

COUNCIL REPORTS

July 1981

Havana

Global Management

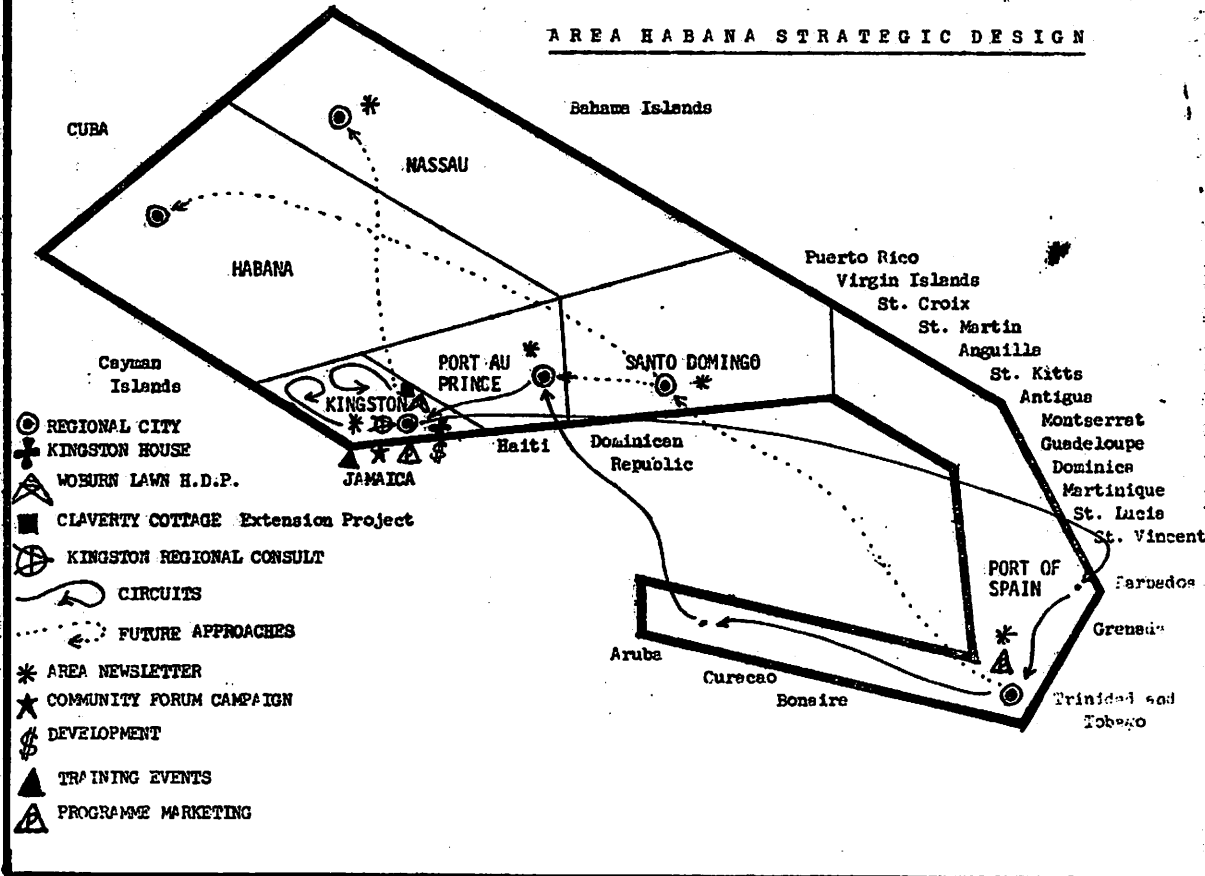
Lima

Caracas

Buenos Aires

Rio De Janeiro

AREA HABANA STRATEGIC DESIGN



GLOBAL COUNCIL
CHICAGO

AREA STATISTICS
1980-81

July 1981
Area HABANA

REGIONS		KINGSTON	PORT OF SPAIN	SANTO DOMINGO	PORT AU PRINCE	NASSAU	HABANA	TOTAL
D E M O G R	Region Size (Sq Miles)	7,000						
	Population	2.5 mil.						30 mil.
	% Rural/% Urban	70 30						66 33
E V E N T S	Regional Consult # attended	106						
	# LENS	1,600 (interviews/forum participants)						
	# Forums	Marketed for September						
	# Other Courses	30 1,600 (participants)						
	Councils/#	3 100 (participants)						
M O V E M E N T	Day I Movement Strength	5 120						
	Day II Movement Strength	20						
	# of Cores	20 80						
F I S A C T A E L	Development Income Target							
	Development Raised	USD4,000						
	# Development Donors	IDB, EEC, AEC 20						
	Programme Income	USD3,000						
	Self-Support + or -	-						
H O U S E P E R S O N N E L D A T A	#Assigned 80-81	8						
	# Youth	0						
	# Assigned into Region	6						
	# Assigned out of Region	2						
	New Interns	4						
	Sojourners	2						
	Current # Individuals	5						
	Current # Couples	2						
	# Working In	8						
	# Working out	1						

AREA HISTORY:

Area Habana is commonly known as the Caribbean Islands or the West Indies. Before Christopher Columbus' exploration of the area in the 1490's, these islands were populated by Amerindians, such as the Carib's and the Arawaks. Soon after it was known that this was indeed not the East India, the various European powers began to colonize the area for its natural resources and value as a trading location. The Spanish, British, French and Dutch sought control of these islands with the native Indians eventually being virtually exterminated. Later West Africans were forcibly brought to the islands for labour on the sugar plantations. The islands were also a stopping off point for "slave trade" to the Americas. After slavery was abolished in the 1800's (first in Jamaica in 1838), the colonizers began to attract or bring people from India, China and the Middle East (Lebanon) for plantation labour.

AREA SOCIO-REALITY:

Today the Caribbean Area consists of around 30 million people living in 28 different nations or protectorates. The people are predominantly of African extraction (as modern reggae and calypso illustrate well;) however, there is a great mixture of many races and ethnic backgrounds producing what is known as "coffee coloured" people. English, Spanish, French, Dutch and varieties of "patwa" are spoken in different parts of the area.

The Caribbean is an area of extremes in polarized tension: Culturally there is the tension between the multi-racial West Indian style that has emerged over the past 400 years and the White European past dominating symbol and sense. Politically, the tension exists between the nations such as Cuba and Grenada which have close ties to Moscow and nations such as Trinidad, Barbados and recently Jamaica which have close ties to Washington, D.C., London and Ottawa. West Indians are a proud, independent minded people, but see the harsh realities of necessary compromise with super power geo-politics.

Economically, there are the extremes of abject poverty, such as in parts of Haiti and to a lesser degree in Jamaica, and the wealth of islands such as Trinidad and Puerto Rico due to oil, tourism or close ties to the U.S.. (Trinidad is in fact the 4th wealthiest nation in the Americas.) Set amidst great natural beauty of beaches and lush green mountains, the human squalor of the Caribbean finds itself in close proximity to the abundance and prosperity of the U.S. to the north, Mexico to the west and Venezuela to the south. The economy of the Caribbean is primarily based in coffee, sugar cane, bananas, bauxite, oil and tourism; some industrialization has taken place in the past 20 years. The human resource is greatly under utilized with unemployment reaching 40% in some countries, particularly among the youth. (In Jamaica 51% of the population is under 20 years of age and over 50% are unemployed.) The Caribbean is in need of access to technology, capital and management techniques.

AREA MOVEMENT HISTORY:

Church leaders from the Caribbean nations attended various ITI's throughout the 1970's in Caracas, Venezuela. There were also occasional courses such as a PLC in Mendeveille, Jamaica, and another one with the Carmelite Order in Trinidad. ITI graduates are found in largest numbers in Trinidad and Jamaica, then in Barbados, Haiti, Nassau, Dominica and Santo Domingo.

GLOBAL COUNCIL
CHICAGO

REGIONAL REPORT
AREA HABANA
REGION Kingston

10 July 1981

BRIEF

JAMAICA BACKGROUND:

The island nation of Jamaica has approximately 2,500,000 people living on 7,000 square miles of mountainous land. The city of Kingston is the largest English speaking city south of the U.S., with 800,000 people. Jamaica became an independent nation in 1962 yet remaining in the Commonwealth. In 1978 Bishop Edmondson of the Anglican Church invited the ICA to Jamaica to establish a Human Development Project. The village of Woburn Lawn was selected for the site, 26 miles northeast from Kingston, in the Blue Mountains of St. Thomas Parish. Over the past three years the projects' success in demonstrating local initiative has attracted the attention and support of the government, the business community and various voluntary organizations both within Jamaica and abroad. The effectiveness of this approach to self help development has been further demonstrated by a village on the other side of the Blue Mountains. Claverty Cottage, in Portland Parish, held a three day consultation (after a site visit to Woburn Lawn and a Community Forum) and began to conduct its own development project without ICA residential staff.

JAMAICA: 1980-81:

With a population that is 95% Black, Jamaica concluded a violent political campaign in October 1980 by electing Edward Seaga as Prime Minister of the nation. Taking over after 10 years of a socialist government and near bankruptcy of the nation, Harvard educated Seaga has been quick to re-establish strong ties between Jamaica and the U.S., England and Canada. Prime Minister Seaga was the first head of government to visit Pres. Ronald Reagan following the Republican victory in November 1980. Mr. Reagan immediately setup a Jamaica-U.S. Development Committee with David Rockefeller as head. Reversing a trend set by the former PM, Mr. Seaga allowed the Governor-General to be knighted by Queen Elizabeth. More recently, the PM himself has been made part of the Queen's Privy Council. Following the election by three months, the ICA determined that the timing and mood of the nation were right to hold a national consultation on human development in the 1980's.

Area Habana: Kingston Region - Great Year of Woburn Lawn Launching Jamaican Potential

Woburn Lawn Sign In Place						The National Experiment					
L.E.V.		New Depth		Changing Gear		Core Building		Going National		Hitting Road	
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
GRA		Pre-schl electr.		EEC \$ arrives		IDB site visit		Nat'l Consult		Circuits	
Co-op Reg-		Elections		1st Reg'l		U.S.Embassy		Coord. Com.		Forums	
istered		Industry Shed started		Team Mtng		visit		set up		Forum Pedagogy	
		Agack/Eric/Jon arrive		Trinidad trip		Nat'l Consult		CIDA site visit		Australian HC	
				Wholesale		framing		Global Managt		Trinidad trip	
		IDB \$ arrives		feed purch.		Min. Anderson		systems		CVSS confer.	
		Newsletter		Caracas s/s		sttnds forum		Ward's sentout		USA ID/Rotery	
		Coffee Planted		Ymas Celeb.		Work's arrive		Nat'l Consult		proposals	
						Don interns		C.E.M.		ICA reg begun	

GLOBAL COUNCIL
CHICAGO

AREA HABANA

REGIONAL REPORT

10 July 1981

REGION: KINGSTON

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KINGSTON REGION: 1980-81

Accomplishments: (Representative)

1. Held National Consultation with 106 in Symposium/Assembly and 1,600 in interviews, forums during Practicum
2. Held C.E.M. during Practicum with celebration for 300, including Minister of Youth and Community Development
3. Held 30 Community and Youth Forums throughout the nation
4. Marketed LENS in Trinidad and Jamaica with first LENS for Area for September 81
5. Conducted 20 Woburn Lawn site visits for over 250 people from other villages, Embassys, American universities, IDB and area preschool parents
6. Held one work project with US university and scheduled 2 others for 81-82
7. Initiated a Regional (National) Team of 15 which doubled to 30 after Consult
8. Received 4 new interns
9. Completed Woburn Lawn Pre School building and began Industry Shed
10. Held Forum Pedagogy weekend for 30 villagers and government officers
11. Made three Area Treks to Trinidad for nurture and programme marketing

Breakthroughs:

1. 4 Sector Frame created through National Consult setup and followup
2. Social Development Commission and Woburn Lawn villagers go on circuits and lead forums
3. Council of Voluntary Social Services uses the Jamaican Potential report and banner at annual general planning conference for 55 voluntary agencies
4. Private Sector Organization of Jamaica hosts public/private sector conference on National Consensus building following the Jamaican Potential
5. Minister of Youth and Community Development invites the ICA to extend work in Blue Mountains and throughout the nation
6. Began first real self-support through Caracas maneuver
7. University of the West Indies students impacted through field work in Woburn Lawn
8. Regional Team is created and expanded
9. Image of a Jamaican Potential Movement is launched
10. Doubled forum orchestrators through forum pedagogy

Learnings:

1. The HDP village can awaken, engage and formulate the nation
2. Anyone who cares can lead a forum; do training and let people do forums
3. The ICA's integrity lies in its identification with the authentic struggle of local men (live in the village)
4. A local community can run its own economy
5. With an HDP, the ICA wedded its destiny to one local community; now we are doing this with a nation and its structures as co-equal partners
6. Local to national consensus methods used in Jamaican Potential (reversal)
7. West Indians are eager to "eat up" ICA methods
8. Every Order member must become a methodologist (not just a few)
9. Framing itself can catalyze the 3 Master Global Strategies at any level
10. Grants chequebooks and record keeping belong in the hands of the village
11. The National Consult extended the HDP and the HDP brought off the Consult

Learnings Continued:

12. The 4 sector "rub-a-dub" (reggae) is the key to national development
13. Jamaica is a symbol of the depth struggle of the Caribbean
14. The HDP's success establishes widespread trust throughout the other sectors in the ICA methods
15. The Regional Consult develops a thirst for the methods (requests pour in)
16. Grant/loan accounting requires a steady rhythmic assignment of time for effectivity
17. After 2½ months in the House, 18 year old intern can lead forums
18. A multi-purpose co-operative provides a legal, consensus structure for social and economic programmes
19. Say Yes to every opportunity, then decide if and how it fits in to your master strategies (Learn to enjoy showers of blessings.)
20. Authentic need creates authentic leadership

1981-82 Recommendations and Strategies:

1. Accelerate extensive coverage of the nation of Jamaica through forums and consults in villages (in every parish)
2. Establish a Village Cluster Demonstration at the Sub-District level around Woburn Lawn (Forums, Consults, HDTS) (6 to 12 villages.)
3. Establish a Pilot District Demonstration of coordinated services in St. Thomas around Woburn Lawn (UNICEF target area) involving the Ministry of Agriculture and the Ministry of Youth and Community Development primarily (LENS, HDTS)
4. Provide consultancy for the Public, Private and Voluntary Sectors in planning and training methods (LENS, HDTS, Training Inc.)
5. Use the Woburn Lawn HDTS as a Caribbean Training Institute bringing villagers, government officials and Churchmen from the several nations in the West Indies to Jamaica for training and field experience (6 month programme)
6. Provide Areal and Church flanking with ITI in Trinidad
7. Enable Jamaica to become a Demonstration Nation for the Caribbean and utilize its global connections particularly with the U.S., Canada, England, Africa, Middle East, India and China (also Spain, The Netherlands, Etc.)
8. Use LENS to break open other regions in the Area (as well as National Consults)
9. Move toward a demonstration sign in Haiti (Port Au Prince Region) due to its global image of poverty
10. Establish Demonstration Grant Monitoring by Management Outpost to win global credibility with funding agencies
11. Intensify and regularize intern training and care
12. Do self support within Jamaica
13. Hold major Latin American Continental Assembly in October 81
14. Secure CIDA, USAID, Rotary International grants (and build alternate plan)
15. Complete registration of ICA Jamaica
16. Maintain the imagery of a Jamaican Potential Movement and consider creating a consortium (4 sectoral) to empower this
17. Locate new facility in Kingston, but continue residency and focus on Woburn Lawn

LOCALIZED MANAGEMENT PROWESS

This year all areas have been visited by management allowing a breakthru in on-site training. The treks, which encompassed all houses in Latin America, North America, India, Australia, Malaysia and Apia as well as selected houses on other continents. Contexting on management issues, answering questions and giving step by step guidance in our accounting systems have been the major components of these treks. More and more, our local staff experiences being "in charge" of their own financial situation.

The nexuses have also had the opportunity to participate in on-site training, particularly in Chicago in the arena of graphic design which is evidenced in the publication of IMAGE and the Annual Programme Report. Hong Kong has used the opportunity to train nexus staff in the many uses of the computer thus pioneering for other locations the skills that can be utilized across the band.

Across the globe we have become aware of increasing financial proficiency in houses. This is illustrated in the set up of local structures for cash-flow planning, Order care planning, report preparation, bookkeeping systems, and audit preparation.

PRACTICAL GLOBAL RESPONSIBILITY

Significant steps were made during the year 1980-81 in practical ways that each local unit could assume concrete responsibility for the globe. In all the Area Councils across the globe in quarter I 1980 the Global Budget Format from Book II was used as a tool in building budgets that looked comprehensively at our Global expenses that included Local, Continental, and Intercontinental items. During the Regional Consult preparation, Houses used the budget in the consult manual for financial planning. The effective use of this tool can be seen in the Singapore Nexus Zone where 11 regional consults were held with the interchange of 50 people and no increase in overall payables. The establishment of Global accounts in Nairobi and Caracas for both the ICA and the Order were concrete forms of expanding global responsibility.

PRIORITIZED FISCAL DECISION MAKING

Continual refinement of our fiscal decision-making process has allowed a new level of missional intentionality during the year. The careful setting of payables priorities, quarterly zero-based budgeting, and the continual maneuvering for cheaper fares for travel, have released a new sense that we are in charge of our finances. Some examples: India was able to pay stipends every month during 1980-81. North American ICA expenses were reduced \$500,000 without a decrease in programmatic activity. Nine audits were completed rapidly and well at low cost. Also the heating plant in the Kemper Building was converted from oil to gas, resulting in enough fuel savings this year alone to pay for the cost of conversion. Further, Inkind turned toward much more substantial and high-cost items. A signal victory will be completed in August when the residence floor windows of the Kemper Building will be repaired and fitted with aluminum storms and screens, financed completely through a government program for residential energy conservation.

ACTUALIZED COMMON SYSTEMS

In the ongoing process of actualizing common global structures of Order care and systems of Institute financial operation, breakthroughs occurred in geographical inclusion and global webbing. The use of new Order and Institute report forms (RH 31, RH 32 etc.) allowed for detailed analysis and monitoring. In Latin America, Africa and India the accrual of funds and the separate tracking of self-support and developed income and expenses were tactics used toward actualizing the global systems in these locations. Finally, practical global webbing of our financial resources was signalled by applications of self-support overages to other Areas as well as the transfer of Order Funds and developed monies to locations where they were most needed.

FUTURE TRENDS FOR MANAGEMENT

Extension seems to be the futuristic mode for Management. Local houses around the world will be visited again this year to further refine and put in place the global systems and to train local staff. Using computer systems for financial tracking will be expanded to at least one other nexus location during 1981-82, perhaps beginning in Kuala Lumpur. That testing will be a part of a number of practical experiments in interchange across the Band as models are designed, exchanged and refined. One push will be to enable the global movement of monies thus expanding our global flexibility.

Global Management Centrum

GLOBAL ORDER TRUST TASK FUNDS REPORT
Cumulative Balance 1964 - August 31, 1980

July 11, 1981

FUNDS		Income Percent	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
T R U S T	ANNUITY	3%	20,351	233	13,252	15,424	245,300	294,560
	HEALTH	46%	27,198	3,578	18,988	22,055	334,409	406,228
	EDUCATION	15%	67,900	1,167	44,383	51,663	813,835	978,948
	CULTURE	2%	6,847	156	4,493	5,229	82,548	99,273
T A S K	PROGRAM	24%	47,549	1,867	13,959	15,707	578,117	657,199
	GLOBAL COUNCIL	10%	20,352	778	31,064	36,721	247,191	336,106
GRAND TOTALS			190,197	7,779	126,139	146,799	2,301,400	2,772,314

Global Management Centrum

GLOBAL ORDER TRUST/TASK FUNDS REPORT
August 31, 1980

July 11, 1981

	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
ASSETS						
Cash	73,680		68,767	30,249	49,260	221,956
Savings/Investments	1,000		22,000	50,155	1,144,876	1,218,031
Receivables						
Inter-Nexus	62,949		27,643	16,600	11,027	125,998
Institute	0	7,779	8,438	676	14,476	23,590
Accrued Self Support Debt	4,786		(6,822)	5,694	0	3,658
Other	3,590		0	0	30,396	33,986
Loans						
Institute Long-range	43,470		0	43,454	376,877	463,801
Institute Short-range	722		6,500	4,455	738,941	750,618
Other	0		0	2,482	60,906	63,388
TOTAL ASSETS	190,197	7,779	126,526	153,765	2,426,759	2,905,026
LIABILITIES						
Institute Payables	0		387	0	0	387
Other Payables	0		0	6,966	125,359	132,325
TOTAL LIABILITIES	0	0	387	6,966	125,359	132,712
FUND BALANCE	190,197	7,779	126,139	146,799	2,301,400	2,772,314

<u>ASSETS</u>	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
Cash	94,620		94,720	59,378	1,720	250,438
Savings/Investments	1,000		22,000	28,152	1,145,227	1,196,379
Receivables						
Inter-Nexus	62,949		37,642	26,897	12,260	139,748
Institute	0	11,559	16,314	676	9,058	37,607
Accrued Self Support Debt	0		(17,921)	5,694	0	(12,227)
Other	0		0	0	76,514	76,514
Loans						
Institute Long-range	43,470		0	43,454	377,920	464,844
Institute Short-range	22,000		2,727	13,694	838,756	877,177
Other	8,048		1,112	2,326	45,133	56,619
TOTAL ASSETS	232,087	11,559	156,594	180,271	2,506,588	3,087,099
<u>LIABILITIES</u>						
Institute Payables			(53)			(53)
Other Payables				6,774	237,268	244,042
TOTAL LIABILITIES	0	0	(53)	6,774	237,268	243,989
FUND BALANCE	232,087	11,559	156,647	173,497	2,269,320	2,843,110

Global Management Centrum

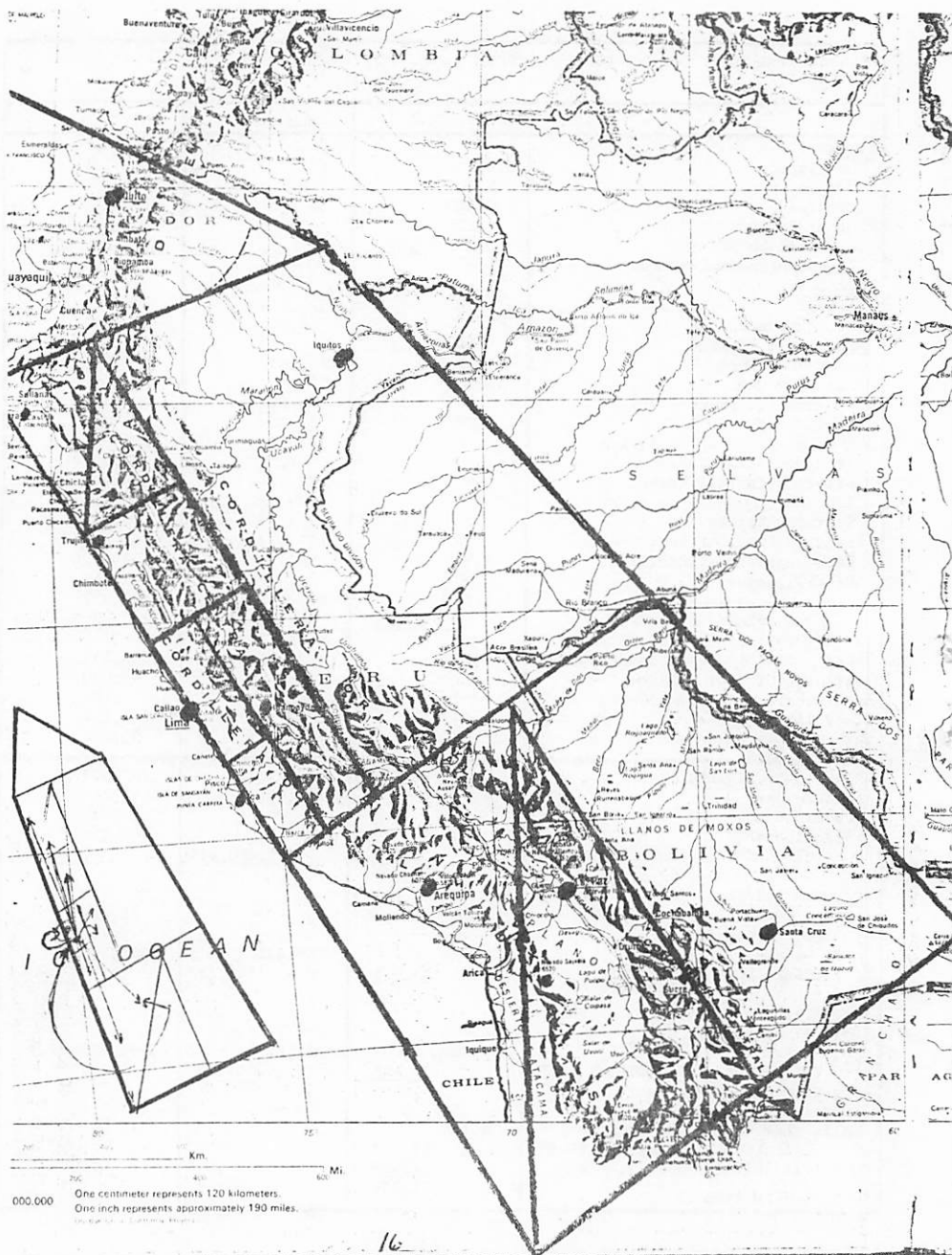
GLOBAL ORDER TRUST TASK FUNDS REPORT
Cumulative Balance 1964 - May 31, 1981

July 11, 1981

FUNDS		Income Percent	BRUSSELS	BOMBAY	SINGAPORE	HONG KONG	CHICAGO	TOTALS
T R U S T	ANNUITY	3%	21,375	347	14,277	16,536	248,337	300,872
	HEALTH	46%	45,457	5,317	31,741	28,566	241,263	352,344
	EDUCATION	15%	73,892	1,734	49,029	55,730	804,402	984,787
	CULTURE	2%	7,735	231	5,167	5,970	84,737	103,840
T A S K	PROGRAM	24%	58,414	2,774	21,488	24,501	612,905	720,082
	GLOBAL COUNCIL	10%	25,214	1,156	34,945	42,194	277,676	381,185
GRAND TOTALS			232,087	11,559	156,647	173,497	2,269,320	2,843,110

	BRUSSELS	BOMBAY	SINGAPORE
INCOME			
Developed	429,811	201,341	245,605
Grants	8,676	-0-	104,413
Program	15,458	9,150	61,292
Other Program	-0-	-0-	18,804
TOTAL INCOME	<u>445,983</u>	<u>210,691</u>	<u>430,114</u>
Intercontinental Awards	-0-	-0-	-0-
EXPENSES			
Travel	113,834	16,466	127,254
Program Materials	1,070	10,226	1,114
Postage & Freight	2,696	-0-	1,003
Communications	33,896	4,158	12,613
Facility Care	13,879	5,850	12,392
Program Equipment	1,866	3,474	5,748
Publishing	3,230	4,102	1,127
Electronic Data Processing	-0-	-0-	-0-
Program Facility Rent	3,981	-0-	-0-
Salary & Payroll Taxes	-0-	3,766	8,662
Interest: Loans & Notes	-0-	-0-	-0-
Service Charges	3,249	-0-	1,061
Program Food Services	683	7,895	1,821
Fees: Legal/Audit/Prof'l	3,713	1,174	9,043
Miscellaneous	11,475	-0-	(3,241)
Program Cheques	166,424	149,926	254,490
TOTAL EXPENSES	<u>359,996</u>	<u>207,037</u>	<u>433,147</u>
Yearly Condition (inc. less exp.)	85,092	3,654	3,033
Beginning of Year Balance	33,665	34,061	54,480
Less Intercontinental Awards	-0-	-0-	-0-
Other Cash Entries	106,285	10,505	12,749
Current Cash Balance	12,472	27,210	38,698
ACCOUNTS RECEIVABLE			
Inter-Nexus	118,659	-0-	-0-
Order: Ecumenical	-0-	-0-	12,185
All Others	32,549	-0-	14,803
TOTAL ACCOUNTS RECEIVABLE	<u>151,208</u>	-0-	<u>26,988</u>
ACCOUNTS PAYABLE			
Inter-Nexus	-0-	-0-	13,186
Order: Ecumenical	-0-	-0-	2,481
All Others	21,750	-0-	27,618
TOTAL ACCOUNTS PAYABLE	<u>21,750</u>	-0-	<u>43,285</u>
Short Term Notes & Loans			
Order: Ecumenical	22,000	-0-	23,337
All Other	-0-	11,375	18,058
TOTAL SHORT TERM NOTES & LOANS	<u>22,000</u>	<u>11,375</u>	<u>41,395</u>
Long Term Notes & Loans			
Order: Ecumenical	43,470	-0-	-0-
All Other	-0-	-0-	-0-
TOTAL LONG TERM NOTES & LOANS	<u>43,470</u>	-0-	-0-
TOTAL LIABILITIES	<u>87,220</u>	<u>11,375</u>	<u>84,680</u>
CURRENT FUND BALANCE	(76,460)	(15,835)	18,764

	BORG BORG	CHICAGO	TOTAL
INCOME			
Developed	118,856	2,121,205	3,167,421
Grants	1,456	185,558	297,596
Program	7,840	186,222	289,962
Other Program	36,228	49,759	105,082
TOTAL INCOME	<u>163,574</u>	<u>2,542,596</u>	<u>3,796,063</u>
Intercontinental Awards	-0-	-0-	-0-
EXPENSES			
Travel	16,702	503,426	777,682
Program Materials	2,206	51,988	66,604
Postage & Freight	425	683	4,807
Communications	3,154	143,802	127,623
Facility Care	13,688	230,652	273,461
Program Equipment	2,549	73,435	92,072
Publishing	2,272	53,329	64,050
Electronic Data Processing	-0-	82,599	82,500
Program Facility Rent	-0-	4,392	8,380
Salary & Payroll Taxes	-0-	217,476	229,904
Interest: Loans & Notes	98	42,552	42,650
Service Charges	311	59	4,680
Program Food Services	32	151,353	161,894
Fees: Legal/Audit/Prof'l	1,066	62,586	77,562
Miscellaneous	-0-	4,629	12,863
Program Cheques	123,893	801,139	1,495,872
TOTAL EXPENSES	<u>153,426</u>	<u>2,429,098</u>	<u>3,594,614</u>
Yearly Condition (inc. less exp.)	148	119,588	205,449
Beginning of Year Balance	(6,220)	(17,966)	98,020
Less Intercontinental Awards	-0-	-0-	-0-
Other Cash Entries	24,660	103,378	208,257
Current Cash Balance	18,588	(1,756)	95,212
ACCOUNTS RECEIVABLE			
Inter-Nexus	6,955	ASSETS - 969,278	969,509 Assets
Order: Ecumenical	645	121,635	247,249
All Others	-0-	-0-	12,830
TOTAL ACCOUNTS RECEIVABLE	<u>7,600</u>	<u>1,090,914</u>	<u>1,276,940</u>
ACCOUNTS PAYABLE			
Inter-Nexus	8,229	-0-	21,415
Order: Ecumenical	-0-	-0-	2,481
All Others	4,796	248,432	302,596
TOTAL ACCOUNTS PAYABLE	<u>13,025</u>	<u>248,432</u>	<u>326,492</u>
Short Term Notes & Loans			
Order: Ecumenical	14,403	838,756	898,496
All Other	2,096	362,647	394,176
TOTAL SHORT TERM NOTES & LOANS	<u>16,499</u>	<u>1,201,403</u>	<u>1,292,672</u>
Long Term Notes & Loans			
Order: Ecumenical	43,454	377,920	464,844
All Other	4,444	-0-	4,444
TOTAL LONG TERM NOTES & LOANS	<u>47,898</u>	<u>377,920</u>	<u>469,288</u>
TOTAL LIABILITIES	<u>77,422</u>	<u>1,927,755</u>	<u>2,088,452</u>
CURRENT FUND BALANCE	<u>51,234</u>	<u>738,597</u>	<u>716,306</u>



000,000 One centimeter represents 120 kilometers.
 One inch represents approximately 190 miles.

GLOBAL COUNCIL

CHICAGO

AREA STATISTICS
1980-81

July 1981

Area LIMA

REGIONS		PERU		BOLIVIA		EQUADOR	TOTAL
		LIMA	AREQUIPA	IQUITOS	LAPAZ	SANTA CRUZ	
D E M O G R	Region Size (Sq Miles)	121.2m ²	100.0m ²	275.0m ²	150.0m ²	274.15m ²	109.5m ²
	Population	11 MIL	4 MIL	2 MIL	4 MIL	1.1 MIL	7.5 MIL
	% Rural/% Urban	40 / 60	60 / 40	90 / 10	50 / 50	50 / 50	40 / 60
E V E N T S	Regional Consult # attended	75					
	# LENS						
	# Forums	2					
	# Other Courses						
	Councils/#						
M O V E M E N T	Day I Movement Strength	12					
	Day II Movement Strength	12					
	# of Cores	1					
F I S A C T A E	Development Income Target	\$26,000					
	Development Raised	20,000					
	# Development Donors	50					
	Programme Income	1000					
	Self-Support + or -	-10,000					
H O U S E P E R S O N N E L	#Assigned 80-81	9					
	# Youth	2					
	# Assigned into Region	5					
	# Assigned out of Region	7					
	New Interns	2					
	Sojourners	4					
	Current # Individuals	11 Natly: 15					
	Current # Couples	4					
	# Working In	14.5					
	# Working out	.5					

GLOBAL COUNCIL
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AREA ITIA

REGIONAL REPORT

10 July 1981

REGION Lima

BRIEF

REGIO QUALITY OF AREA LIMA: Region Lima

Region Lima is the most populated geography of Peru with approximately 6.6 million people clustered in its major cities and about 3 million of these in slum communities that have grown increasingly over the past 60 years since the government made available free urban land sites, riging Lima and other urban areas. In addition to this strategy, land reform was carried out under military rule 10 years ago. Cooperatives were formed in the rural areas and industries were put into a system of worker control and the majority were nationalized. As a result, production diminished and oil prices rose. A change in the temperature of the Humbolt Current devastated the fishing industry and a variety of other causes--natural and political--brought the country to the brink of economic chaos. Resulting consequences have been a severe retardation of the development of infrastructure and industry, a deepened distrust of imposed solutions and programs, and an intensified demand on the newly-elected democratic government (May 1981) for effective rapid basic socio-economic development. In answer to this demand, an economic-social development program (Cooperacion Popular), based on the Korean model but hindered by national bureaucracy, was brought into being in November 1980. The nation, through the efforts of this program and others faces the urgent task of webbing a nation of coastal fishermen, desert agriculturalists, mountain herdsmen and miners, jungle tribesmen and restless urban laborers to create a viable economic base, which has until now been exploited by and dependent upon extranational resources and technology.

NOVEMBER RESPONSE

With the support of several ITI grants, the Azpitia HDP was established in June 1979 and has matured over the past two years in the development of three industries that have demonstrated the potential to operate in the black and to provide twenty-five part-time jobs for men and women who have no other means to supplement their seasonal income. In addition, a focused effort has been put on leadership training in the development of a community leadership core to take on the task of major infrastructure development (road construction, irrigation system re-vampment, potable water and electricity). Focus on environmental change has re-created community identity and extensive work in sector programming has been effective in webbing community relationships and deepening theological understandings. The network of relationships throughout the country's two regions through an extensive Community Forum campaign (1979-80) has been deepened through the recruitment circuits for the Regional Consult and Leadership Training Lab (April-May 1981). The development of new instruments (The Woman in Development 10 week series and the 5-session Methods Course) were effective in broadening the context and deepening the commitment of the guardian core and regional team. Systematic fund-raising has broadened the development base. Interactive House training formed an auxiliary representing 6 nations and two languages (p. 20).

MAJOR ACCOMPLISHMENTS

Key events for the year were the staging of the pilot Regional Consult for Latin

GLOBAL COUNCIL
CHICAGO

AREA LIMA

REGIONAL REPORT

16 July 1961

REGION: Lima (1. 2)

ERICF

MISSIONAL BRANCHMENTS (2)

America (bringing a focus to programming for extension and providing a venue for Azpitia to image its role as a pilot project), ICA legislation, the recruitment and staging of the continental Leadership Training Lab, and the Women in Development Series held in Lima.

FUTURE IMPLICATIONS

The missional advantage lies in having effective tested instruments to move on a focussed geography. A vulnerability lies in our inability to move quickly and effectively on multiple fronts.

INTERNATIONAL YEAR OF THE CHILD IN THE RURAL AREA

Azpitia, Peru

The primary gift of the Leadership Training Lab held in Azpitia, Peru from April 26-May 16, 1981 was its curriculum which was developed by a continental faculty with years of project and teaching experience.

Better PRIMARY FOCUS on the teaching of 9 KEY NEW SDS and the FAMILIAR AND TO BUILD WORK which oriented students to the 3 major task arenas of integrated development at the local community level, the curriculum of the 3 week school held the values of FORMAL SIMPLICITY AND CONCRETENESS.

Written and held in Spanish, the 3 cycles of the school can be easily modulated to provide 1 week and 2 week constructs as well as 1 day training designs. Published methods training procedures, collegium presentations, Round Table readings and "words of the day" will make available materials for training programs, collegiums and Round Tables within the Houses in Spanish-speaking situations.

Aimed at intensifying and deepening project work in Azpitia, the school's focus on guild work provided a LIVING LABORATORY for learning the process of community reformation. The school was a COMMITMENT to village life and the workings of the project. It provided MULTIPLE OPPORTUNITIES for village residents to participate (guild work, celebrations, work days) if they could not be full-time participants. Housing participants in the homes of residents allowed the village to provide a hosting presence and made possible running the school on a very LOW BUDGET.

The curriculum of the school in content, design and presentation made possible a BREAKTHROUGH IN RURAL EDUCATION. The curriculum "hook-and-design" made possible the rhythm of experience, methods introduction and practice, and methods application in the work-days and Saturday labs. The FORMAL SIMPLICITY of the curriculum, held in symbols and one-line stories, made possible focused, imaginal presentations based on the symbol as the teaching image. The DECOR GALLERY which unfolded with each presentation re-inforced the teaching images. The use of hand-outs for contextual and method presentations facilitated note-taking.

The school was tested on a group of participants who were both rural and urban professionals representing 6 nations in the continent and 2 regions in Peru.

Weaknesses in the school curriculum and orchestration lay in limited coordination between morning and afternoon curriculum, last-minute preparations, and fragmented faculty reflection.

Recommendations for the future include the publication of the curriculum in Spanish, the translation and publication of the curriculum in English and other languages for global application, and perfecting the present design to enable better coordination between the methods and guild work curriculum.

Missional Probe: Women In Development Series

Lima, Peru

The ten-week Women In Development Series was designed to enable concerned top-level women in Lima to put programmatic form on their careers, for the well-being of Peru and the future. The series, composed of weekly two-hour sessions, gave a major boost to the issue of effective integrated development and a minor boost to the concern for the role of women, their relationship to men and the challenge of living a fulfilled life. Each session included a spirit conversation, a research process and a methods demonstration and explanation. The course series was staged in the seminar room of the Southern Peru Copper Corporation and included the participation of 35 women (24 wives of multinational corporation executives, 2 wives of government ministers, 3 women related to the Church, and 3 professional women, and 3 women related to embassies). The participants represented 6 nationalities. The series was recruited and taught by a local guardian and 2 members of the Area Lima auxiliary. It produced a core of well-contented women in strategic positions. Follow-up is in the process of being orchestrated around bringing into being geographically focused human development. A published curriculum and evaluation is available.

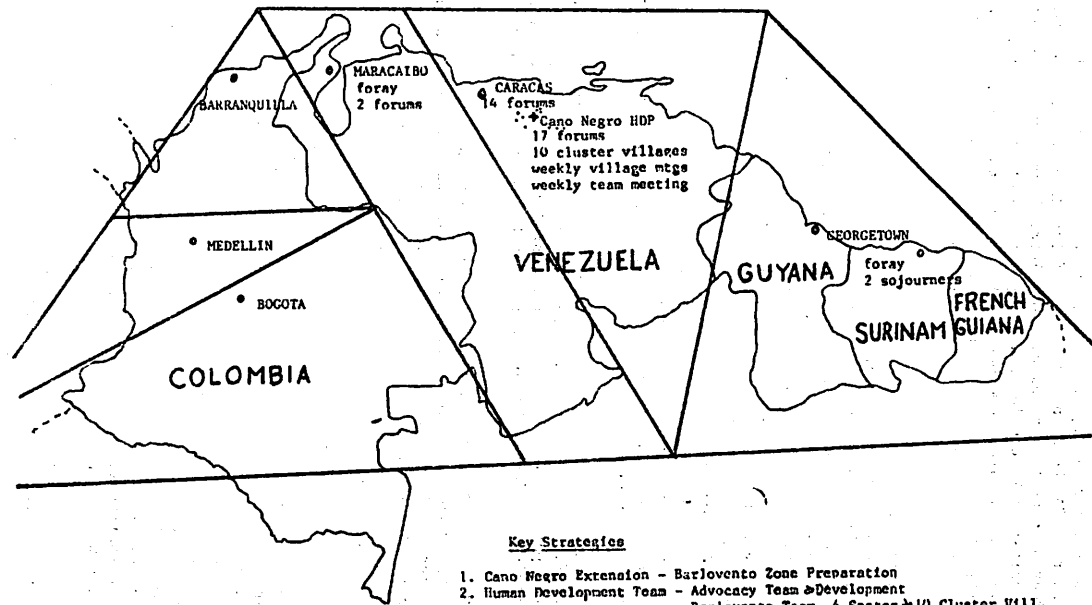
Missional Probe: House Training Curriculum in Spanish

Azpitia, Peru

In the awareness that critical training and nurture needs to happen daily in our Houses, a curriculum for continuous contexting and training was developed in Spanish. Nitely dinner conversations around the themes of the Social Pressure Points, the 7 Revolutions, the Singsium Mandates and the Order Principles written in Spanish, allowed all House members to participate in the leading and orchestration of the conversations. The form was effective in grounding formerly abstract concepts that are vital to our missional operation. A Saturday training session introduced and grounded concepts (the global grid, the social process triangle etc) and taught skills (designing and leading a collegium, maintaining a file system, doing a village visit, leading a meeting, making a development call) that are critical to effective missional operation. The result of this intensified push on House training is an auxiliary core representing 3 nations in Latin America that has operated as an effective team. Significant steps have been taken in the journey toward wholeness. The conversation series in Spanish is available.

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AREA CARACAS



Key Strategies

1. Cano Negro Extension - Barlovento Zone Preparation
2. Human Development Team - Advocacy Team @ Development Barlovento Team, 4 Sector @ 10 Cluster Vill., R. H. Sojourners
3. Areal Programmatic Coverage - Surinam and Maracaibo forays
4. Las Minas Urban Probe - Intensive forum campaign in urban ghetto

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AREA STRATEGIC DESIGN
AREA CARACAS REPORT

10 July 1981

GLOBAL COUNCIL

AREA STATISTICS
1980-81

July 1981

CHICAGO

Area _____

STATISTICS		REGIONS						TOTAL
		CARACAS	GEORGETOWN	MANABO	BOGOTA	BOGOLIN	BARRANQUILLA	
D E M O G R	Region Size (Sq Miles)							
	Population	8 MIL	1 MIL	7 MIL				
	% Rural/% Urban	40 / 60	70 / 30	60 / 40				
E V E N T S	Regional Consult # attended							
	# LENS	-	-	-				
	# Forums	33	-	2				
	# Other Courses							
	Councils/#	4 / 205	1 / 2					
M O V E M E N T	Day I Movement Strength	3	3					
	Day II Movement Strength	14						
	# of Cores	4						
F I T S A C T A E L	Development Income Target	\$ 25,000						
	Development Raised	56,000						
	# Development Donors							
	Programme Income							
	Self-Support + or -	- 467						
H O U S E P E R S O N N E L D A T A	#Assigned 80-81	7						
	# Youth	2						
	# Assigned into Region	2						
	# Assigned out of Region	2						
	New Interns							
	Sojourners	9						
	Current # Individuals	12						
	Current # Couples	2						
	# Working In	9						
	# Working out	3 PART TIME						

The Caracas Region extends through the Eastern part of Venezuela and includes Caracas, the capital city of 5 million people, and the resource-rich Orinoco River belt with iron ore deposits and crude oil in abundance. The Barlovento Zone, a non-political yet recognized geo-social entity, is 100 kilometers east of Caracas and is known as the source of the finest cacao in the world. The population is predominantly black, living in about 450 villages. The government of Venezuela is economically and politically quite stable and is an acknowledged leader in OPEC agreements as well as the political affairs of Latin America. There has been a great deal of struggle (non-violent) this past year over border territories with Colombia and Guyana which revolves around economic issues. In the Caracas region, human development is focused on two underlying contradictions: 1) the rapid economic growth has left a huge gap between the urban and the rural and the rich and poor, and 2) the prevailing image of paternalism or "let the landlord/government do it". The innocent suffering is in the level of subsistence living in the rural areas, including a substandard education, and the inability to participate in decisions regarding the community and neighborhood.

The Caracas Region has had a strong movemental cadre since 1970. It has been instrumental in our framing and development in Caracas, in setting up and doing Cano Negro, and in marketing and teaching all programs including LENS. The Human Development Pilot Project was begun in Cano Negro in 1977. In spring of 1980, after the CEM, the area decided to intensify extension in Barlovento which has been done with a Human Development team representing five villages.

The Regional Consult, held in February, 1981 and involving a symposium in Caracas, six metro visits and an assembly in Cano Negro, reconfirmed our vision of extension throughout Barlovento with Cano Negro as the demonstration and base of operations. The Regional Consult, with multi-sector representation catalyzed a declaration of the public sector (in the form of the ministry of agriculture) to appropriate Cano Negro as their demonstration village in Barlovento and to work toward formulating a comprehensive development plan for all 450 villages. As a result of the regional consult and a village assembly following it in March, 10 villages were selected for the coming year and leadership training to develop the core leadership team was initiated in all ten. Eight villagers from 4 villages spent 3 weeks at the Community Leadership School in the Azpitia Project in Area Lima. The Barlovento Human Development Team meets weekly with 22 members. Key to the extension process is the Human Development Training Center in Cano Negro. During the Practicum session of the Regional Consult we circuited all six metros and identified core groups in each one. Three metros have been revisited with a Community Planning Forum held in one. These revisits have met with enthusiasm and requests for training from the Ministry of Agriculture extension offices and the Agricultural Union extension offices. Our current vulnerabilities are in activities related to the process of transitioning from training to visible sign manifestation in the ten villages and creating a 4-6 year multi-sector strategy that realistically combines both community and human development.

Relative to the Cano Negro extension, the community assembly, the self-support training of public sector agencies (specifically through English classes), and the weekly or bi-weekly evening leadership training sessions are of a replicable nature. We have operated for three years now in two locations during Week I and as a corporate team in Cano Negro during Week II. Over these years we have evolved a Week II construct that pushed our corporateness and planning dynamic so that our image is of being one house. All team members participate in planning and maneuver building during Week II. These past two quarters we have been divided into the Extensive Team focused in Caracas on development, in-kind, management and metro circuits and the Intensive Team focused in Barlovento on circuiting the ten villages and the completion of the Training Center in Cano Negro. Because we plan the week corporately there is continuous interchange between the two teams. We've also found it helpful to spend a significant time in August and September to corporately write our development presentation - a one page proposal which articulates our current situation, vision and direction. The coming year will find us in a facility in Caracas large enough to be used for adequate housing to attract the 15% to sojourn in the Religious House and the Barlovento Team to be trained in development and management methods.

Rev. Marcel Rainville, S.S.E.

June 17, 1981
Caracas, Venezuela

TOWARDS URBAN HUMAN DEVELOPMENT IN LAS MINAS DE BARUTA

In December of 1979, during a Continental Council of the Institute of Cultural Affairs (ICA) held in the barrio of Las Minas de Baruta, Caracas, Venezuela, it occurred to me that a campaign of Global Community Forums (GCF), in Spanish, Foro Comunitario: Venezuela (FCV), might be an effective experiment in Urban Human Development. That same month I had been transferred by my ecclesiastical and religious superiors from a high middle class parish where I had worked for nine years to live and work in Las Minas an underprivileged barrio in the South Eastern part of the city.

Uppermost in my mind when I received this new assignment was a pastoral concern about how to proceed in order to get a quick grasp of the human situation of Las Minas. There arose questions like, "How does the barrio dweller see his situation? What is it like to be one of 30,000 people spread over a two-square kilometer area? In view of the barrio's relatively short history of about 25 years, where did its inhabitants originate? What were the historical and social circumstances that conditioned the immigration to Caracas? Did the people of Las Minas see themselves as 'settled in' or was their stay here only transitory, a 'stepping stone' to better conditions? What were their hopes and dreams for the future? What might be something that will give them an identity as a community?" All these were the kind of concerns that ran through my mind as I approached this new assignment. In a word, it was a desire to know the people of Las Minas in a very real way that led me to consider using the GCF as a tool to address these pastoral concerns.

The staff of the Las Minas Foro campaign was at first made up of ICA members and myself. However, within a very short time five young people from the barrio and other parts of Caracas became interested in leading the Foros. After a series of training sessions held for them, they became part of the ongoing Foro campaign team.

Maybe I should say just briefly that I am a Roman Catholic priest, Northamerican, belonging to a religious order which has two pastoral establishments in Latin America, both of which are situated in Caracas, Venezuela. I am not a full-time member of the ICA staff, though I became associated with the Institute in 1972 and have used its methodologies in practically all aspects of my pastoral ministry since then.

One of the initial methods I had applied to the Las Minas situation which proved to be foundational for the Foro campaign is what is called "gridding". To grid an area is to delimit and define one's geography. Gridding helps one to get a comprehensive image of the social situation being dealt with. For instance, gridding enables one to pinpoint the centers of commerce, industry, education and culture in a community and it helps one to identify the dividing lines between sectors. It is especially useful for defining areas with special needs. In the case of the Foro campaign, it provided a picture of Las Minas whereby we were able to proceed objectively and systematically, on a street by street and alley (callejón) by alley basis. At the same time we were able to develop a comprehensive picture of the barrio situation by holding at least one Foro in every sector representative of the whole barrio.

Having determined where our focuses were to be geographically, we then proceeded to put the Foro campaign into effect. In a given week we would select two or three streets or alleys where Foros were to be held. A site for the Foro was usually acquired by asking one of the inhabitants to make his or her home available for

the meeting. Then, door to door invitations were made by advising each family of the purpose and content of the Foro. On any given street or alley between 10 and 20 families were invited. On the average about 50% of the households invited sent representation to the Foro. With a bit of experience we learned the importance of having all age groups represented in order to have a healthy dynamic during the Foro.

The Foros usually started around 8:00 P.M. when most everyone had returned from work and the households were reunited. The meeting would start with the leader of the Foro repeating the reason for holding the meeting, its overall structure, a song or two to "break the ice" and a short contextual talk dealing with the vision of local man and woman as the true agents in the care structures of all human groupings of society. At this stage we had completed all the preparations necessary for the Foro. The evening itself had two basic movements: 1) A review of the life of the community and 2) a celebration of that life within the liturgical context of the Mass. The review of life was made up of two parts: a) the story of the community and b) the felt needs of the community. In the language of the ICA (a) corresponds to the creation of the story, song, and symbol for the community in question and (b) corresponds to the discernment of the basic challenges facing the community plus the articulation of the practical proposals or concrete actions incumbent upon the members of the community in response to the felt needs expressed in the basic challenges. The celebration of the Mass incorporated the reports developed in the review of community life and shared them with the whole group united in a kind of plenary.

The story of the community usually focused on the life of the particular street or alley where the Foro was being held. The Foro leader would ask questions related to the past, the present and the future of the community. For instance, "When was this area first developed? Who were its first inhabitants? What have been the accomplishments of this community in the past 10, 20, 25 years? What or whom are these accomplishments attributed to?" The responses gathered from the people were jotted down on butcher paper hanging from the wall. The simple compilation of historical data related to their own lives had a kind of absolving effect on the adults, who in many cases had participated in the accomplishments of the community. And for the youth, it created a certain appreciation of past efforts and a decision to carry on the task already begun but never finished.

The questions related to the present situation of the community concerned organizations or activities now functioning. "What was their origin? What function were they serving? What needs were they responding to?" Some of their responses included the formation of neighborhood associations, sports activities and youth and cultural groupings. Then, the questions related to the future were about what the people saw as necessary for the future life of the community. A particular question that always elicited many answers was what the people of the community deemed necessary for their children and grandchildren twenty years down the road. The responses covered a wide spectrum of hopes and dreams, ranging from the likely impossible vision of an university institute for Las Minas to very immediate concerns like adequate sewage control.

In many instances the vision of the particular community centered around issues having to do with adaptation to urban living as for instance, problems of delinquency, lack of space to hold cultural functions, especially sports events; problems of garbage control and street repair. In general, these were problems that were the irritants in the everyday life of the community. In other instances, the people had visions of new institutions being build in the barrio, like a school for technical training, a small clinic, 24-hour pharmacy service, a church with better religious education, or a sports center. In all cases the data provided by the Foro participants was recorded by one of the Foro staff members and used as a basis for working out the next part of the Foro.

At this stage the gathering was divided into two smaller groups; one to write out

a story, to design a symbol and to compose a song about the community, all based on the information just gathered from the participants. The second group met with another staff member to discern the particular challenge facing the community in the light of the vision of the future they had just laid out. What were the obstacles that needed to be overcome? What was the particular activity needed to get the task done? And what was the first step this particular grouping of people from Las Minas could take in order to bring about the resolution of their problem and the attainment of their vision?

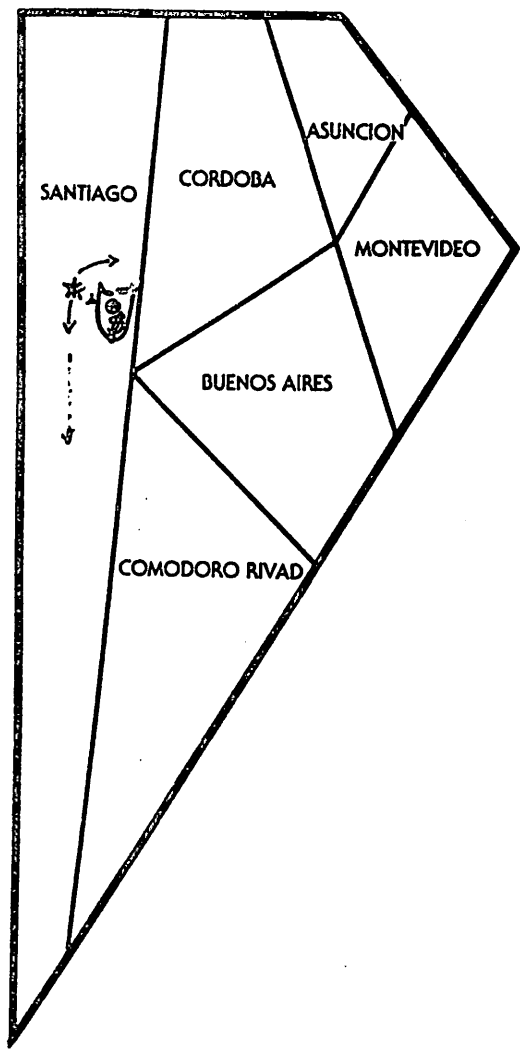
The two groups worked as teams usually for about an hour to come up with the products: story, song, symbol, challenge and practical proposal for the community. They were instructed to write up the results on butcher paper and to hang them up on the wall when they finished. With this began the preparations for the celebration and plenary part of the Foro, which formed part of the Mass.

The decision to celebrate Mass at the end of the Foro had several reasons. First of all, I was new to many people in the barrio and I felt that there was a need to give evidence to the fact that I was their pastor. Secondly, I thought this might be a good opportunity to give a bit of catechetics about the Mass in a setting that was less formal than the regular Sunday service. Thirdly, I thought that the offertory section of the Mass would be appropriate for rehearsing the story, song and symbol; the vision and hopes of the community. It was the moment when all the elements of the real life of the barrio were brought together, raised up, and united symbolically with the bread and wine of the Holy Sacrifice of the Mass. This was explained to the people after they had given their reports. At the same time a short instruction was given that related the care and concerns manifested in the Foro with the care that Jesus deposited in the Eucharist. Thus an association between their lives and the Liturgical act was highlighted for the people.

Over a period of about one year (1980-1981) there were 37 Foros held in the barrio of Las Minas. We covered practically the whole area of the barrio, sector by sector. The results, in terms of physical change in the barrio may be a bit difficult to document. However, there are certain indicators that demonstrate that something did happen because of the campaign that changed the life of community.

On one occasion a visitor to Las Minas with experience in many other barrios of Caracas noted the relative cleanliness of the Rosario sector of Las Minas which is where the most serious problem with garbage existed. His remarks were to the effect that the garbage was not spread all over the streets as in so many other parts of the city. It occurred to me that an invisible army of cooperation had been created to solve the problem. On another occasion I encountered an older lady from the Barrio at a government office who one year after hosting a Foro in her home was working out the last details for obtaining materials to finish a staircase project that had been considered to be the top priority for the sector during the Foro. The Foro campaign in Las Minas seems to have been the tool that was necessary so that many other actions could be initiated in the barrio as a reply to the human situation there. It was like the "glue" that helped overcome the barriers that had been erected because of national, regional and historical differences of the many peoples who live side by side in any given street or alley, who have struggled to create new styles of life in the complicated and at times confused urban setting.

In the end the Foro Campaign of Las Minas de Baruta provided me with a means to get "close" to people of this parish. Because of it, I was able to know them and their real life situations in what I consider to be a deep and human sense, through discovering and celebrating that life with the people. I feel it was a great experiment which put us way down the road towards the formation of a new parish community. Within the near future the Archbishop of Caracas will be decreeing Las Minas as the ninety-ninth parish of Caracas. I feel we now have the identity created within this barrio community so that the decree will have meaning in the people's lives.



GLOBAL COUNCIL
CHICAGO

AREA STATISTICS
1980-81

July 1981

Area Buenos Aires

STATISTICS		REGIONS						
		SANTIAGO	COMODORO RIVAO	CORDOVA	ASUNION	MONTVIDEO	BUEENOS AIRES	TOTAL
D E M O G R	Region Size (Sq Miles)	292,258						
	Population	11 MIL						
	% Rural/% Urban	/	/	/	/	/	/	/
E V E N T S	Regional Consult # attended	—						
	# LENS	—						
	# Forums	3						
	# Other Courses							
	Councils/#	/	/	/	/	/	/	/
M O V E M E N T	Day I Movement Strength	4						
	Day II Movement Strength	4						
	# of Cores	1						
F I S A L	Development Income Target							
	Development Raised	\$ 24,367						
	# Development Donors	32						
	Programme Income							
	Self-Support + or -							
H O U S E P E R S O N N E L D A T	#Assigned 80-81	6						
	# Youth	2/3 ^{young}						
	# Assigned into Region	6						
	# Assigned out of Region	—						
	New Interns							
	Sojourners							
	Current # Individuals	4						
	Current # Couples	1						
	# Working In	3						
	# Working out	1						

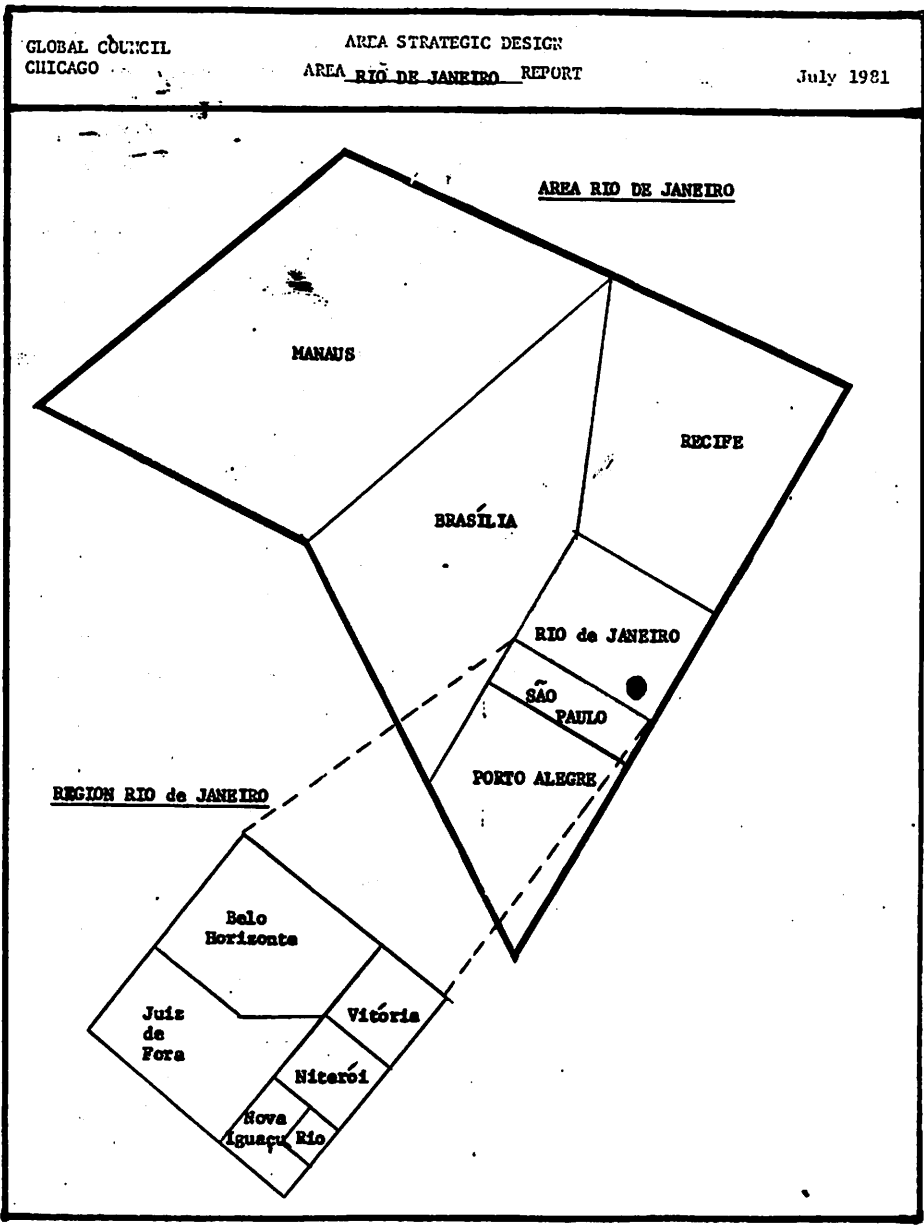
SOCIO-REALITY: Region Santiago (the nation of Chile) points to the following socio-realities: (1) The government is stable; a new constitution was voted in in October and President Pinochet was inaugurated in March. (2) International development agencies consider Chile a developed country; the country enjoys a relatively low inflation rate and the monetary situation is stable. (3) The good public school system is reflected in a literacy rate of 90%. (4) 40% of the national population lives in and around the capital city of Santiago and 50% of the population is 20 and under. (5) Chile provides leadership for the continent which is demonstrated by the fact that the offices of the UN Economic Committee for Latin America, the Latin American Demography Center, and the Regional Program for Employment in LA and the Caribbean are all located in Chile.

GOVERNMENTAL RESPONSE: The colleagues of Region Santiago basically function as guardians. This past year they were involved in some of the following ways: (1) spent untold hours finalizing ICA'S legal status in Chile; (2) helped instigate and prepare required 18-month income tax report; (3) advised on and edited required semi-annual report to the Ministry of Justice; (4) created plan for eliciting support of monthly donors and provided initial contact list; (5) gave assistance in translating development proposals; (6) donated clothing and furnishings after November fire; and (7) contributed \$2,900 in emergency funds after fire. The key shift this year was symbolized at the 3rd anniversary celebration in the presence of 40 Chileans representing the public, private, and voluntary sectors and over 100 representing the local sector.

REGIONAL BREAKTHROUGHS: Region Santiago points to the following key breakthroughs for the year: (1) ICA is a legal entity and has completed 2 required annual reports to government agencies. (2) Residents of Sol de Septiembre finally received the deeds to their housing sites 12 years after the community was established. (3) The development effort was revitalized through: (a) guardian involvement in responsibility for development, (b) 32 grassroots monthly pledges netting \$2,142 in 4 months, (c) first contribution from a Chilean company (non-multinational) which was also our largest single private sector contribution. (4) Two community businesses are self-sufficient. (a) The Community Bakery paid cash for a refrigerator and expanded its line of products to include a wide variety of foods and soft drinks. Its monthly payment to the Community Fund covers the basic costs of the Social programs. (b) The Conserving Industry began covering its basic operating costs within 6 weeks of the initiation of their activity. (5) The community of Sol de Septiembre by themselves completely planned, organized, actuated and financed the 3rd anniversary of the the project celebration. About 14,000 pesos was raised--7,000 in cash and 7,000 in kind.

FUTURE DIRECTIONS:

1. Relocating House
2. Creating National Advisory Council
3. Continuing trend towards greater degree of nationally-based financing
4. Training School to underscore seriousness of extension effort in surrounding communities (within "comuna"--county)
5. Constructing chapel and community center in Sol
6. Developing alternative employment opportunities and related skills
7. Forming business partnerships between potential investors (private sector) and community of Sol (local sector)



GLOBAL COUNCIL
CHICAGO

AREA STATISTICS
1980-81

July 1981

Area RIO DE JANEIRO

STATISTICS		REGIONS						TOTAL
		Rio de Janeiro	Recife	São Paulo	Porto Alegre	Brasília	Manaus	
D E M O G R	Region Size (Sq Miles)							
	Population							
	% Rural/% Urban							
E V E N T S	Regional Consult # attended	30						
	# LENS							
	# Forums	8	3					
	# Other Courses							
M F O O V R E M A T	Day I Movement Strength							
	Day II Movement Strength	2						
F S I T S A C T A E L	# of Cores	2						
	Development Income Target	\$21,533.00						
	Development Raised							
	# Development Donors	26						
	Programme Income	\$ 1,000.00						
H O U S E P E R S O N N E L D A T A	Self-Support + or -	\$ 580.00						
	#Assigned 80-81							
	# Youth	6						
	# Assigned into Region	2						
	# Assigned out of Region							
	New Interns	1						
	Sojourners Guests	25						
	Current # Individuals	2						
	Current # Couples	2						
	# Working In	6						
# Working out								

1980-81 ACCOMPLISHMENTS & HIGHLIGHTS

1. Municipal Development Story & Strategy.
2. Established Board of Advisors.
3. Structural Permeation Labs with MOBREAL & EMATER initiated.
4. Community Extension Module (CEM) Report.
5. Bananeiras Electricity Contract Signed.
6. Guardians Luncheon Event.
7. Transportation Vehicles In-kind.
8. Secretary of Agriculture Designates Bananeiras as Priority for Agriculture Dev.
9. Arthur Anderson Audit In-kind.
10. Rio de Janeiro Urban Demonstration Probe initiated.
11. Developed LENS Marketing Strategy.
12. Bananeiras Fair Linking Government Agencies to Project.
13. Management Team Visitation & Demonstrated Financial Proficiency.
14. Recife Forums.
15. Presentation to MOBREAL National Staff.
16. House Move to Rio Bonito with Formal Invitation by Mayor & Financing of House.
17. Regional Consult Launched Municipal Work.
18. Community Forums in towns around Project.
19. Training Sessions for Community Leaders Held.
20. Rio Bonito Community Forums & Follow-up Meetings.
21. Established Regular Development Income.
22. Self-support Maneuvers Anchored with English Teaching.
23. Secretary of Health Accelerates Project Health Program.
24. Pre-School Funding established through Secretary of Education.
25. All Financial Operations are in the BLACK!

FUTURIC CONTRADICTIONS OF THE AREA

1. Building a movement with limited language proficiency.
2. Integrating programmatic thrusts with existing governmental structures.
3. Sustaining HDP resolve and visible signs.
4. Incorporating global program advantages into quarterly maneuvers.
5. Fractured structures of House Dynamic.

AREA FOUR YEAR STRATEGIES 1980-84

