

Task Force V
**DEMONSTRATION
SHOWPIECES**

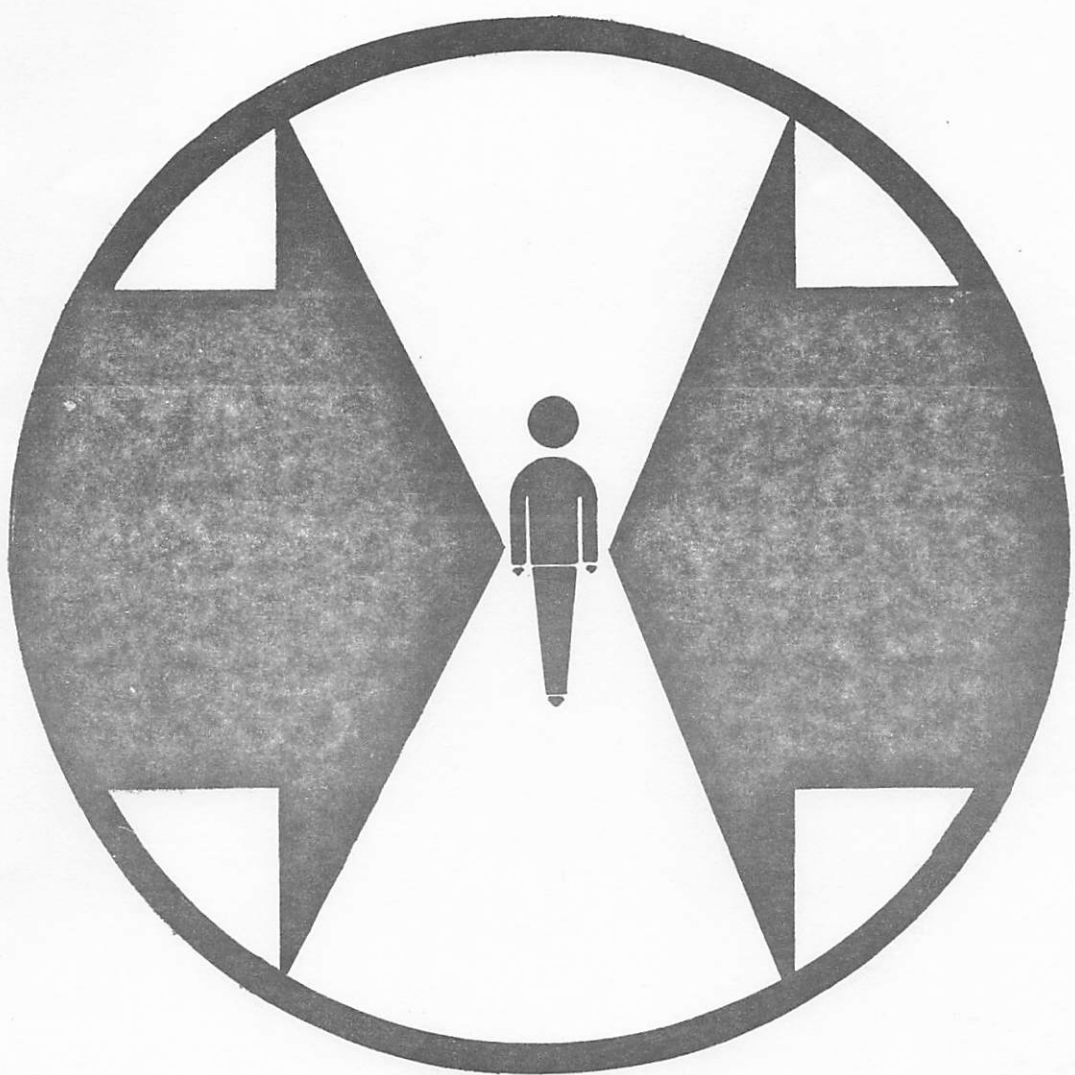
a compend of
task force
products

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

G.R.A. 1979.

INTERNATIONAL SYMBOL.
HUMAN DEVELOPEMENT PROJECT.

DEMONSTRATION SHOWPIECES



ARENA DESCRIPTION: Demonstration Showpieces TF has dealt with "going Through" HDPs and the next phase of demonstration -- the next leap. We include the following products:

1. HDP Expansion Rationales and Recommendations.
2. HDP Extension Strategy (D.C.C.)
3. The 24 Transition Recommendations/Guidelines
4. The 24 Transition Maneuver Method
5. HDP L.E.V. (Local Economic Vehicle) Summary and Directions
6. HDP Leadership Development Campaigns
7. HDP Environment Phasing

PRACTICAL EXPERIENCE: Within our Task Force we had representation from 29 HDPs, and participants from 12 nations. From this experience pool and from a depth of research information from all GRA participants and back-up data, we began each of the products work with analysis, pushing through to new directions, models and recommendations. For example, the L.E.V. group compiled the local data for 44 HDPs and discovered the three basic types of economic entities, but more than this, discovered that the economic vehicles have been a key to the "human factor" within the HDP's especially relative to Corporate Patterns.

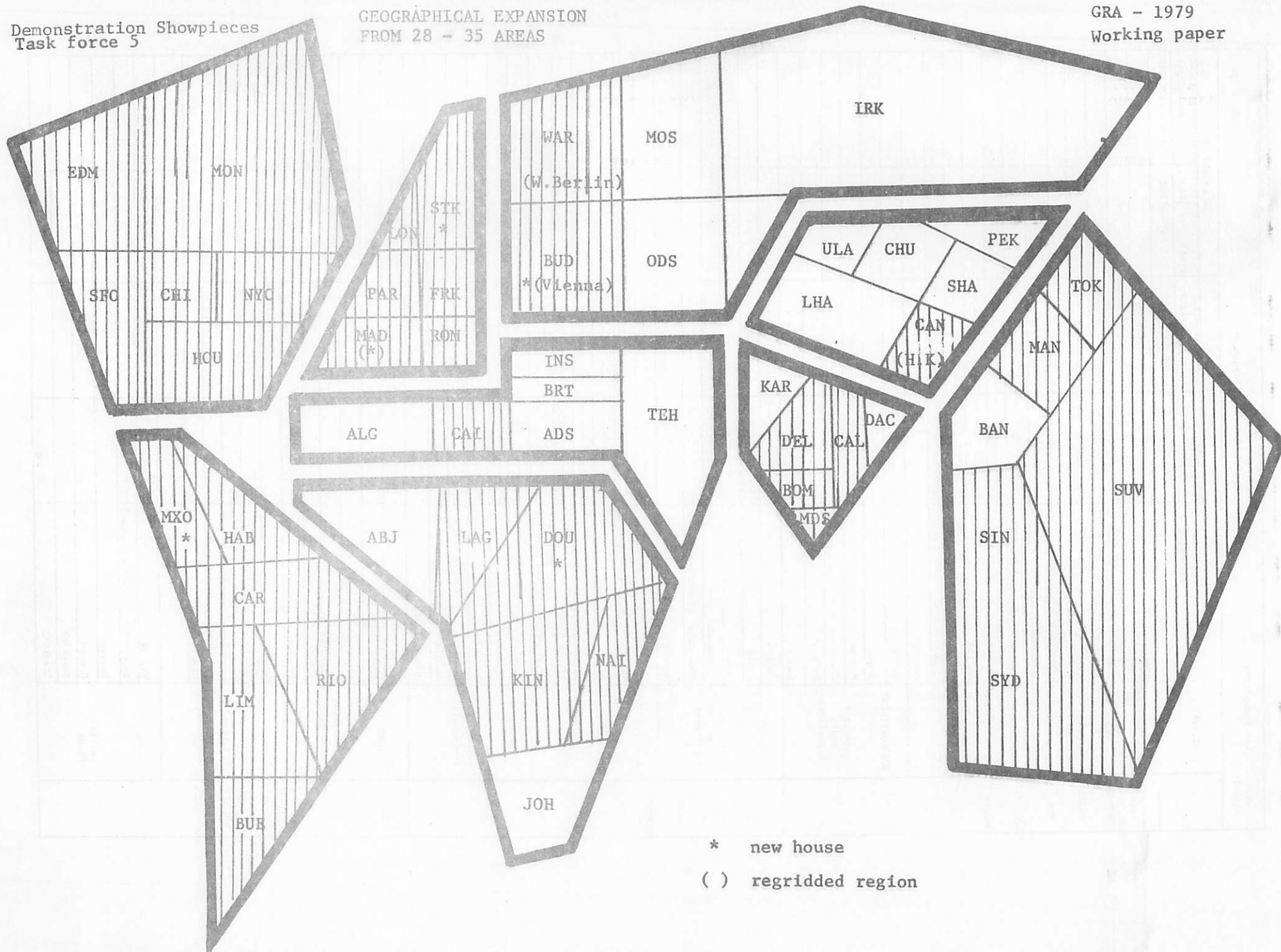
BASIC LEARNINGS: The Task Force has been rather amazed at its myriad learnings, but only records key ones around which our products pivoted:

1. That "demonstration" means the residents going structurally to communities outside the HDP as well as actuating the document plan within the HDP.
2. That Maharashtra replication and HDP extension are operating out of converging patterns.
3. That the Philippines experiment of 78-79 reveals the trend for all HDPs.
4. That every HDP is a locus of the three campaigns convergence.
5. That symbol is key and is indicated at this time at such points as the transition of the 24, the radical visibility of the HDPs, understanding that all 9 programmatic arenas do human development, that the corporate patterns reveal that the project is done by the local people.

STRATEGIC OBJECTIVES AND RELATIONS: The Task Force work reflects the intent that the HDPs during 79-80 focus themselves upon extension, convergence campaigns, as they move toward catalyzing human demonstration "regions". Within this 5 years all HDPs are creating the mode for massive impact.

WORK SUMMARY AND SIGNIFICANCE: We present these products to the global movement consideration, realizing as never before that standing, living in the local is that which sustains us and provides a symbolic base for our always moving out from primal community and back again

Phase	Indiginization	Consolidation	Positioning	Stronghold	Activation	Proposed Activation	Pre-Activation
Program Component	Academy, Hong Kong HDP replication Lens series in one company in area Do whole school system	Lens series training modules satellite cities ICA seminars	Project doment GCF coverage National HDTS top level Lens	Do Lens GCF saturation second house academy	Treks ITI/HDTS HDP invitation GWF	Establish Hse Authorization framing Awakenment foray HDP site selection	
Strategic Keys	start doing nations international funding name movement government consultancy	state campaigns urban probes training centers satellite projects	Global Assignments county coverage authorization site visits national rider	HDP overdoment HDP troops do GCF Order troops trained cover the area	funding sources gov't framing site selection local staff	Spanish spkg S Am HDTS Douala, strong hold intens.	
Illustr	Indonesia Maharashtra Mactan Blue Shirts	Mississippi 200 US 12 KohDuE Ri	Worlds Fair Okla 200 Cano HDTS ITT spnship	Zambia TM's Acad. Assgnmts county coverg	1973 Elders trek Maliwada consult	Mexico City - capital city	Irkutsk Moscow Tashkent Odessa Peking Shanghai
Symbolic Key	Beginning replication	Second phase of project	Geographic coverage	Recognized Two Campaign	House	Geographic coverage	
Areas	Nairobi Bombay Manila Houston Singapore Tokyo	Chicago New York San Francisco Suva Sydney	London Montreal Frankfert Paris Kinshasa Caracas	Havana Delhi Cairo Edmonton Brussels Lagos Canton (Hong Kong) Warsaw (W Berlin)	Lima Mexico City Calcutta Madras BAires Rio	Duola Mexico City Stockholm Madrid	Abijan Bangkok Algiers Beirut Istanbul Teheran Karachi Dacca Johannesburg Addis Ababa Lhasa Ulan Bator Chungking



* new house
() regridded region

HDP EXTENSION RECOMMENDATIONS

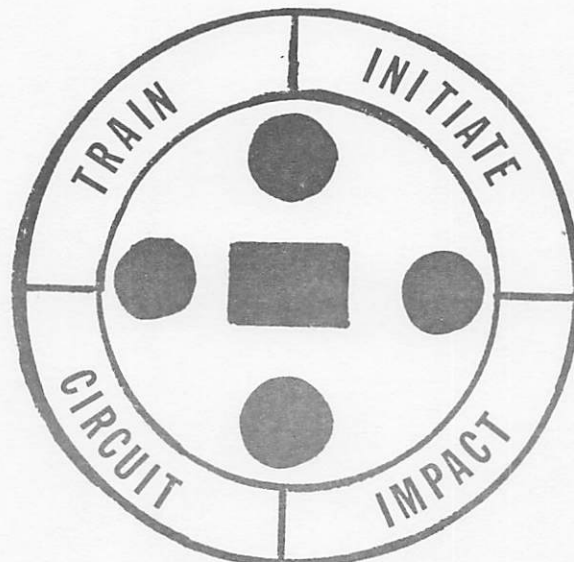
1. We recommend that every HDP or House use the Demonstration Community Circuit model to formally establish and circuit at least 4 new demonstration communities that will be a part of the global demonstration network.
2. We recommend that geographic clusters of HDP's, (U.S. 12, for example), orchestrate the Demonstration Community Circuit as a national campaign with all due intentionality and commonality, using the global constructs.
3. We recommend that the urban projects and houses meet during the Global Priors Council to consense on their adaptations of the Demonstration Community Circuit model.
4. We recommend that a special Task Force be assigned during the Global Priors Council to create the images, the sub-strategies, and the common implementation constructs. They would also compile the existing global constructs, especially from the GRA, to facilitate this convergence strategy.

DEMONSTRATION COMMUNITY CIRCUIT

CIRCUIT PHASING

H.D.P.* D.O.O.P.	H.D.P. MANEUVER PLAN	H.D.P. D.O.O.P. CONSENSUS	H.D.P. D.O.O.P. EXPERIMENT	H.D.P. D.O.O.P. REFINEMENT
CIRCLE IMPACTED	EXTENSION MANEUVER PLAN	IMPACT TRAINING WEEK	24 TOWN MEETING CIRCLE	ASSEMBLY ACTUATION PLAN
D. C. INITIATED	CIRCLE IMPLEMENTATION CIRCUIT	LEADERSHIP TRAINING SCHOOL	D.C. SELECTION CIRCUIT	D.C. INITIATION CONSULTS
D. C. CIRCUITED	D.C. D.O.O.P. CIRCUIT	D.C. DIRECTORS MEETING	D.C. CIRCUIT MODULES	EXTENSION II MANEUVER PLAN

* or R.H.





GRA '79

DEMONSTRATION COMMUNITY CIRCUIT

DEMONSTRATION SHOWPIECE
Task Force 5

I H.D.P. D.O.O.P.'d	HDP Man- euver plan	Review GRA/GPC models	HDP DOOP consen- sus	Report GRA/GPC	HDP DOOP Exper- iment	Plan by stakes	HDP DOOP Refine- ment	Plan by stakes
		Build Extension story		Tell extension story		Hold assembly plenary		Hold Assembly plenary
		Create circuit model		Consense DOOP experiment		Plan by guilds		Plan by guilds
		Build HDP maneuver		Initiate DOOP Maneuver		Orchestrate Impl. victory		Orchestrate impl. victory
II D.C. INACTED	Ex- ten- sion man- euver plan	Meet ICA/HDP leaders	Impact train- ing week	Build Extension Story	24 TM Circle	Create circle model	Assbly Act'n Plan	Train Assembly leaders
		Workshop geo- graphic forays		Train TM Leaders		Coordinate team structure		Hold HDP circle assembly
		Select 24 communities		Organize 4 team circuit		Set-up TM's		Lay out DOOP model
		Begin set-up process		Conduct 4 Town Meetings		Operate 2 wk campaign		Consense impl. scheme
III D.C. INITIATED	Com- mun- ity imple- menta- tion cir- cuit	Plan by stakes	Lead- ership train- ing school	Recruit 5/24 Leaders	D.C. selec- tion cir- cuit	Train 3 man team	D.C. Init. Con- sults	Assign blue shirt teams
		Hold Assembly plenary		Prepare HDP Site		Create 10 yes list		Impl. pre- consult miracle
		Plan by guilds		Design School Practics		Symbolize 4 + D.C.		Conduct 4 + consults
		Orchestrate imp. victory		Assign Blue Shirts		Hold consensus event		Orchestrate consult Assbly
IV D.C. CIRCUITED	D.C. DOOP cir- cuit	Plan by stakes	D.C. direc- tors meeting	Assign 3/Leaders D.C.	D.C. circuit models	Prepare circuit location	Ext'n II Man- euver	Guild Extension story
		Hold assembly plenary		Hold Accountabil- ity Absol.		Assign partic. D.C.		Create circuit plan
		Plan by guilds		Intensify Leader- ship Training		Plan circuit implementation		Assign circuit teams
		Orchestrate imp. victory		Plan Circuit Maneuvers		Orchestrate circuit celeb.		Set-up impact training

Clear Indicators that the Community Is Ready for Transition

Interest of Surrounding Environment

1. Overwhelming requests from outside
2. Funding sources are pushing for extension
3. Decision-making in community is recognized by outside structures

Status of Programmes Solid

1. Major contradictions have been broken through
2. Formal structures to care for social and economic dev. in place
3. Structures to involve whole population are functioning
4. Community space plan for next 10 years put together

Strength of Leadership Core

1. Leaders are able to discern contradictions
2. Leaders able to plan and implement programmes
3. Leaders involved in all decision-making
4. Leaders see themselves as part of Global Social Demonstration
5. Replacements trained for all leaders in programs
6. Leaders know how to use support network

Essential Steps Toward Doing Our Own Project

1. Residents travel regularly to other project or project events
Keys are money and planning ahead
2. Do a sign of visible change then take on the hardest and key contradictions
3. Market the HDP and impact programmes before you feel ready
4. Push through with community leaders to substantial, self-supporting programs to enable program transfer.
5. Enable leaders to train their replacements (2nd level leaders)
6. For 6 months spend 1 hour in prep and 1 hour in evaluation with every leader for each event
7. Dare to give the radical context every time you talk to someone in or out of the project
8. Training occurs on the job sit down sessions reflect on engagement
9. Be sure leadership does not become stale or too long in same place

THE MARKS OF MATURATION

observable evidences of rapid socio-economic development

<p>I VISIBLE SHIFTS</p>	<p>key to community life III VITAL STYLE</p>	<p>II VERIFIABLE CHANGE</p>
<p>A. <u>SPACE</u></p> <ol style="list-style-type: none"> 1. ACTIVATED VILLAGE PLAN 2. UPGRADED PUBLIC FACILITIES 3. IMPROVED HOUSING/UTILITIES 4. MAINTAINED PUBLIC AREAS <p>The Village Looks Good</p>	<p>E. <u>CORE</u></p> <ol style="list-style-type: none"> 1. EXPERIENCED METHODS LEADERSHP 2. 2% IDENTIFIABLE LEADERS 3. LEADING ALL STRUCTURES 4. ENGAGING NEW LEADERSHIP <p>The Leadership Knows What It Is Doing</p>	<p>C. <u>ECONOMY</u></p> <ol style="list-style-type: none"> 1. APPROPRIATE LEGAL ENTITY 2. ACCELERATED TOTAL INCOME 3. ACCESSIBLE GOODS/SERVICES 4. LOCAL BUSINESS MANAGEMENT <p>The Village Is Prospering</p>
<p>B. <u>TIME</u></p> <ol style="list-style-type: none"> 1. ANNUAL/QUARTERLY CALENDAR 2. QUARTERLY VILLAGE ASSEMBLY 3. REGULAR COMMUNITY CELEBRATIONS 4. WEEKLY TIME DESIGN <p>The People Move Together</p>	<p>F. <u>CONTEXT</u></p> <ol style="list-style-type: none"> 1. VILLAGE DEMONSTRATION CENTER 2. ASSISTING OTHER COMMUNITIES 3. "ON BEHALF OF" STORY 4. ACTIVE LOCAL EMISSARIES <p>The Community Serves The World</p>	<p>D. <u>SOCIALITY</u></p> <ol style="list-style-type: none"> 1. TOTAL EDUCATIONAL PROGRAMS 2. TOTAL HEALTH CARE 3. ALL GROUPS PARTICIPATING 4. CARING FOR WHOLE COMMUNITY <p>The People Are Vibrant</p>
	<p>G. <u>SYSTEMS</u></p> <ol style="list-style-type: none"> 1. ALL PROGRAMS OPERATIONAL 2. ACTIVATED STAKES/GUILDS 3. SELF-TRACKING CAPABILITY 4. RELIABLE REGIONAL REPOSITORY <p>The Support Structures Are In Place</p>	

QUARTER I		QUARTER II		QUARTER III		QUARTER IV	
Aug. 1979	Sep.	Oct. '79	Dec.	Jan. '80	Mar.	Apr. '80	Jul. 1, '80
Oombulgurri	Maliwada	Kwangyung II	5th City	Majuro	Sudtonggan	Vogar	Kreutzberg Ost
		Delta Pace	Lorne de l'Acadie	Sungai Lui	Kelapa Dua	Kapini	Inyan Wakagapi
		El Bayad		Cano Negro	Termine	Kawangware	Nam Wai
						Ijede	Isle of Dogs
						Oyubari	Hai Ou
						Ivy City	

CONSULT II RECOMMENDATIONS:

1. Consult II would be about 3 to 4 days long- part of it deals with evaluation of work done in the last 2 to 4 years ("before" and "after" of the Project); another part would deal with the next 4 years plan for the project.
2. Consult II would be a celebration of commissioning: ICA staff to "New Presence" role and Project leadership to gun the Global showpiece of the project.
3. Consult II will be a dramatic, well-prepared for event.
4. Consult II will be run by a Global Team, original guardians who were at 1st Consult, many national guardians and with local project citizens playing a major role of leadership, team leaders, etc.
5. A short document would be written on key evaluation images (also, perhaps, a key accomplishment that is replicable in future HDPs) and the next 4 year plan.
6. After the Consult, the ICA staff takes no longer than a month to move into new transition role.

CIRCUIT MODEL	CENTER OF OPERATIONS MODEL
<p>Project becomes part of a sustaining circuit; house physically locates</p>	<p>HDP site is center of operation with a new focus; no auxillary are assigned to project.</p>
<p>BEGIN ANOTHER PROJECT OR PROJECT CLUSTER IN ANOTHER LOCATION:</p> <p>Majuro Oombulgurri Cano Negro Nam Wai (in the New Territories) Hai Ou Termine Oyubari</p> <p>SET UP CENTER OF OPERATIONS IN URBAN AREA TO DO IMPACT, EXTENSION CIRCUITS</p> <p>Kwangyung Il (Seoul) El Bayad (Cairo)</p> <p>The houses out of category one would become Extension projects. The houses out of category two would become Impact and/or Extension Centers. Both shifts would be done using local people from the project to set up the new project(s) and to do the impact courses.</p>	<p>Maliwada: Training, Extension 5th City: Training, Repository Sudtonggan: Extension, Training Kawangware: Impact, Extension Kreutzberg Ost: Training, Impact Isle of Dogs: Impact Kelapa Dua: Impact, Training Ivy City: Repository, Impact Inyan Wakagapi: Extension, Impact Delta Pace: Impact, Extension Sungai Lui: Impact, Extension Lorne de l'Acadie: Extension, Impact Vogar: Extension Ijede: Impact, Extension Kapini: Extension, Impact</p>

Training Center: primarily HDTS, and other training for replication or extension projects

Impact Center: Saturation across region, state, area, etc.

Extension Center: Replication projects, cluster projects, etc.

Repository: Major site visit location, role of tying in public and private sectors

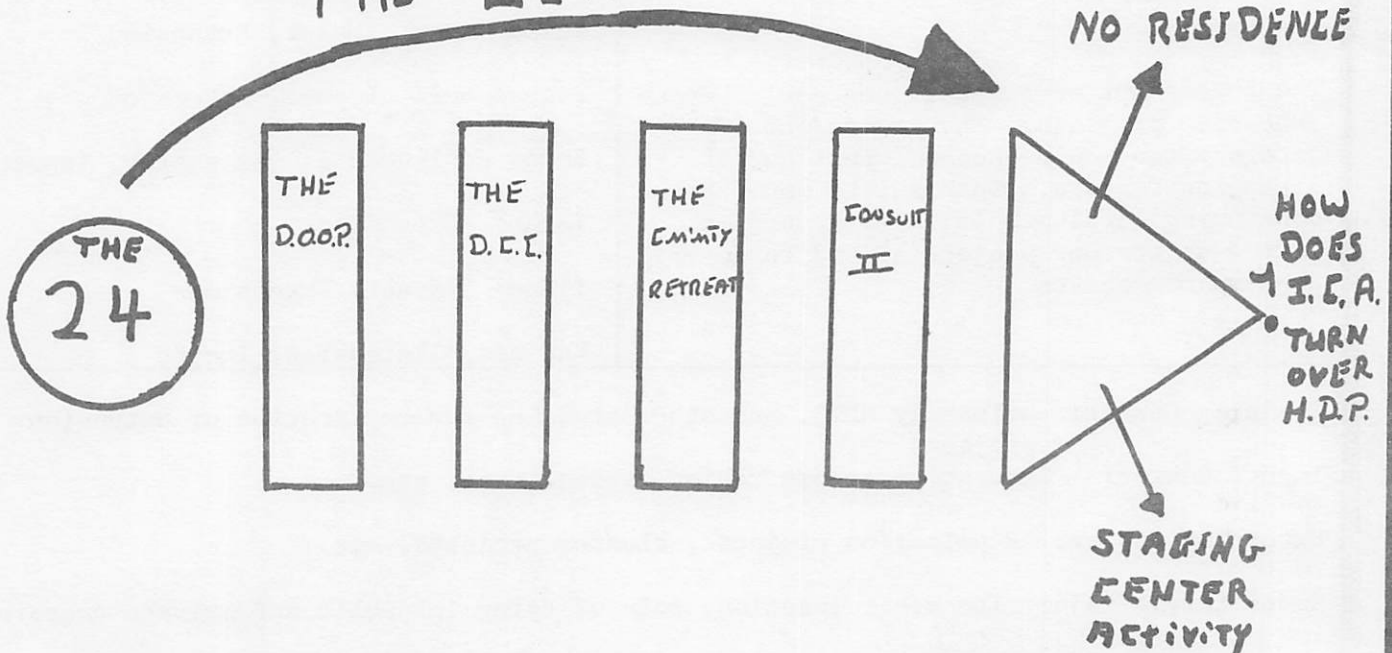
The order in which the above four categories are listed indicates major priority (not the order in which it is done)

THE 24 TRANSITIONAL MANEUVER

THE CONTEXT

THE 24	THE COMPONENTS				THE LEAP
<p>WE ARE RAISING THE QUESTION OF WHAT IT MEANS TO LEAVE FROM THE "24" HDP'S. HOW DO WE MAKE THE TRANSITION? HOW DO WE PREPARE THE COMMUNITY, ALLOWING THE PROJECT TO BE A GREATER SYMBOL OF DEMONSTRATION.</p>	<p>D.O.O.P. IT'S SOLIDIFY THE STRUCTURES THAT ALLOW THE ONGOINGNESS OF THE PROGRAMS AND SUSTAIN THEM. STAKES ASSEMBLY GUIDES IMPLEMENTED EVENTS</p>	<p>D.E.E. DEMONSTRATE COMMUNITY CIRCUIT EXTENDING FROM THE PROJECT.</p>	<p>RETREAT DISCOVERY THE DEEPS OF THE COMMUNITY AND INDIVIDUALS THAT SUSTAIN THEM IN BEING THE PROJECT.</p>	<p>CONSULT II THE EVENT THAT IS THE FORMAL DEPARTURE FROM THE COMMUNITY.</p>	<p>DEPARTING FROM THE PROJECT IN THE HANDS OF THE LOCAL WITH A STRUCTURE THAT WILL MAINTAIN THE PROJECT AS A DEMONSTRATION</p>

THE LEAP



THE 24 HDP TRANSITIONAL MANEUVER WORKSHOP

DEMONSTRATION
SHOWPIECES
TASK FORCE 5

GRA 1979

WORKSHOP TIME LINE		
I	II	III
CONTEXT SPIN	HDP MANEUVER	THE PLENARY
30 MIN	1 HR	15 MIN

THE 24 HDP TRANSITIONAL MANEUVER CHART			
THE GOING THROUGH TO SERVANTHOOD	

CONTEXT SPIN I	HDP LEAP MANEUVER II	PLENARY III
<ul style="list-style-type: none"> • WALK THROUGH TL • HAND OUT HDP TRANSITIONAL MANEUVER CHART AND SYMBOL • ART FORM THE CHART • AS A GROUP, WHAT ARE YOUR INTUITIONS OF THE MAJOR ACTIVITIES AND STRATEGIES THAT DESCRIBE 1979-80 FOR YOUR PROJECT? YOUR PRECONCEIVED GRID OF EVENTS? I.E. THINGS THAT WILL HAVE A MAJOR INFLUENCE ON NEXT STEPS. (LIST 4 OR 5) 	<ul style="list-style-type: none"> • INDIVIDUALLY WORK A COLUMN AT A TIME, THINK OF THE EVENTS, MANEUVERS AND TACTICS UNIQUE TO YOUR PROJECT THAT YOU WOULD HAVE TO DO TO FULFILL THE INTENT OF THE COLUMN ... GO FOR SCOPE, NOT DETAIL. GIVE 5-7 MANEUVER INSIGHTS FOR THE "LEAP YEAR." (WHEN YOU GET STUCK ON A COLUMN, GO ON TO THE NEXT ONE. TAKE YOUR TIME. (30-45 MIN.) • HAVE A FEW PEOPLE READ THEIR LISTS ... THE FAVORITE OR MOST EXCITING. HOW DID YOU COME AT THIS EXERCISE? LIST OF EVENTS? TACTICS? STRATEGIES? HAPPENING IN A SHORT TIME? A LONG TIME? • WHEN WOULD YOU HOLD YOUR "RITE OF PASSAGE"? • WRITE DATE OPTIONS DOWN. • DRAW AN IMAGINAL PROGRESSION OF YOUR YEAR. 	<ul style="list-style-type: none"> • REFLECT AS A GROUP <ul style="list-style-type: none"> - WHAT WERE THE STRONG POINTS OF THIS WORKSHOP? - HOW WOULD YOU CHANGE IT? - WHO ELSE WOULD YOU WANT TO GO THRU THIS WORKSHOP?

THE 24 HDP TRANSITIONAL MANEUVER WORKSHOP

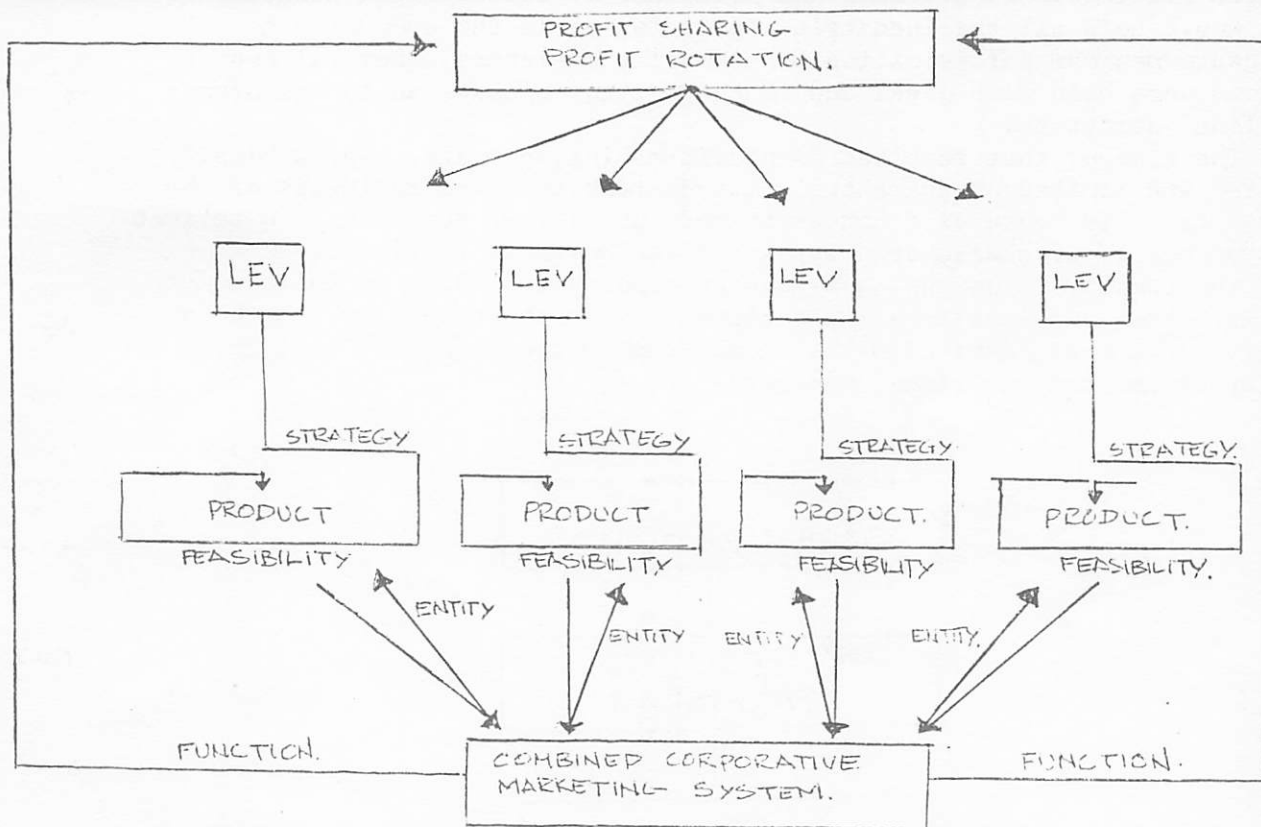
DEMONSTRATION
SHOWPIECES
TASK FORCE .5

GRA 1979

THE 24 H.D.P. TRANSITIONAL MANEUVER CHART

THE GOING THROUGH TO GLOBAL SERVANTHOOD	
INDEPENDANCE MANEUVERS	MOVEMENTALIZING MANEUVERS	MYTH MANEUVER	RITE OF PASSAGE
CORPORATE PATTERNS CIRCUIT	DEMONSTRATION COMMUNITY CIRCUIT	COMMUNITY RETREAT	CONSULT II EVENT
LEV MODULE	HDTs PARTICIPATION	ICON + STORY CREATION EVENT	EXTENSION PROJECTS CONVOCAION
TECHNOLOGICAL TRANSFER LABS	DEMONSTRATION NODE MODULES	LOCAL GUARDIAN RETREAT	NEW AUXILIARY DEPUTIZING
INTERNAL INTEGRITY	EXTERNAL INTEGRITY	PROFOUND SYMBOL	GLOBAL TRANSITION

PRODUCTS FLOW DIAGRAM.



The above flow diagram is to be used as a tool to better understand our recommendation.

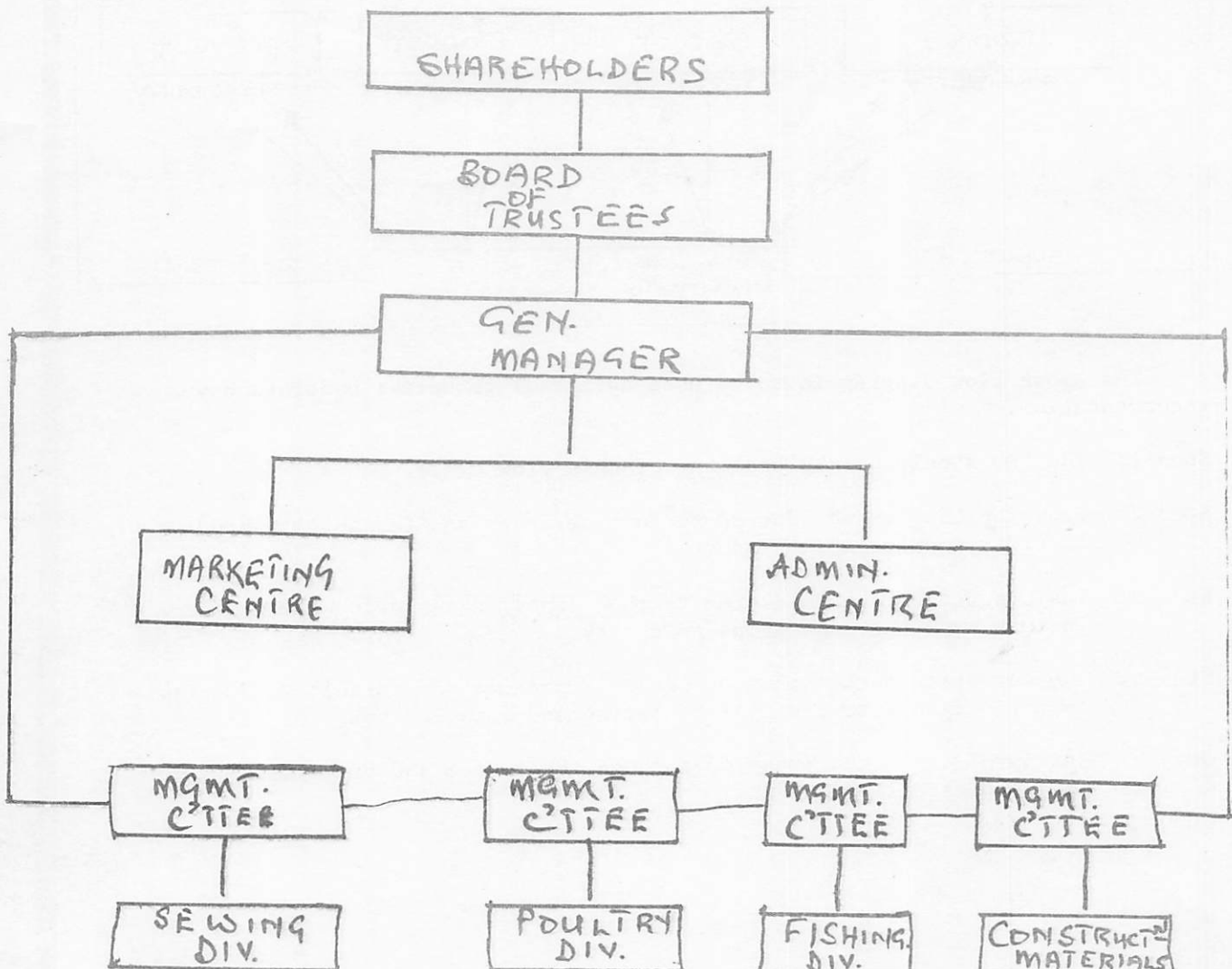
- Step 1: The LEV should be the backbone of this flow cycle.
- Step 2: From the LEV box we proceed to form strategy and feasibility studies in order to develop a product.
- Step 3: The product is then marketed to the corporate marketing system which in turn pays the product as an entity.
- Step 4: The corporate market then exports the product and funnels the profit as a function into the profit sharing and rotation box.
- Step 5: This profit is then funneled through the system and used for improvement and expansion.

LEV STRUCTURE
IJEDE

The organizational structure of economic development in Ijeda was created after several attempts had been made at developing a structure that would hold all the industries springing up in the community as well as insure maximum participation by community residents. Several conversations were held with legal and management consultants as to its organizational structure.

The company that resulted is profit-making, private, geographically limited and limited by guarantee. Its shareholders are residents of the community. Its board of trustees is made up of four guardians (to reflect its "on behalf of" characteristic) and five community residents.

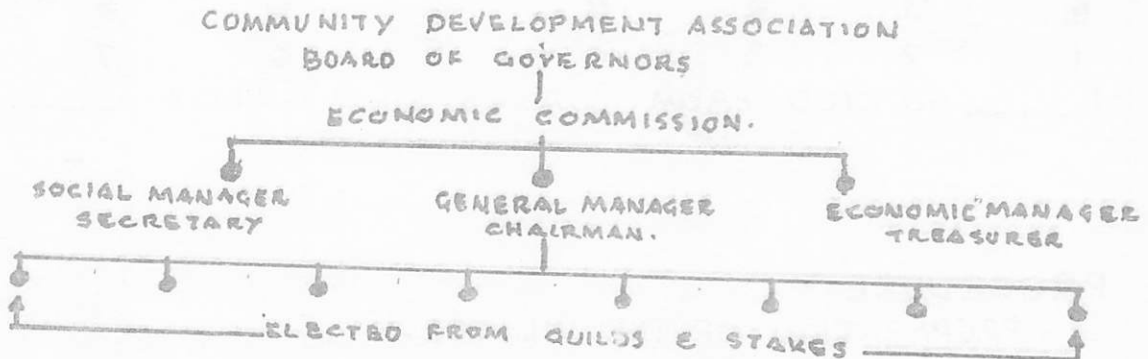
The company is set up as a holding company providing administrative and marketing services to all the industries in the community. Each industry has a management committee comprised of two community residents, two employees and the divisional manager.



LEV STRUCTURE: INDIA

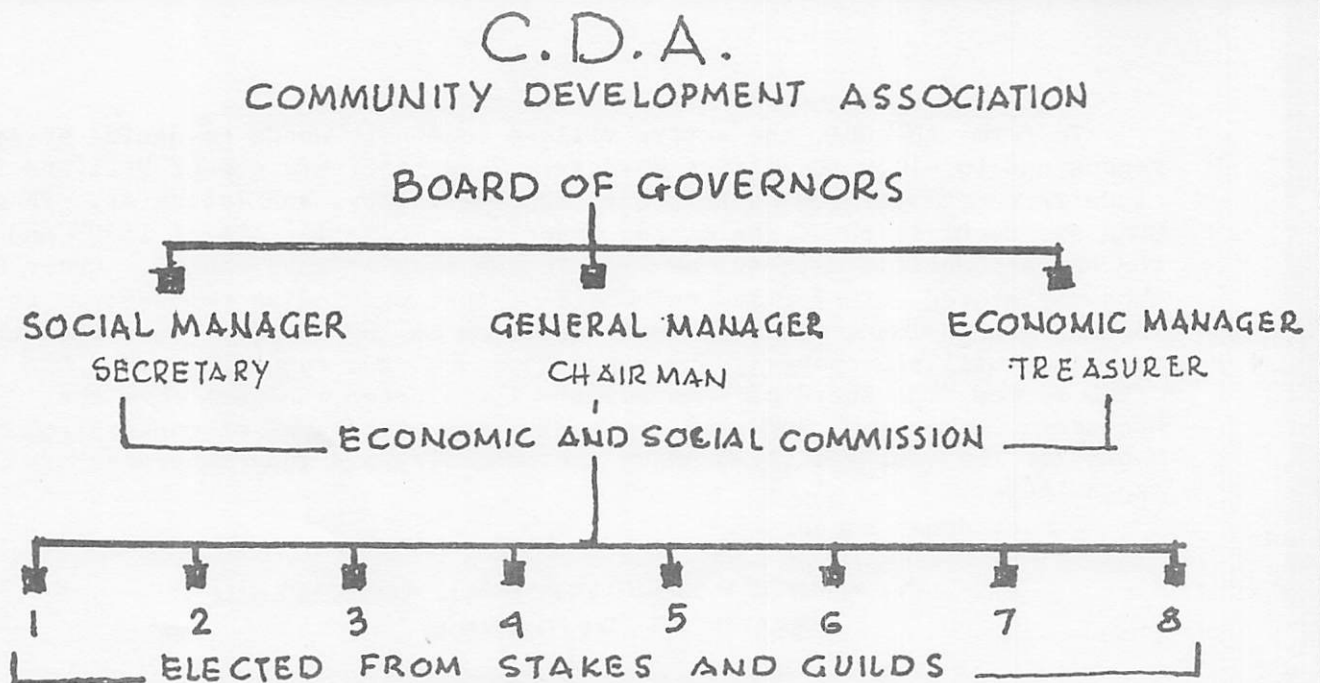
To form the CDA, the entire village community needs to decide by consensus and to elect the office holders. These officers number 9-11 and include three managers who act as Chairman, Secretary, and Treasurer. These CDAs are required to be registered under the "Societies Act of 1850" and the Bombay Public Trusts Act of 1950 in the case of Maharashtra. Every CDA thus registered acts for and on behalf of that particular community. It obtains grants/loans for individual families of the community and sees that these are utilised properly and repayments are made regularly. The CDA is often termed "The Board of Governors." The elected managers form the "Economic Commission" and are signatories for withdrawal of monies from the banks for the ventures voted on by the community and they supervise its expenditure.

See attached sheet.



L.E.V. MODEL

MAHARASHTRA - INDIAN SUB-CONT.



PROCEDURE:-

1 - PREPARATION OF THE VILLAGE.

- a- VILLAGE CONSENSUS FOR FORMING ASSOCIATION.
- b- STAKE/GUILD CONSENSUS FOR SOCIAL & ECONOMIC COMMISSION.
- c- ELECT GOVERNING BODY CONSENSUS OF VILLAGE

2. PREPARATION & SUBMISSION OF DOCUMENTS.

- a. TO REGISTRAR OF SOCIETIES. SIGNED BY ALL BOARD MEMBERS
- b. FOR REGISTRATION OF PUBLIC TRUSTS WITH CONSENT LETTER SIGNED BY ALL BOARD MEMBERS ON PRESCRIBED FORMS. WITH REGISTRATION, PROCESSING AND COURT FEES.

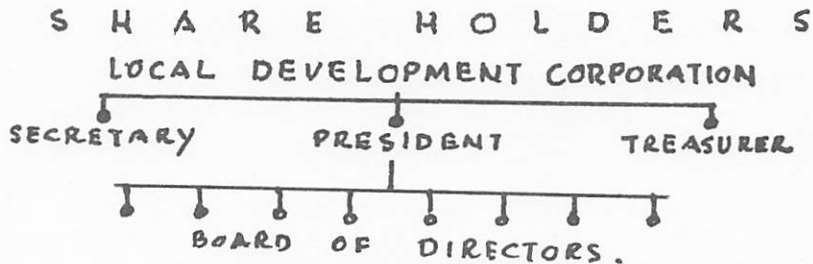
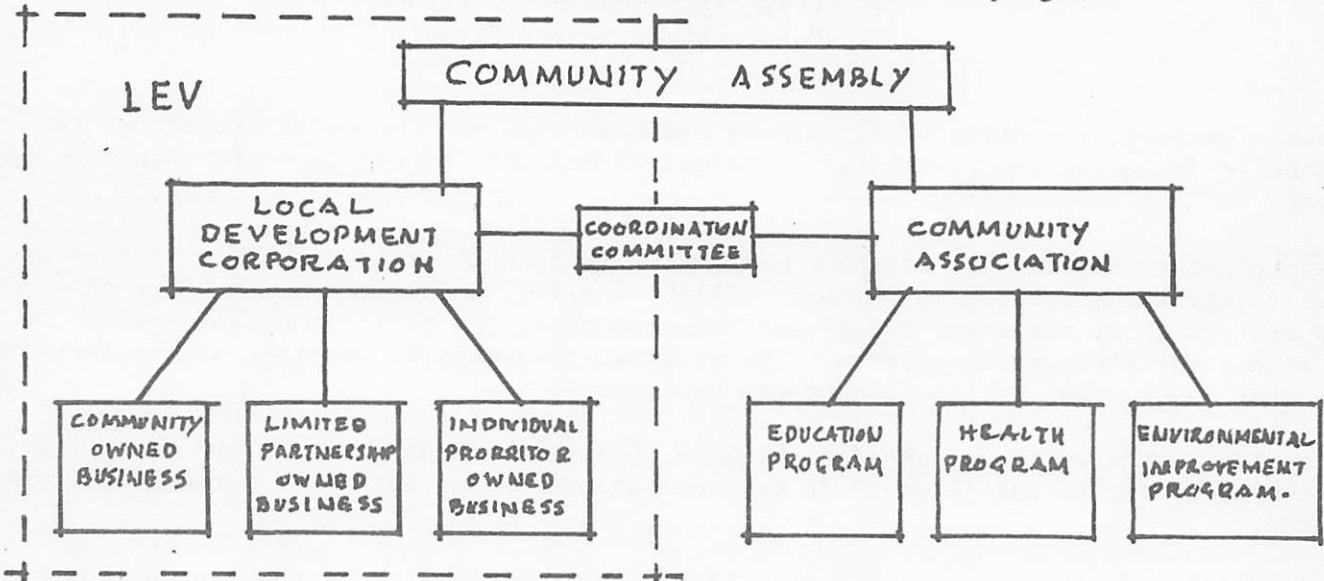
3- ISSUE OF CERTIFICATE.

- a- NOTICE BY COMMISSIONER'S OFFICE FOR 30 DAYS.
- b- ISSUE OF CERTIFICATE IF NO OBJECTIONS ARE RECEIVED

NOTE: ICA REPRESENTATIVE ACTS AS A GUIDE, COORDINATOR AND CONTROLLER

LEV STRUCTURE: U.S.A.

Most of the communities in the U.S.A. have LEVs in the shape of a Community Development Association/Corporation. These are nonprofit and are registered under the pertinent laws of their state. The boards have 7-11 members elected or appointed by an assembly of the entire community or their representatives and include a president, secretary, and treasurer as officers. They form their own by-laws and rules and regulations of conduct. Some more successful examples (Lorimor) are modeled as local development companies (LDC), a nonprofit, stock owner corporation organized under the United States Small Business Administration 502 program.



LEADERSHIP DEVELOPMENT

The new breakthroughs in leadership development this year have been in the arena of local leadership growing through participation or as a result of a major maneuver or campaign. This has happened in many projects with major expansion in economic and social programs but the greatest excitement has been in looking at what focused campaigns of impact or replication have done in changing villagers lives and enabling their decision to be and grow in leadership. Five(5) of the key campaigns which sparked new steps in leadership development were:

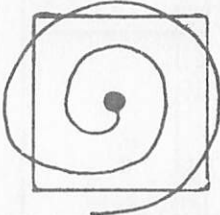


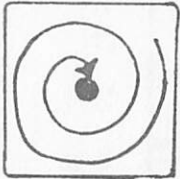
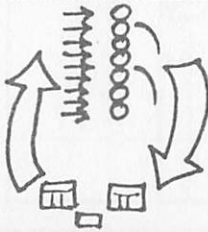
1. Mississippi 200
2. Mactan 222
3. Singapore Impact Trek
4. Urban Apartment House Forums
5. Maharashtra Project Circuit

These represent a variety of situations and responses and can be of use across the globe in designing the particular campaigns needed with an eye to leadership development.

Before using any campaign strategy to develop leadership it is necessary to look carefully into the situation to which it will be applied, the more this is known and understood about the local people and the structure, the better the campaign can be designed for their participation. The model adapted must be exciting and challenging, so that development and new leadership can emerge.

Planning is the key to a campaign being an effective training event. The "story" or the need to invite participants is key to launching a successful leadership development thrust.

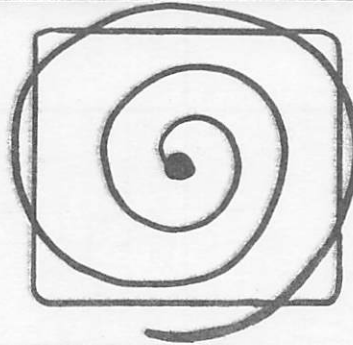
This document points to the major breakthroughs and adaptability of the 5 campaigns and lists the key leadership development learnings of the year.

CAMPAIGN	IMAGE	DESCRIPTION	KEY TRAINING EVENT	BENEFITS & RESULTS	LEARNINGS
MISSISSIPPI 200 Impact Saturation		U.S.A. Pace HDP First State Cam- paign Weekend planning meetings	Local leadership developed when auxilliary left to do impact campaign	The community gained a new story about its role in the state	How to "go thru" the project with- out leaving it
MACTAN 222 Project Expansion		Philippines Sudtonggan HDP Mactan Island HDTs prior to impact	Villagers attend HDTs prior to leading consults and town meetings	64 villagers took on responsibility for the whole island	How to do massive impact with un- tried troops
SINGAPORE IMPACT TREK Area Impact		South East Asia Kelapa Dua, Bubun, Bontona, Serusun Malasia, Indonesia One week training event	Leadership trained in one week and sent out to do town meetings	People sent out to do town meet- ings brought back new power to their own village	How to do impact to pull off the projects
URBAN APARTMENT HOUSE Project Impact		West Berlin, Ger- many Kreuzberg Ost HDP Urban apartment buildings Weekend training meetings	Auxilliary trained German staff to lead apartment house town meet- ings	New people started participating in the project and caring for the community	How to approp- riately focus the campaign to release latent leadership
MAHARASHTRA PROJECT CIRCUIT Mass Replication		India Maliwada HDP Maharashtra 232 Training meeting at the end of each circuit	A simple village training model (D.O.O.P.) was built that any- one can use	The campaign was able to do more projects with less troops	How to design a model (D.O.O.P.) which enables local leadership to do the project

MISSISSIPPI 200

SITUATION

- Need to put HDP on shoulders of local leadership
- Mississippi ready to "lead the way"



TROOPS

- 5 HDP staff
- 2 Pace leaders
- Mississippi task force of 8

TRAINING

- Weekly meetings for training and course correction
- Pace residents formed "Prepare for tomorrow" group to implement project in absence of auxiliary

LEARNINGS

- "Going through" the project to the geography
- State wide story of demonstration project strenghtens community's story
- Leadership can emerge to fill a vacuum

TIME DESIGN

MISSISSIPPI 200				
January	February	March	April	May
40 forums in 2 planning districts	→	→	→	→
	→	→	→	→

Prepare for Tomarrow Group			
4 Months	1 Month	2 Months	1 Month
Organization of the community	Mobilization of the troops	Functioning of leadership	Participa-tion in the state

RESULTS

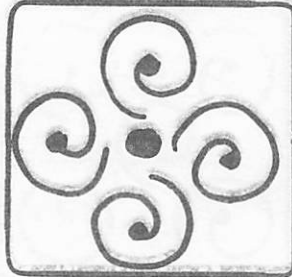
- 183 GCF's
- 6 GWF's
- 14 CYF's
- New state story, "Mississippi is leading the way"
- Responsibility for project assumed by local people

POSSIBLE APPLICATIONS

- Turning the project over to local leadership
- Expanding the role of the projec
- Strengthening the project story

SITUATION

- Need to turn project outward
- Decision to expand to 4 more projects



TROOPS

- 10 teams of 3 aux. and 4 HDTS grads assigned to specific roles
- Each team did 22 forums in 2 weeks

TRAINING

- 8 week HDTS attended by people from expansion villages
- Demonstration GCF launched the campaign

LEARNINGS

- Immediate campaign intensified HDTS training
- How to do mass impact with inexperienced troops
- Specific tasks and roles gave confidence to new leadership
- Doing whole geography enables doing the project

TIME DESIGN

Sat	Sun	Mon - Fri	Sat	Sun	Mon - Fri	Sat
Demo GCF	Personal prep	100 GCF (2 GCF per day per team) 10 teams	Special Forum Trng	Personal prep	125 Forums Youth Economic Women's Education 10 teams	Assembly

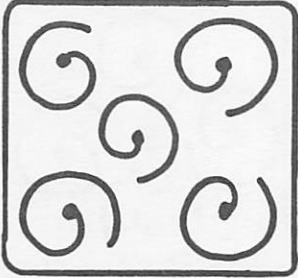
RESULTS

- 222 impact events held
- 64 villagers trained
- 4 new projects staffed
- Island network & context created

POSSIBLE APPLICATIONS

- Using extension projects to do impact campaigns
- Solidifying training of HDTS grads
- Turning a project outward

SINGAPORE IMPACT TREK

<p><u>SITUATION</u> Area decision to do geographical impact -5 HDP's only source of leadership</p>		<p><u>TROOPS</u> -Area trek team of 2 -Auxiliary plus 24 newly trained villagers in each project</p>
--	---	--

TRAINING
 -One week training model
 -Experienced team trains auxiliary to train villagers, who then train other villagers
 -Villagers practiced doing parts of the GCF and then taught others

LEARNINGS
 -Sending new project people out to do GCF stimulated project implementation
 -Decision "to do" GCF makes event happen even when methodological skills are not strong

TIME DESIGN

S	M	T	W	T	F	S	S
Decor and set up	Auxiliary training	Construct	GCF practise 8 parts	Team assignment Practise	GWF Team prep	Travel	Celebration and evaluation
Village context	GCF demo	walkthru	GCF practise 8 parts	CYF Team practise	Team Practise	3 GCF's	

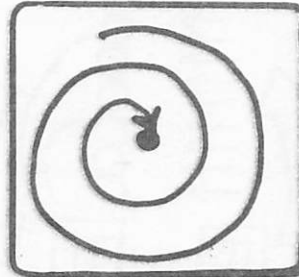
Schedule these blocks of time to maximize participation

RESULTS
 -New leadership developed
 -Project implementation catalyzed
 -Story of project internalized
 -Villagers become trainers in one week
 -Regular GCF's launched across the area

POSSIBLE APPLICATIONS
 -Formally and quickly training HDP leadership
 -Giving HDP leadership wide range of leadership experience

SITUATION

- Project at low involvement plateau
- Housing care showed up in 6 contradictions



TROOPS

- HDP auxiliary
- 1 host in each apartment
- Established project leaders

TRAINING

- Auxiliary trained in 3 hour town meeting method
- Local leadership trained through participation

LEARNINGS

- Appropriately focus the campaign on pressing concerns, the appropriate geography and time frame, to release latent leadership

TIME DESIGN

TESTING	ACCELERATING	FOCUSING	STEPPING BACK
4 apartment house town meetings	8 apartment house town meetings	3 town meetings in one house	Apartment house leaders follow up
Quarter I	Quarter II	Quarter III	Quarter IV

RESULTS

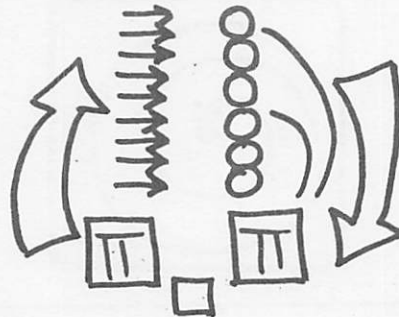
- 12 apartment house town meetings
- Local residents lead follow up meetings
- New committed core emerged
- New burst of involvement in community

POSSIBLE APPLICATIONS

- Urban projects-stake and block meetings
- Increasing involvement
- Increasing pool of potential leadership

SITUATION

- Not enough trained troops to have resident auxiliary in each project
- Need for village leadership to be developed



TROOPS

- 36 teams - 5 villagers or HDTs grads and 1 - 5 ICA staff per team
- 11 member core in each village

TRAINING

- HDTI
- Pre-set formats for stake, village assembly and guild meetings in villages, that anyone can use
- Reflection and planning meeting with circuit team and village leadership at end of each circuit

LEARNINGS

- Shifted image of ICA role from doing project to systematically keeping the vocational question alive for the village
- Effective planning honors existing leadership and allows new leadership to emerge
- Naming people responsible for task gets task done

TIME DESIGN

Day 1	Day 2	Day 3	Day 4
<p>MEETING</p>	<p>ACTION</p>	<p>FRAME</p>	<p>NEXT VILLAGE</p>

RESULTS

- "DOOP" model enables local leadership to do their own project
- Circuit events draw out more village participation
- Can do more projects with fewer staff

POSSIBLE APPLICATIONS

- Doing HDP's on a circuit
- Following up forums around a project
- Solving special problems

LEADERSHIP DEVELOPMENT LEARNINGS

1. We have learned that leadership emerges when there is a clear need or issue to be addressed that has the possibility of being changed when that person puts himself into the situation.
2. We have learned that village leadership is strengthened when included in the planning of campaigns.
3. We have learned that when all cultural, political, structural patterns are taken into consideration, the possibility of participation maximizes.
4. We have learned that the key to leadership development is the decision to care.
5. We have learned that effective leadership training must have actual engagement built into the plan.
6. We have learned that new leadership often needs the support of a clearly defined task in which to emerge.
7. We have learned that quality events are key to enticing and motivating potential leadership.
8. We have learned that pulling the established leadership out of the project can produce a vacuum that allows new leadership to develop.
9. We have learned that leaders will use methods when put into situations where they must rely on them after enlightening insights they are equipped to train others.
10. We have learned that the decision of the leadership to leave the village to aid others strengthens their decision to do their own project.

VISIBLE SIGN JOURNEY

Often the first evidence of a project's presence in a community is the visible signs of change that are created. They announce that a new identity for this community is emerging--that this village is choosing to create a new future of possibility for itself.

The following summary gives a synopsis of three stages for visible signs in a project's journey. It includes a checklist for each stage and possible tactics to follow. Also included are imaginal representations of this journey.

The following is a checklist to determine visual impact arenas and specifics that can be done with a minimum of auxiliary time and energy with the emphasis on catalytic action and maximum community participation; a secondary use of this list would be to use it to determine if a village is fulfilling its visual impact potential. In selecting visual impact arenas, keep the following guideline in mind: 1. immediate visibility; 2. local consensus; 3. ease of production; 4. potential to grow, change, or disappear as needed; and 5. local participation in creation and maintenance.

Health:	Water supply Sanitation Drainage ditches broken glass Old cars, "junk" Neighborhood cleanup
Beauty:	Rubbish pickup Planting flowers Creating and painting rubbish cans Paint fences, walls, decor Grass cut Local materials decor
Order:	Neighborhood cleanup Bulletin board Relief scale map Define plaza using stone, wood, local materials Designate and beautify park Grid Land clearing
Symbol:	Flags, banners Street signs Town entrance sign and symbolic decor Designation signs Community symbol

Tactics toward a strategy for excellent visual environment include:

VISIBLE SIGN JOURNEY

1. Use of the "one day miracle" to motivate participation
2. Use local materials such as wood, stone, water, "junk"
3. Make a miracle of removing or transforming an "eyesore"
4. Take advantage of permanent physical characteristics to affirm community (for example use a dominating hill for a sign made with painted local stones)
5. Use regular workday sequence, adapting to local time preference.
6. Celebrations every workday
7. Creating maneuvers to do miracles that catalyze miracles.

As a project continues, it is necessary that the village show to itself and to the world that it is on the road to self sufficiency, it is a time when visibility is important. The people of the village must see signs that progress is continuing and it is important that they be involved in the planning and decision-making stages. The following checklist gives an idea of the intermediate visible signs that a community should move toward:

Construction:	Building renovation Meeting node Playground/park Sidewalks Drainage New construction
Displays:	Mural paintings Tour guide display Land use or village plan Bulletin board
Community Equipment:	Fire engine Ambulance Truck Bus Tractor

The final stage of visible signs comes when one can see a cohesive village center and major village improvements. Someone who comes into the village at this stage would be likely to say, "Wow--what is going on here." Village identity is clearly seen by the way the community looks, by the new and renovated structures, by the public works and parks. This can only come about through an overall design out of which the community can work. The following is a checklist for this stage:

Structures:	Restaurant Gymnasium Store Industrial building
-------------	---

VISIBLE SIGN JOURNEY

Community hall
 Elder center
 Demolition of old buildings
 Community greenhouse
 Bridge
 Docks
 Boat landing
 Public works: Public toilets/showers
 Electricity
 Dump
 Roads and ditching
 Post office
 Fire house
 Library
 Water system
 Order: Apartment modernization
 The town center would be a cohesive whole (all of these
 elements working together
 Health: Health outpost

At this stage, the crucial step is to get community consensus on a well thought out design for the community. Consensus can be formed through community meetings, questionnaires, talking with people, etc.

Once you have some idea of the community's priorities, it is often necessary to get outside technical assistance. There are guardians, such as Mr. Dehte (India) or Bruce and Ellen Hamilton (New Jersey) who can help with architecture and landscape designs. Outside consultants could also include students or professors from nearby colleges.

At this point, it is often necessary to raise funds. Depending on the country, government grants can be applied for (U.S.--EDA, Rural Funding and Finance Office; Germany--Bezirksamt). Other funding possibilities would be bank loans, fund-raising events like a penny market or community dinners, donations from individuals, corporation grants, foundation grants, etc.

The complexity of this stage requires structures of management so that on-going care will perpetuate the major visible signs. The LEV can provide these care structures or a community assembly can decide on the management structure.

Something which has not yet been tried, but which could be helpful is a Consult II. This would propel the community forward with new consensus and help to anchor the visible signs already created.

RECOMMENDATIONS:

1. We recommend that "the 24 HDP Transitional Maneuver Workshop" be conducted during GPC with representatives from the 24.
2. (see D.C.C. Recommendations page)
3. (see Consult II Recommendations page)

UNRESOLVED ISSUES, GAPS, AND FUTURE WORK:

1. The 79-80 global maneuvers on transisting the 24 as one powerful symbol.
2. Creating the Consult II design and finalizing the schedule for the 24.
3. Creating the next-step-out in geographic campaign for each HDP, e.g.: state.
4. Creating a comprehensive, actual phasing chart for all HDPs.

BACKGROUND RESOURCES LISTING:

1. Summary Quarterly Reports for each HDP
2. 12 pages typed summary sheets for 44 HDPs relative to L.E.V. findings
3. Five breakthrough events for the journey for each of the 24 .
4. Environment sketches/ land use plans for HDPs (Mr. Dethe/GSD post)

