster.

1. Village Leaders Meetings

A weekly meeting in order to account for the week's work and to train in guild and stake initiation. These meetings will be sustained by the circuit team and will be held during the weekly 2 day monitoring visit. During each monitoring visit one other village in the cluster will be visited in order to cover all of the villages at least once a quarter.

2. Training Module Meetings

A training module held monthly for one day in each of the ten village clusters to train in methods of programmatic action.

3. Maneuver Planning Meetings

A monthly meeting held in each of the clusters, attended by village leaders and circuit team to create maneuvers for each cluster for the following month.

4. Taluka Framing Visits

A planned visit of representatives from each village with the circuiter to the taluka town or the district city in order to be able to initiate government schemes and to catalyze guardian action. Other framing visits may be done by villagers on their own.

5. Taluka Economic and Social Guilds

Each group meets approximately monthly and is comprised of local guild members who come together for taluka-wide planning and problem solving. They would be commissioned with specific tasks by the monthly assembly.

6. Economic and Social Task Forces

The economic and social guilds may commission special task forces to investigate particular villages and special schemes.

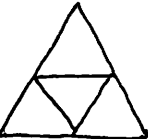
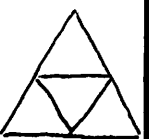
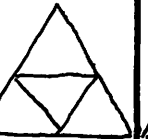
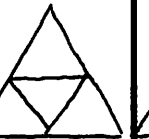
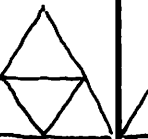

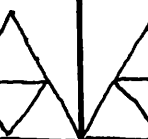




The following meeting takes place quarterly at the taluka level.

7. Assembly of Village Leaders

A quarterly assembly held in the main taluka village composed of leaders from every village to build morale and plan the sustaining of village activities in all the villages.

The following page is an imaginal time design for a circuit.

# OPERATIONAL MODEL QUARTERLY TIMELINE

MONTH ONE				MONTH TWO				MONTH THREE				
1	2	3	4	5	6	7	8	9	10	11	12	13
												
10 Maneuver Planning Mtgs.	10 Cluster Village Leaders Meetings 50 persons each	10 TRAINING MODULE MTGS.		10 Maneuver Planning Mtgs.		10 TRAINING MODULE MTGS.		10 Maneuver Planning Mtgs.		10 TRAINING MODULE MTGS.		
TALUKA WIDE ASSEMBLY OF VILLAGE LEADERS 500 PERSONS	TALUKA ECONOMIC GUILD	TALUKA SOCIAL GUILD	TALUKA FRAMING VISITS	TALUKA ECONOMIC GUILD	TALUKA SOCIAL GUILD	TALUKA FRAMING VISITS	TALUKA ECONOMIC GUILD	TALUKA SOCIAL GUILD	TALUKA FRAMING VISITS	TALUKA ECONOMIC GUILD	TALUKA SOCIAL GUILD	TALUKA FRAMING VISITS

-42-

Suggested form for document: BLOCK PLAN IN MAHARASTRA

A. Tools

1. maps--natural resources, money flow, population densities
2. charts--percentage graphs (circle, bar, line)
3. tables--interest groups, current reforms, markets (use descriptions, comparisons)

B. Style

1. set theme in introduction
2. use graphic data as key information vehicles, prose to explain graphics
3. summary chart--document size and wall size to indicate
  - key analysis points (the present)
  - changes to be effected (moving forces)
  - outcomes (the taluka in 2 years)

C. Sequence

1. overview, orientation  
example: "Together the Villages of Chandrapur Advance"
2. categorize analysis  
prose explanation, then charts, maps, tables
3. describe a scenario of the taluka two years hence  
prose, then graphic data
4. categorize changes needed  
list programs: political (gov't networks, local participation, town to town linkages)  
industrial (dams, utilities)  
commercial (markets, transportation systems)  
human (health, education, recreation, motivation)  
show timelines  
describe assistance needed (skills, raw materials)
5. summary chart

GRA, CHICAGO  
July, 1979

HIGH DENSITY REPLICATION  
CONSIDERATIONS

REPLICATION SCHEMES  
TASK FORCE 3

ANALYSIS SCREENS		PROGRAMMATIC THRUST		EQUIPMENT PROCESS		TALUKA ENGAGEMENT	
Socio-Economic Fabric	employment patterns	Demonstration Village	visible residue	Fiscal Planning	taluka budget	Myth Factor	poetic involvement
	interest groups		taluka hosting		local input		block riders
	basic needs		legal forms		global funding		historical thrust
	exchange structures		taluka leadership		institutional credit		taluka impact
Physical Features	geodetic survey	Block Utilities	taluka task force	Organized Expertise	technical expertise	Engagement	government staff
	land use		comprehensive proposals		organized repositories		guardian assignment
	land potential				government studies		awakenment campaigns
	physical resources				market contacts		
Population Data	population file	36 Programs	corporate patterns	Strategic Focus	implementation strategies	Positioning	public relations
	vital statistics		government proposals		transrational coverage		state framing
	special skills		program modules		block commissions		taluka impact
	demo graphic groupings		actuation briefs		regular maneuvering		
Current Reforms	programs advocacy	Leaders Training	staffing requirements	Communications	assemblies	Interaction	taluka assemblies
	agricultural reforms		actuation modules		newsletters		assignment rationales
	utility innovations		methodological prowess				demonstration visits
	modernizing trends		circuiting models				village exchanges

PROPOSED MODELS

Task Force 3  
Replication Schemes  
GRA 1979

## GLOBAL RATIONALE FOR EXPERIMENTAL REPLICATION

## INTRODUCTION

GLOBAL  
URGENCY

This past year has seen a continued intensification of the trend of the rise of local man. Iran demonstrated dramatically what happens if development is not an authentic part of every man's life. This trend is literally shaking the foundations of governments across the world who understand now that self-confidence, self-determination and self-sufficiency are no longer clever development phrases. There is an urgency to demonstrate how vital and effective participation in shaping the future of one's village, state or nation can happen. You could point to every part of the world and illustrate yet another major effort to build a new consensus on how to do successful development. This urgency has come to the ICA in the form of many concrete proposals to take what we know about demonstration and replicate it across a particular geography. "How many can you do?" "Could I see your replication model in six months?" "We're counting on you." "We failed at rural development, but you haven't." seem to be a part of the conversations which have established the fact of our credibility. The question becomes how to take what we know and push profoundly turning this utterly ripe moment toward the recovery of the villages and the future of local man. Historically we find ourselves at a turning point relative to the next major leap which has to do with empowering 2 million villages across the globe to create their own destiny. The burning question that we stand before is what form will be required to move most effectively in doing this on a global scale. We have the Maharashtra and Philippines replication schemes as well as the catalytic effects of the GCF campaign as primary models of accelerating village development. This next year is seen as a time to explore and evaluate the convergence of the projects and forums in a systematic form that will break open the future relative to the task that is ahead of us.

SPHERE  
EASTSTRATEGIC  
POSITIONING

Maharashtra has been the primary replication demonstration for the globe. It has provided the credibility that has allowed governments, agencies, and local villages to see through the single villages we've done around Sphere East to what is possible. SEAPAC has traditionally been a high priority as we have looked at the globe strategically, hence it was not a denial of our intentions to begin a second experiment in replication in the Philippines. Present trends have converged to make rural development the number one priority in Asia. Malaysia decided to do 600 villages in the next 5 year plan. The Philippines has declared to the world its position on rural development. Korea's "New Village Movement" continues to be a sign for all of Asia among government structures and international organizations. Indonesia has the attention of every major international funding agency and the pressure is bubbling to make a major move in the next year. It is into this kind of swirl that 4 models of replication are proposed: 2500 more in Maharashtra, significant

participation in Korea's New Village Movement, a chance to expand the Philippine Cluster Experiment, with the government on one hand and the World Bank on the other, and to systematically work with the national and provincial structures in Indonesia to develop and demonstrate authentic village development. One can see three major swirls occurring across the Sphere: Maharashtra and the buffers addressing the subcontinent, Korea beckoning the involvement of Japan and the north, Indonesia and the Philippines spinning the ASEAN network, and the three: Korea, Indonesia and the Philippines addressing the areas of Indochina and the mainland. Surely all the swirls pose great possibilities for the future of the Pacific and provide an experimental intensification in one sphere that will be of timely value in determining the next steps around the globe.

SPHERE  
SOUTH

APPROPRIATE  
TIMING

The fact that most of Sphere South consists of developing nations has focused global attention and resources for development in this part of the world. There is emerging a realization that past efforts have been ineffective in bringing about the necessary changes in rural development among these nations. This situation has brought considerable interest and support of our approach to local involvement in comprehensive rural development. This is true of both the public and private sector. In both Kenya and Zambia, the Human Development Projects have been recognized as one of the most significant approaches to development with implications for national development. In Kenya, there is now a willingness to consider direct assistance in providing funds to ICA to enable the expansion of this approach to village development as a way of assisting the government in achieving its national development plans. Both Kenya and Zambia are at a critical point as they are launching new 5 year plans. In Kenya the focus is on Integrated Rural Development at the district level. Machakos District, where Kamweleni is located, is the pilot model for the whole nation. The proposed Kenya replication plan is a model that combines projects and forums along with engaging government officers in doing the Machakos District, thus demonstrating this approach as a viable model that could be adopted by Kenya for doing the whole nation. Zambia is proposing the initiation of cluster replication to position itself for future acceleration of village development in Zambia. In addition to national support for initiating replication at this time, a growing number of funding agencies such as EEC, Ford, FAO, and A. T. International have indicated their intention to support the acceleration of this mode of village development. There is an awareness among these agencies that a massive effort is required to accelerate development at this particular moment in history and that this can only occur by engaging local villages in implementing their own development. Kenya is seen by most of the world as providing the leadership

and direction for the whole continent, and thus the implications of replication at this time has significance for all of Africa as it struggles to forge out the economic and social structures that will be the new form of Africa.

SPHERE  
WEST

EXPERIMENTAL  
LINKAGES

The massive impact campaigns across the developed nations of North American and Europe have exposed the need for networks linking local communities to support local development efforts and enable outreach to the globe. The two replication schemes proposed in Sphere West are in North America; both are strategies to link local communities across massive geography in supporting human development. The Mississippi Replication Scheme would link communities together within their region through a focus on the Planning and Development Districts (PDD's); at the same time it establishes linkages to the state through the image of "Mississippi is leading the way," and to the nation through the impact on federal agencies and national networks that occurs in the campaign, as well as through participation in continental movemental structures. Native American communities across the United States are experiencing increasing availability of resources for development and are looking for ways to assure that development does occur in the local. The Native American strategy would extend demonstration to communities around each of the three current projects (Cannonball, Pisinemo, and Minto) in the next year, with all three coordinating work with inter-tribal networks to build impact and demonstration throughout the Indian Nation across the continent. Moving through these networks is a strategy to get local communities established as viable entities that can participate economically and socially in their regions and states; it would also empower the recreation of the story of the Native American's role in this nation. The Mississippi scheme spins off this year into impact campaigns in four surrounding states, which would then move into a demonstration phase. The following year could extend the spin-off into all states in Area Houston. The Native American strategy would experiment with the use of a network of local communities to massively impact geography and will inform our approaches to other networks of communities (e.g. Mexican-American groups, the emerging mobile home park residents networks, tenant association groupings). These two experiments together will enable building comprehensive plans for replication across North America, as well as informing strategies for Europe.

## REPLICATION CRITERIA

The following questions, developed by the Panchayat, were used by Proposed Models Team as a screen relative to a particular location's readiness for replication. They are not intended as a definitive list.

- . What is the government's tone- longevity, stability, openness.
- . What is the role of this nation in the world's imagination.
- . What is the substance of the existing frame at all levels- are there people in both the private and public sectors who will stand in front of the project.
- . What is the substance of the invitation from the government in both the political and bureaucratic aspects.
- . What is the philosophy of the national government re development- is it willing to go along with a local approach rather than the technical, expertise way.
- . What is the role of religious bodies vis a vis the government.
- . What is the interest of international organizations such as the World Bank, etc.
- . Does the geography lend itself to rapid, systematic expansion- physical aspects and government infrastructures
- . What is the substance of the movement .l base- strongholds, ITI, RS-I LENS, GWF, etc.
- . Who would stand up as your symbolic leadership - eg. Vinod Parekh re India

**A DESCRIPTION OF REPLICATION - Operating Image**

**Beginnings:** Replication begins with initiating a strong pilot project

**Moves to:**

- Rapid, extensive, rational geographic coverage with HDP's and Community Forums
- Intensification of the number of projects and/or forums in that area with each community emphasizing its own self-renewal.

**~~Ingredients:~~**

- The projects simultaneously turn toward renewing all the communities in their geographical area.

- Local people are trained to provide their own leadership in catalytic action, motivational technique and daily sustenance.

- Building of a self-conscious, local volunteer movement acting out of global images within a corporate structure.

- Awakens all communities to local/global responsibility.

- Provides methods for local renewal, for releasing the power of inter-community relatedness, and methods for the renewal of the social fabric within the sub-region.

- Awakens the public, private and voluntary sectors toward active participation in the renewal process.

- Devises delivery systems for goods and services to the area and local repository.

- Establishes ongoing structures and people within the area which allow the catalytic forces to move out and which push them from behind into creating new strategies.

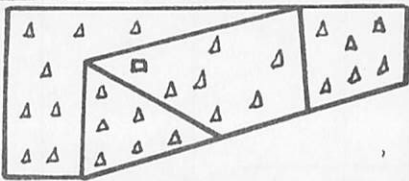
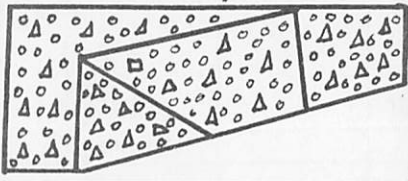
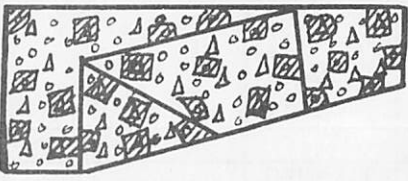
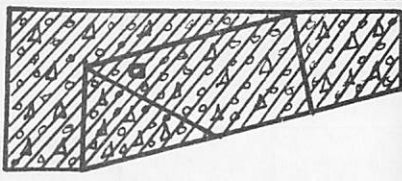
	I			II			III			IV		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
M S A T H R A A R A				8 HDTI (3 wk)	1 HDTI (8 wk)		8 HDTI (3 wk)	1 HDTI (8 wk)		8 HDTI (3 wk)	1 HDTI (8 wk)	
I N D O N				Bubun HDTS (8 wk)	Initiate Bunbun Circuit thru Consults (7)			Initiate Surabaysi Circuit thru Sulawesi Campaign Consult		Indo (KHDP) HDTS (8 wk)		15 Indo- nesians to GRA
M A C T A M					HDTI		20 Consults			HDTI	8 Consults	
M I S S			10 Consults					9 Consults				HDTS (3 wk)
N A M E R I C A		Cannon Ball Impact			Pisinemo Impact		HDTI		Consults	Consults		
K E N Y A			1 Consult (Kawang)	HDTI →		3 Consults	HDTI		4 Consults			

PROPOSED  
REPLICATION MODEL

Name: MAHARASHTRA

Replication Schemes  
Scope: STATE

GRA: Chicago-1979

Phase	1976-78	1978-79	1979-80	1980-85
Image				
Type	District Anchors	Statewide Network	High Density Replication	Statewide Replication
Expansion Rationale	1 per District	1 per Taluka	100 per Taluka- 25 Talukas	100 per Taluka- 33 Talukas
# Projects	44	232	2500	25,000
Components	Bi-weekly Project Dir. meetings Quarterly Council Division Monitoring	Div. Proj Dir Meetings Div. Gun Meetings Strike Forces/Keystone Act. Circuit Teams/Qtry Modules	100 villages in demo Tal. Gram Sabha } + Consults } or { Consults + Assemblies } + Initiations	Replication of Talukas
Training	5 HDTI	10 HDTI (8 wk); 5- 3wk Proj. Dir Trng	2 HDTI/Qtr/Div (3 wk) 3 methods HDTI/Yr (8 wk)	2-3wk HDTI/Qtr/Div 3-8wk HDTI/Year
Troops	232	532	1,350	2300
Implement'y Steps	Site selection HDTI Demonstration visit Gram Sabha Consult Assignments	Phasing Schemes Quarterly campaigns Strike Forces	High density rep. plan Block plans High density Taluka operational designs	
Authoriz'n	Chief Minister; District & Taluka Officials	100% Fed tax Exemption State/National Ministries		
Funding	Indian business houses; Company village adoptions	EEC, Belgian Gov't UNESCO, ICIC		
Monitoring	Division monitoring teams,	District monitoring teams, Circuit teams; 12 + 75	232 Taluka circuit teams	
Auxiliary	Obtained from village, trained and assigned to village auxiliary, circuits, centrum			
Network	Rotary Clubs, Chambers of Commerce groups, engineering groups, business associations			
Impact	Gram Sabha and GWF			

REPLICATION MODEL NAME: High Density Replication--India

**Readiness:** Poised in 232 talukas with one village project in each. Global models show that massive impact is the most useful tool to launch the next phase. There have been government offices with which we can cooperate in a block plan.

**Uniqueness:** Does entire taluka. Forces us to create programatic chart at the taluka level. Uses global wisdom in response to impact/demonstration convergence.

**Advantages:** Speed allows enemy no time to organize. Massive gram sabha campaign (every village) allows total coverage to be done by existing troops. Begins the 25,000 at the taluka level.

**Vulnerabilities:** Requires creation of cluster village consult model and assembly consult model. Raises opposition spectre--possibly uncontrollable assemblies.

**Breakthroughs:** Cluster village circuit concept covers turf--all villages. Taluka assembly consult will result in taluka programatic chart and lead to county (taluka) structures. Jumping to 25,000 level for talukas.

**Keys to implementation:** Demonstratable taluka village is focal point. Gram Sabhas for total coverage and allows selection of cluster villages. Consults for demonstration cluster village. Cluster village circuits. Taluka assembly.

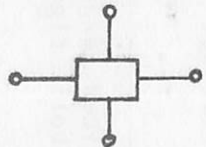
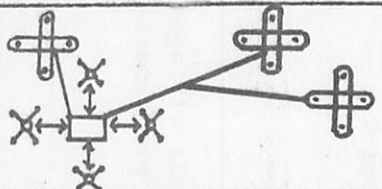
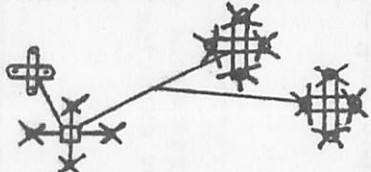
**Contradiction:** To deal with impact of total coverage in delimited geography requires cooperation of public and private symbolic figures.

**Issues:** Involving taluka government people in all phases insuring adequate support of projects and auxiliary creation of new taluka infrastructure.

PROPOSED  
REPLICATION MODEL  
GRA: Chicago - 1979

Name: MACTAN

Replication Schemes  
Scope: ISLAND

Phase	1978-79	1979-80	1980-81	
Image				
Type	Initial Cluster	Master Cluster	Extension	
Expansion Rationale	Establish Anchor	Geographic coverage	Mass impact	
# Projects	5	33	65	
Components	HDTs Consults "222" Blueshirts	HDTs Consults Task Force Maneuvers	HDTs 16 Consults Cebu Mountain Maneuver Actuation modules	
Training		HDTs/Task Force	HDTs/Actuation Maneuvers	
Troops	8	10	10	
Implement'y Steps	Qtr. I	Qtr. II	Qtr. III	Qtr. IV
	Select 16 sites Cebu- 35 Forums	HDTs (40 from Cebu and 4 from each of 16 Cebu Mountain extension	16 Consults- Mactan 4 Cebu consults Launch Actuation modules	Full actuation of 16 Proj. Training School 8 Consults
Authoriz'n	Ministry of Local Government and Community Development			
Funding	Philippine Interagency Council funding one cluster and World Bank the other			
Monitoring	Daily and monthly maneuver planning by whole cluster and cross cluster guild meeting			
Auxiliary	On site daily; consultants; 50 trained nationals			
Network	Ministry of Local Government and Community Development			
Impact	222 events, 216 Forums in Ilio-Ilio in Winter; 154 trained nationals in fall			

REPLICATION MODEL NAME: MACTAN

Readiness Is part of long term model and has context built in for next 16.

Uniqueness Opportunity to operate as consultants and trainers for government development department

Advantages Operating from a base of direct government support. The tested and replicable programs (Buri manufacturing and preschool) are operational in other projects.

Vulnerabilities Current government agencies operate on a top to bottom development which tends to neglect the local.

Breakthroughs Since we have done the next 4 projects, there is reason for the demonstration of four more around each of those four.

Keys to implementation Break loose in economic programs that allows us to do 16 Buri factories and preschools

Contradiction How to sustain Blue shirts movement without sapping finances for villages

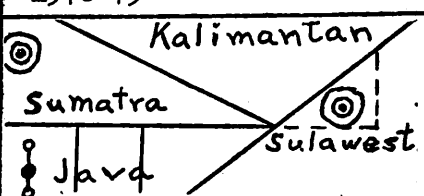
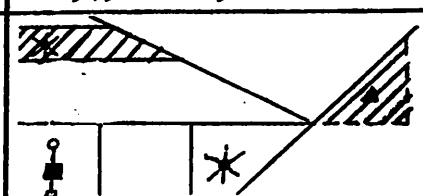
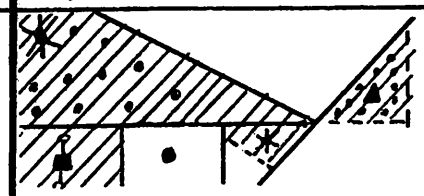
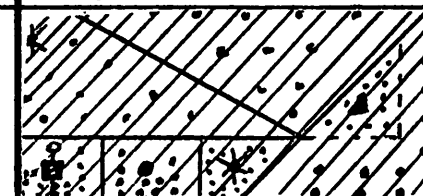
Issues Care for monitoring of development as we do the next 16 and the Cebu Mountain 4. Preparing region by doing massive regional awakening campaign during the lull period.

GRA: Chicago - 1979  
**PROPOSED**  
 REPLICATION MODEL

Name: INDONESIA

Replication Schemes

Scope: NATION

Phase	1978-79	1979-80	1980-81	1981-82
Image				
Type	Cluster-geographic coverage using gov network	Cluster- geographic coverage using gov. network	Cluster- geographic coverage using gov. network	Cluster- geographic coverage using gov. network
Expansion Rationale	going with the government 3 HDPs	Going with the gov	Going with the gov.	Going with the gov.
# Projects	5	18	41	96
Components	3 Training Schools 50 Impact events 250 TMs	3 Training Schools 50 Impact events 250 TMs	8 Training Schools 50 Impact events 250 TMs	8 Training Schools 50 Impact events 250 TMs
Training	HDTS/ Modules	HDTS/ Modules	HDTS/ Modules	HDTS/ Modules
Troops	New 20 ICA	New 30 ICA	New 75 ICA	New 150 ICA
Implemen'y Steps	Existing KHDP (3) Bunbun HDP (7) Coastal villages demo Bontoa HDP Provincial Campaign E. Java-Surabaya Hse opens	KHDP completion-Nat'l Ctr Bunbun complet'n-Coastal village monitoring Bontoa complet'n -Sulawesi campaign E. Java HDP-Coastal villages demonstra'n (7)	Central Java HDP (1) West Java Campaign Sumatra Campaign/Demon'n Circuit <sup>a</sup> (11) Sulawesi Demon'n Circuit	Central Java compl'n-Java campaign-Demon'n circuit (11) Kalimantan campaign/Demon'n circuit (11) E. Indonesian campaign/demon'n circuit (11) E. Java campaign/Demon'n circuit (11)
Authoriz'n	Site selection Ministry of Home Affairs		al villages monitor'g	
Funding	Government, International Aid Agencies, Private			
Monitoring	ICA and HDP leaders, 3-man circuit teams, beginning September, 1979			
Auxiliary	Nationals; the trend is blue shirts			
Network	Government, private national, international aid agencies, multinationals, universities, service and professional groups			
Impact	1978-79, over 100 TMs, with 8500 participants done by HDP villagers; 6 LENS, etc.			

REPLICATION MODEL NAME: INDONESIA

Readiness	The government at all levels is actively dedicated to a 25 year plan of comprehensive village development and understands the significance of the human factor. The ICA has overt permission to experiment with myth and methods development toward this end.
Uniqueness	Indonesia, with the densest population in the world, is a land of cultural richness which is 93% non-militant Muslim. It is non-aligned politically, is linked with the Japanese resource base, and is one of 5 members nations in A.S.E.A.N.
Advantages	The national government supports not only our methods, but also our context. We have a depth collegiality with key government department. We have successfully been able to say "no" to government requests. Local villagers have an unusual passion to be trained to go out to neighboring villages, and they love the symbolic. We have strong indications of national and international financial support.
Vulnerabilities	Timing is critical. We must stay at the edge of the national development thrust, without getting so far ahead as to be a threat. Many sites will be remote to both one another and to the world. We will need to solidify the auxiliary in Kelpa Dua. The first year will require outside troops.
Breakthroughs	Linkage with national and international priorities for Indonesian development
Keys to implementation	Rapid quality training of local auxiliary
Contradiction	Young movement
Issues	Who will represent us as "Mr. (Mrs.) Indonesia

Replication Schemes

PROPOSED  
REPLICATION MODEL  
GRA: Chicago - 1979

Name: KOREA

Scope: NATION

Phase	78-79 Proj. Showpiece	79-80 Nat'l Positioning	80-81 Provincial Proj.	81-82 Saemaul Absorbtion
Image				
Type	2 projects	10 strongholds around each project	Add 7 provincial projects	Add 10 strongholds around projects and 2 urban proj.
Expansion Rationale		Local expansion from existing projects	Geographic coverage of all 9 provinces	Local expansion from projects, urban street 1 p
# Projects	2	22	29	101
Components		Seoul House Project extension Provincial forays (7) 2 ITIs or Trng events	Provincial projects HDTS National Impact Saemaul training	Provincial strongholds Seoul Projects Micr-saturation Saemaul consultancy
Training	HDTS/ITI	ITI/Seoul Hse interns Village ldr tr'ng	HDTS- villagers Area Tokyo faculty	Village leaders on-site training events
Troops	6 international 6 national	Village ldr/project 10 couples (intern-Seoul house)	14 order 14 village, Peace corps	
Implemen'y Steps		Town meetings 3 day consults training village ldrs Program implementation	Site selection HDTS 3 consults Program implementation	Strong hold    Urb TMs            Site Consults      Consu Village ldr trn Prog Imp      Prog
Authoriz'n	Successful demonstration at Kuh Du E Ri; head of Saemaul movement approves, Many ITI grads			
Funding	Private- Korean companies. Church potential, Government- Saemaul movement			
Monitoring	Monitoring strongholds through circuits and villagers visiting project; project directors meeting monthly, all staff meet quarterly			
Auxiliary				
Network	Saemaul Movment, Church both Protestant and RC			
Impact	TMs for mass awakening and village initiation. LENS for funding CYF, GWF etc for special occasions.			

REPLICATION MODEL NAME KURE

**Readiness** The Kuh Du E Ri project has provided a showpiece which has caught the attention of the leaders of the Semaul movement.

**Uniqueness** We have a close working relationship with the Protestant church which is committed and trained.

**Advantages** Well trained ITI graduates, an awakened church, government willingness to cooperate, and a willingness of villagers to be trained and to staff the replication movement.

**Vulnerabilities** Unclear as to the level and nature of government support

**Breakthroughs** Requests from neighboring villages to take advantage of programs initiated in Kuh Du E Ri (preschool, health program, feed buying, pig raising)

**Keys to implementation** Decentralized cluster programming

**Contradiction** Insufficient troops in Seoul House for strengthening government, private liason and support.  
ITI grads have not decided to turn to the world from a LCE image. Not ready to be under assignment.




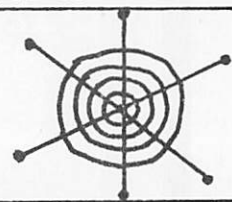
**Issues** Training at least 26 extra staff during 79-80 to take full time assignment.  
Developing alternative troop recruitment and training methods

GRA: Chicago - 1979  
 PROPOSED  
 REPLICATION MODEL

Replication Schemes

Name: KENYA

Scope: NATION

Phase	1979-80	1980-81	1981-82	1982-83
Image				
Type	Replication Phase Maharashtra (1 district per province) plus stronghold strategy			Accelerated Replication: Do other districts in Prov
Expansion Rationale	1 HDP per Division	1 HDP per location	1 HDP per sub-location	6 strongholds per sub-HDP Demo in other Districts
# Projects	9	41	224	230/ 1080 Strongholds
Components	Saturation @ location Site selection Consults Councils	Saturation @ sub-location  Same	Saturation every village  Same	Saturation @ locat on all Districts  Same
Training	LENS: Gov't officers HDTI; Gov't officer and villagers	Same	Same	Same
Troops	50	125	450	810
Implemen'y Steps	Saturation Site selection LENS: Gov't HDTI Consults Monitoring	Same	Same	Initiate acceleration (all Districts in Prov) Same plus circuiting to strongholds
Authoriz'n	Government support at national and district levels			
Funding	HDTI: Ford Foundation (local committment); Kenya government; EEC funds indicated support for replication scheme			
Monitoring	Evaluation scheme with funding support built into Ford proposal			
Auxiliary	In residence in villages through 3rd year; provide monitoring, training			
Network	All villages within District linked through Council dynamic quarterly; at Province level annually			
Impact	Saturation: village meetings, assemblies, issues forums, modules, LENS, GWF, CYF			

-60-

**Readiness:** Existing projects plus track record with saturation and HDTI have established our credibility. Kenya government desperate for vehicle to engage villages in planning and implementation, particularly in Machakos District which is the pilot model for nation. Open to engaging our assistance.

**Uniqueness:** Utilization of projects and saturation events in conjunction with active involvement of government officers in implementation to rapidly develop total district.

**Advantages:** Government focus on integrated rural development with Machakos District as pilot model for nation. Major funding available (EEC, etc.) Auxiliary on district steering committee. Forty three troops in blue ready with at least six potential project directors. HDTI proven capability.

**Vulnerabilities:** Coordination complexities of implementing replication in each province sequentially. Funding not secured. Economic sustenance of troops.

**Breakthroughs:** Utilization of government structures to set up saturation. Documentation of village input sets stage for government involvement in enabling implementation of village plans utilizing issues forums.

**Keys to implementation:** Systematic application of saturation strategies and projects with periodic evaluation to determine point at which momentum is established that will result in completion of the district.

**Contradiction:** Obtaining funding commitments in time to implement replication timeline.


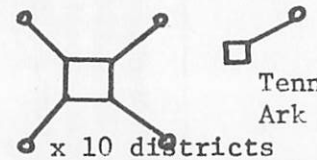
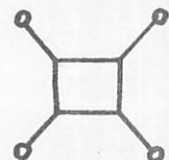
**Issues:** Economic model that will sustain troops. Possible constraints in working with governmental structures. New level of sophistication in development and financial management required.

GRA: Chicago - 1979  
 PROPOSED  
 REPLICATION MODEL

Name: MISSISSIPPI

Replication Schemes

Scope: STATE

Phase	State Campaign '78-79	Initial Demonstrat'n 79-80	Cluster Complet'n 80-81	81-82
Image	Mississippi 200 Campaign	 + 250 event x 10 districts	 Tenn Ark x 10 districts	
Type	Saturation Campaign	Cluster Model by Planning District	Cluster Model by Planning District	Cluster Model in Ark. and Tenn.
Expansion Rationale	-	2 per Planning Dist	3 more per Planning Dist 2 per Dist in Ark/Tenn	3 more per Planning Dist in Ark/Tenn
# Projects	1	20	70	130
Components	Systematic geographic coverage through awakenment campaign	Monthly Circuit Plan Monthly Citizen Partic'n Plan'g Dist Intensif'n Mo Impact Camp. Tenn/Ark	Mississippi cluster comp. 20 Projects Tenn 20 Projects Ark	Mississippi Cluster lab 30 Projects Tenn 30 Projects Ark
Training	HDTs (5th City)	Modules in Plan'g Dist HDTs 3 wk (June)	Modules in Plan'g Dist HDTs	Modules in Plan'g Dist HDTs
Troops	5	18	18	18
Implemen'y Steps	Working through Govern- or's Office to coordi- nate impact campaign	Phase I 1st 10 Towns Oct	Phase II 2nd 10 Towns Jan	Similar phasing
Authoriz'n	Governor's Office in Mississippi and extensive contacts throughout the state.			
Funding	Proposal for funding package into Action and CSA plus State of Mississippi			
Monitoring	One person in Governor's Office would perform monitoring dynamic plus 2 on the road circuiters			
Auxiliary	Function as trainers, circuiters, plus one person in Governor's Office			
Network	State and national agencies, particularly the 10 planning districts in Mississippi			
Impact	TM and other impact events; 250 already scheduled in 1979-80			

REPLICATION MODEL NAME: Mississippi

**Readiness:** Direct government support. 250 events plan in a year long second campaign in Mississippi. Demonstration towns already seeking participation.

**Uniqueness:** Direct experiment on how to relate the awakening and engagement campaigns to build movement.

**Advantages:**

1. Government support	7. Planning district cooperation
2. Track record "Miss. 200"	8. Mature guardian network
3. Delta Pace	9. National image of Mississippi
4. TM Assembly event	10. Two of the three leading gubernatorial candidates in favor of ICA
5. Ruth Wilson	
6. National exposure to agencies	

**Vulnerabilities:**

1. New governor in January	5. Continuity of people from last yr
2. Will Ruth Wilson stay in Jan?	6. Heavy reliance on current team
3. Funding not assured	7. Months of July & August lag
4. Lots of excitement, little training, limited time	

**Breakthroughs:** How to sustain the awakening in geography through intentional linkages of towns with each other, their planning, district and statewide meetings

**Keys to implementation:** Being able to create and sustain commitment of demonstration town to monthly implementation model through bi-weekly circuit model of ICA staff.

**Contradiction:** How to create and sustain the circuit team during the pressure of this year long campaign.

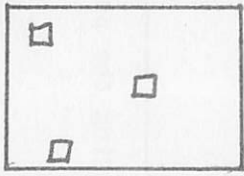
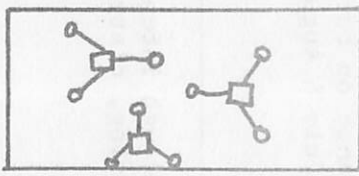
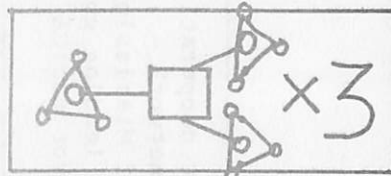
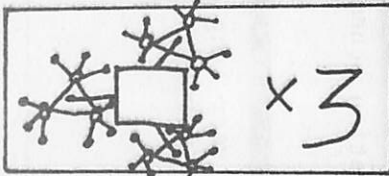
**Issues:** Clear picture of Memphis house configuration.  
 Secured funding to underwrite total cost.  
 Framing in other states.  
 Securing top level frame in light of Governor's change.

GRA: Chicago - 1979  
 PROPOSED  
 REPLICATION MODEL

Name: NATIVE AMERICAN

Replication Schemes

Scope: NETWORK

Phase	'77-79	'79-80	'80-81	'81-82
Image				
Type	Demonstration Projects	Circuits	Circuit Clusters	Cluster Extension
Expansion Rationale	1 to 3	3 to 12	12 to 39	39 to 120
# Projects	3	12	39	120
Components	Site selection Consults	Community Forums Consults Training Circuits	→	
Training	5th City HDTS	HDTS	HDTS	HDTS
Troops	18	18	18	18
Implement'y Steps	1. Build strategies 2. Tribal, local authorization 3. Forum preparation 4. Forums launch 5. Site research	6. Program Funds 7. Site selection 8. Staff recruitment 9. HDTS 10. Consult Preparation	11. Consults 12. Project Launch 13. Circuits-Actuation	
Authoriz'n	Tribal, Local District			
Funding	Federal, VISTA, Tribe, Regional agencies, private sector			
Monitoring	Circuit			
Auxiliary	Training and Monitoring			
Network	Tribal and Inter-tribal groups			
Impact	Town Meeting			

**Readiness** Native Americans are ready. Cannon Ball or visit.  
Self-sufficiency- the first step to break dependency complex

**Uniqueness** Self determination necessary because Congress can over ride all current agreements with Native Americans

**Advantages** Networks: (High visibility) National Congress of American Indians, National Tribal Chairmen, BIA, Tribal governments- Contact frequent.  
Education opportunities- Higher education, adult education.  
High visibility of Cannon Ball

**Vulnerabilities** Funding to do the expansion.

**Breakthroughs** Revival of community spirit: Working together more cooperatively

**Keys to implementation** Authorization, funding resources

**Contradiction** Difficult, complex bureaucracy, avoiding politics, no direct authorization

**Issues** Relationship to Canadian Native communities.  
Initiation timing- MInto readiness  
Continental coordination

TASK FORCE JOURNEY

The Proposed Models team of Task Force III was given the task of critiquing various models of replication submitted by Houses in order to provide the data for a global strategy of replication in 1979-80. We have journeyed from groping after the "right" model to an understanding that replication can be accomplished through a variety of feasible models which incorporate both common components and unique designs for local situations. Below is a chart of that journey.

TASK FORCE JOURNEY: PROPOSED MODELS OF REPLICATION						
	THE INITIAL GROPING	THE ORGANIZATION OF DATA & IMAGES			THE CRITIQUE IN DEPTH	
	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY
IMAGE						
CONTENT	What is Replication? Extension? Expansion? Probes? Limit ourselves to Maharashtra & Muztan?	KOREA MISSISSIPPI INDONESIA MACAN KENYA NATIVE AM. MAHARASTRA 10 QUESTIONS OF READINESS	VISUAL IMAGE & DESCRIPTION OF KEY COMPONENTS OF EACH MODEL	EXCHANGE AMONG ASSEMBLY TASK FORCES	WALL CHART OF 7 MODELS IN TERMS OF COMMON COMPONENTS	CRITIQUE OF EACH MODEL RE ADVANTAGES, VULNERABILITIES, & UNIQUENESSES
KEY TO NEXT STEP	Keep open to any model; let's get the data!	Need to see relationships & clarify models	Feed back from Assembly	Need to compare models	Need depth critique re feasibility	Provides input for strategy.

IV. CONVERGENCE SCHEMES  
INTENSIVE IMPACT CAMPAIGNS  
AND  
REPLICATION

Replication Schemes  
Task Force 3  
CRA 1979

REPLICATION T/F

GRA '79

CONVERGENCE SCHEMES

RADICAL IMPACT AND RELATIONSHIP TO DEMONSTRATION

A DESCRIPTION OF THE AWAKENMENT OR IMPACT CAMPAIGN IN A SELECTED GEOG. OR NETWORK:

A DESCRIPTION OF THE RESULTS OF RESIDUE WHICH POINT TO DEMON. OR REPLICATION:

DATA PLACE	GEOG.	IMPACT	AUTH FUND STORY	FORCES	INTENT	FUTURE IMPACT	DEMO TOWN	REL TO HDP	BETWEEN TOWNS	REQUEST	NEW OPPORT.	REP.
ARIZONA	STATE	120	STATE OFFICE	8 FULL TIME ICA	TEST STATE CAMPAIGN	NEW MEXICO	6-12 RES. DEMO. TOWNS	INDIAN TOWNS VISIT PISINEMO	NOT YET	LDSHP. TRAINING	STRENGTHEN 2 PLACES	COULD DO DEMO. TOWNS
DETROIT	RURAL	20	ORIG. T.M.	ICA + 3 FROM EXH ORIG. T.M.	TEST RURAL AFTER URBAN	NONE	MAINING F/O ACTIV.	NONE	4-6 TOWNS WORK TOGETHER	CW ORG. TRNG.	ACADEMY PARTICIP.	YES, FROM AWAKEN DT
N.Y. LOISADA	URBAN 14 BLOCKS	20	COMMUNITY LDRSP	1 ICA CHALLENGE GROUP	RENEW COMMUNITY	READY TO HELP OTHERS	NEW COMMUNITY	COME TO LOISADA	CLOSTE OF 4 COMMUNITY	HELP IN STARTING	CITY WIDE AWAKEN.	LOCAL TROOPS HELP SURROUNDING
MISSISSIPPI	STATE CAMPAIGN	203 EVENTS	GOV'S OFFICE	5 FULL TIME ICA	TEST STATE CAMPAIGN	OTHER STATES + 250	20 TOWNS DOING PROPOSAL	VISITS	ASSEMBLY	ASK FOR LDRSP. TRNG.	DO OTHER STATES	SCHEME. 10 DEM TNS + 250
HOUSTON	HOUSTON ALICE SAN MARCOS WACO	89	LOCAL CITY	2 ICA + OTHERS TRAINED	HOUSTON ASHERTON AUTHENT.	NEW NETWORK FORMING	3 DT.	VISIT	IN THE LARGER TOWNS	TRAINING	MORE PROGRAMS	COULD DO DT ON CIRCUIT
SUDBURY	MEDIUM CITY	30	GOV'T PRIVATE	LOC CITIZ. CADRE ICA GOLD	DESIRED UNITY & SELF-RESP	DEMO GUIDE	NEIGH-BORHOODS	ORGANIZ. EXISTING	BETWEEN NEIGHBOR HOODS	LDRSP TRNG.	MODEL COMMUNITY MODEL RATIONAL	ESTABLISH PATTERN
GERMANY	NATION	250	25 INFLUENTIAL PEOPLE	3 ICA + TM GRAB	POLIS COVERAGE	NEW OPENNESS	GRPS OF TOWNS	MANY HAVE VISITED	TOWNS ARE CLUSTERING	1/2 COMM. REQUEST CONSULTANT	COMM. MTG. IN FORUMS	NEW KINDS OF PROJECTS
FRANCE	NATION	81	BISHOPS FARMERS MAYORS	ICA P/OS TRAINED NETS	DEMO TM	5 DEMO REGIONS	5 DEMO REGIONS	NONE	NETWORK ENABLEMENT	READY FOR DEMO T TRNG	SYSTEMATIC SATURAT'N	LINK REG'L AND LOCAL STRUCTURE
KENYA	NATION	21	NAT'L OFFICE INKIND	4 ICA 22 BLUE SHIRT	TRAINING VILLAGERS	PREP FOR REPLICAT.	REQUEST TRNG + HELP	FUTURE EVENTS	CO-OP TO BUILD HEALTH CF	MANY	TO DO A NATION	YES
MACTAN	ISLAND	222	GOV'T SPONSOR + PAID FOR	10 TNS 5 ICA 2 BLUE SHIRT 2 VILLAGE	SATURAT. EXPR.	CHOOSE NEXT 16	PICKED 10	HELPED START PROGRAM	DEMO ISLAND NETWORK	UNNUMERABLE	4 ACCORD EACH CLUSTER VILLAG	WHY DID 222 HAVE CHOSEN 16
BUBUN	PROVINCE	28	GOV'T OFFICES	ICA + 24 VILLAG	TRNG.	MORE GCF	6 OTHERS	TRNG.	ASSEMBLY	TRNG. GOV'T LEADERS	GCF	STRENGTHEN LDRSP
MARSHALL ISLAND	29 ATOLLS	60	MAJURO	ICA	NEW DIRECTION	NET WORKS	1 ISLAND DID ALL PROPOSALS	COME TO HDP	RADIO SHOW	FOR CONSORT-ATION	HIGHT SCHOOL T.M.	PCX MICDEL

## CHART REFLECTIONS

The reflection on the chart focused around two major questions:

A- What is apparent to us in looking at these twelve locations?

B- What does this have to say about replication?

- A. I. The first observation was that the resulting degree of proposal implementation or emergence of "demonstration communities" was related to the intensity of the impact campaign. This included factors such as shortened time frame, close geographical proximity, quality events and the height of local concern.
- II. Further, the more self conscious and visible the campaign, the more demonstration residue was apparent. For instance in Mississippi where 200 GCF's were done with Government office sponsorship, and public and private backing, a state slogan, media and materials, all towns were invited to an Assembly from the very beginning of the Campaign. The Assembly was well attended. The mood of "everyone's doing this" persuades village to village link ups to emerge. A large number of communities reported on their proposal implementation.
- III. Demonstration or Signal Communities do emerge out of a saturation campaign. In most of the locations about 10% of the towns implemented proposals and made radical new decisions. In the upper peninsula of Michigan where 13 GCF's were held, The community became a signal to others in the area without follow up from ICA staff. It was discovered when reports got back to Detroit later. This community also worked on a common proposal with several other towns to develop snowmobile trails.
- IV. Saturation enlivens a Demonstration Project and the project enhances the saturation campaign. This was illustrated with the Mactan 222 campaign where villagers were trained and had an opportunity to tell their story repeatedly. People were invited to visit the projects.
- V. Radical Impact is a critical component of building a movement, or a core of people who move beyond their own village and see themselves as "chosen ones" to tell the story to other communities. Training local people to do forums is not only possible but is a key and it is never too soon to turn a project outward. This was done more dramatically in 3rd world situations where language and staff requirements pushed it, but may be a key in the 1st world also. In Laisaida (N.Y. City) the GCF's were all done by local people.

B. I.

Saturation linked with a demonstration project breeds replication. It begins to speed up the process by preparing the whole geography at once and heightens the expectation of other communities taking part in the regional development effort. In Kenya, in the Machakos District around Kamwelini, the villages are clamouring for more engagement and the government officials have begun to see this as a vehicle for village development.

II. It is readily observable that both impact events and Human Development Projects give training to local people. In Mactan, 40 villagers were trained in the HDTS, then participated in awakening over 100 communities with Impact events. Teams were made up of one ICA staff, two blue shirts (HDTS grads) and two villagers. This provides practical training for future replication.

III. In locations where saturation has been activated, an effect on authorization and other structures becomes apparent. In Indonesia, government projects became directly involved with the Bubun HDP as well as other villages. A University responded by asking for training and began GCF's in their own structures. In the future, both the University and Government will be ready and eager to assist replication.

IV. Mass Saturation's main job in relation to replication is that it reveals the total situation. Not only are villages that are ready to be moved revealed, but also villages that need motivation. The forums provide a way to see where the economic and social activities are coming alive. The Marshall Island project used Impact to determine the "Showpiece Project". Saturation was activated later in the 29 Coral Islands in order to cover geography and train leadership.

V. Local people are willing to take responsibility for replication. This was revealed after the saturation campaign in Mississippi. Delta Pace residents are planning to continue the awakening campaign themselves, and also train other communities to do the same.

REPLICATION SCHEMES TASK FORCE  
Convergence Schemes

HOW RADICAL IMPACT AFFECTS DEMONSTRATION PROJECTS

BUILDS MYTH FACTOR	ACTIVATES HUMAN REPOSITORY	LINKS TOTAL GEOGRAPHY	DEVELOPS FUTURIC SUPPORT
TELLS THE STORY	TRAINS PRACTICAL LEADERSHIP	URNS PROJECT OUTWARD	UNDERGIRDS NEXT PHASES
ENCOURAGES OUTSIDE FEEDBACK	INITIATES NEW TROOPS	IDENTIFIES FUTURE SITES	REVEALS NEW SUPPORT
GROUNDS PROFOUND ACTION	EXPANDS GLOBAL MOVEMENT	ESTABLISHES INTER-VILLAGE NETWORKS	DEEPENS AUTHORIZATION STRUCTURES

HOW DEMONSTRATION PROJECTS ENABLE IMPACT CAMPAIGNS

ACCELERATES IMPACT CAMPAIGN	ENABLES PRIMAL COMMUNITY	ENCOURAGES POST-FORUM ACTUALIZATION	FORMS MASS MOVEMENT
REVEALS TRAINED TROOPS	DEMONSTRATES POSSIBILITY SIGN	INVITES SITE VISITS	PROVIDES ENGAGEMENT POSSIBILITIES
MOBILIZES EXISTING NETWORKS	GROUNDS PRACTICAL CARE	CREATES WORKABLE MODELS	REHEARSES GLOBAL TASK
RELEASES AUTHORIZATION FRAME	BUILDS LOCAL CREDIBILITY	ENABLES PRACTICAL TRAINING	FOCUSES GEOGRAPHICAL RELATIONSHIPS

## CONCLUSION

### 1. Conclusions and Learnings

- 1) Everyone involved in social demonstration projects and local community forums is already doing the overall thrust of which replication is an advanced phase.
- 2) Replication begins with initiating a strong pilot project in a nation or state.
- 3) The next stage of replication entails rapidly covering the broad geographical area with strategically spaced demonstration projects each with a trained auxiliary.
- 4) This summer we concluded that the next stage of replication entails moving into the regular training of a large number of local village or town leadership. The auxiliary forces do not reside in this next level of geography, but handle the conducting of this training through well ordered circuits to places in easy proximity to these leaders. It seems feasible that one stabilized project can work with a hundred Indian villages through this method.
- 5) This strategy places the auxiliary forces in an intense role of trainer in practical methods and motivating vision for hundreds of people.
- 6) Doing intense saturation campaigns out of a demonstration project creates a demand and opportunity for some sort of training of the awakened and responsive local people.
- 7) High density replication with a hundred villages in one taluka (county) involves the creation of a carefully built linkage among the participating villages and a skillful plan of working with existing infrastructures of the local and state governments.

### 2. Recommendations to the Movement

- 1) The replication in Maharashtra be extended to the level of 2500 villages through working extensively with 100 villages in the 25 key talukas within the state. Comprehensive research on the Block Plan and the appropriate government cooperation schemes be explored to assure the necessary authorization for maximum effect.
- 2) The Mactan Cluster experiment be extended to include 28 new villages with particular emphasis on the 4 villages begun in cooperation with the government and eight others within the scheme of the World Bank. However, we strongly recommend that a comprehensive funded plan be secured from the later two before initiation, including staff support.

- 3) In Indonesia explore expansion to 7 villages in the Bubun fishing village scheme and that a second cluster begin to emerge around Surabaya. However, particular attention must be given to training the young Indonesian staff to be the leadership of the movement.
- 4) In Africa begin a replication scheme in the Machakos district of Kenya after securing funding from international agencies.
- 5) In Mississippi experiment on behalf of the movement to create a circuit and actuate a plan that would catalyze 20 communities in Mississippi to become demonstration towns and to research practical next steps to the saturation campaign.
- 6) Korea participate within the framework of the "New Village Movement" to replicate 10 new villages in a cluster configuration around the two existing projects. However, particular attention must be paid to training forces to be the ICA during the first 6 months of the coming year.
- 7) That Cannonball, Pisenemo and Minto activate a model to extend to 2 other villages around each project during this coming year. Further, they explore the tribal framework for ways to activate the networks among the native American community as a potential way to move in the future.
- 8) That each house do research on their long range strategy by reviewing past missional strategies and projecting expected results of potential saturation campaigns around present HDP's or House.
- 9) That a replication phasing plan be created for each sphere of the globe illuminating the long range strategies for massive replication spread over the next five years.
- 10) That the learning contained within this task force work be extensively used and evaluated over the next year.

### 3. Unresolved Issues and Gaps

- 1) Zambia and Langub mountain cluster models have not been presented yet in order to be pulled through the proposed models screens.
- 2) There is no experience to draw upon for projecting what effects the "high density" taluka model will produce.
- 3) There is much work to be done on how to create the movemental infrastructure and how to work with the government infrastructures in the India Block Plan.

- 4) Although proposed models call for very few global troops the real drain is yet unknown.
- 5) It is unclear how to mobilize an auxiliary dynamic in North America sufficient to care for a model such as the Mississippi proposal.
- 6) The phasing for moving into replication or next steps for all areas of the world has not been worked out.

#### 4. Future Work

- 1) We suggest further research on the block plan and model particularly in the area of adequate taluka infrastructure to coordinate with existing government infrastructure and plans.
- 2) Experimentation, including careful monitoring of demonstration villages with no resident auxiliary staff.
- 3) Further research and models in the following arenas of training:
  - a. training constructs for local village leadership
  - b. training of national staff for HDTI's, circuit trainers, etc.
  - c. models to obtain the number of bi-lingual trainers needed who have the context and experience to translate the materials for training constructs; i.e., HDTS, project directors training
- 4) Mississippi needs to be seen and monitored carefully as an experiment in a new form of metro circuiting. We also need to research and experiment with the models and stories needed to train local leadership, and train and journey local leaders to a commitment to and experience with the global task of renewal and awakening.