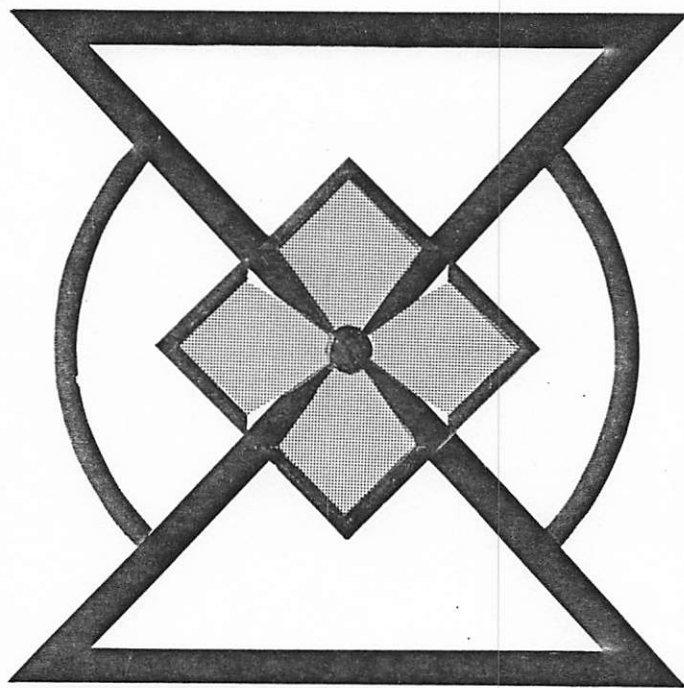


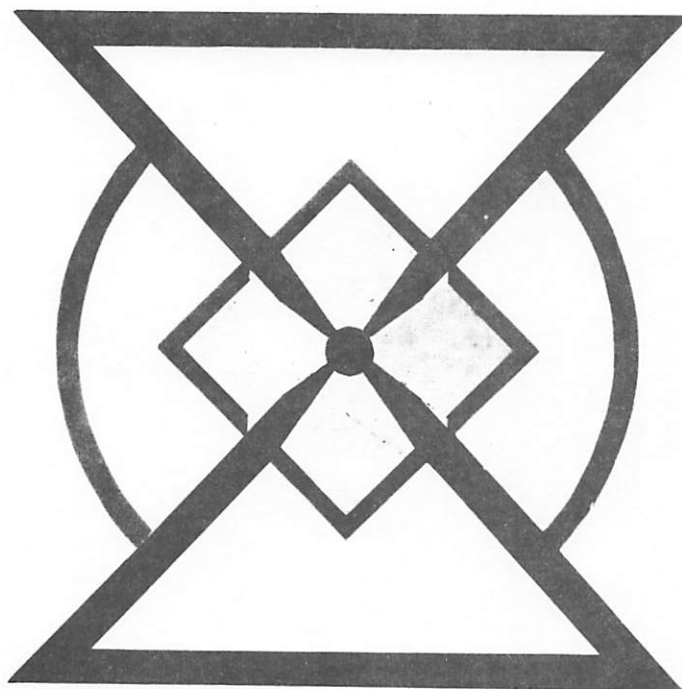
COOPERATION CENTER  
CHICAGO NEXUS



**THE GLOBAL RESEARCH COUNCIL  
LAB REPORTS**

**JULY 1982: CHICAGO**

THE SYMBOL OF THE GLOBAL RESEARCH COUNCIL



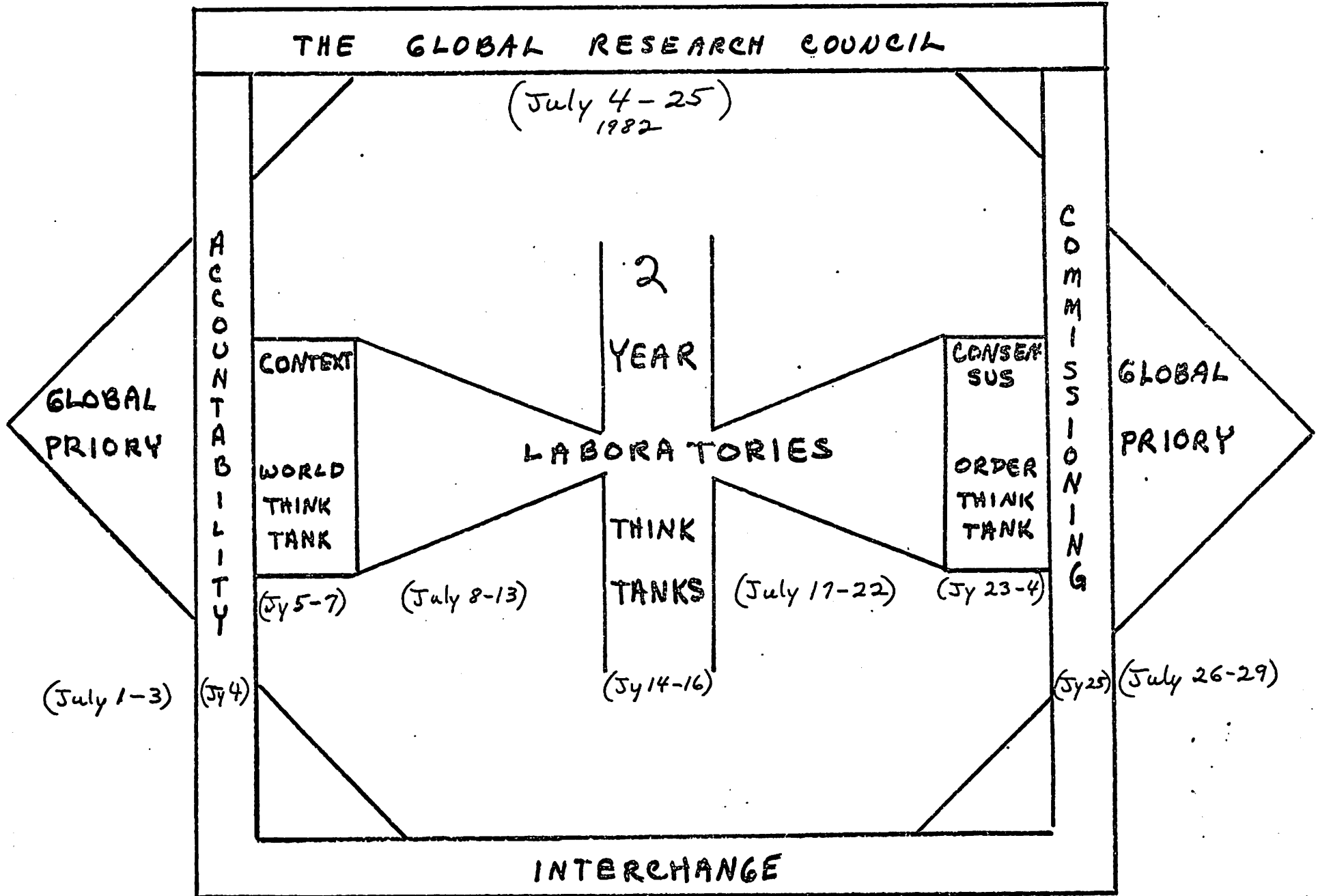
In July 1982 the Global Spirit Movement is signaling the second turn--a turn in the world.

1. In 1972 the Movement turned to the world out of the mandate that authentic humanness is mission. 2. This is our service of care for all the people of planet earth, catalyzing a New Social Vehicle. 3. In the last few years, we have begun a Second Turn--a turn in the world. 4. This is the task for putting the practices of the New Religious Mode into place in the world.

5. By taking the Second Turn, the Movement has found that the center is intensified. This is the style of the secular religious as those who care for Those Who Care. It is the Master Strategies of this four years, 1980-84: The Practical Manifestation of the New Society, the Vocational Formation of the New People, and the Ethical Declaration of the New Humanness.

**THE BLUE PINWHEEL:** the style of the secular religious as they are manifest in the regions of the world.

**THE BLACK HOURGLASS:** the task of mission to all the earth in catalyzing a vehicle for transforming society and a mode of establishing religious anchors for the era to come.



## THE SEVEN EYE-OF-THE-NEEDLE LABS

### I. IERD - THE INTERNATIONAL EXPOSITION FOR RURAL DEVELOPMENT

- prepare an inclusive model from July 1982 to February 1984
- design a regional event to be implemented in each region during 1982-3

### II. CRM - THE COMPREHENSIVE RESEARCH MECHANISM

- design a set of global research events, a calendar and a research interchange system from July 1982 thru July 1984
- designate specific think tanks, continental research assemblies, and laboratories for particular areas, regions and continents during 1982-3

### III. HDEZ - THE HUMAN DEVELOPMENT EXTENSION ZONES

- project the practical-theoretical model needed by July 1984
- examine the learnings from the 7 pilots, 2 labs and the regional explorations in 1981-2 and design an HDEZ practicum to be implemented in every region in 1982-3

### IV. SEV - SELF-SUPPORT ENTERPRISE VENTURE

- project the continental self-support bottomlines for the next two years
- launch a global implementation strategy for 1982-3 beginning with one venture in July 1982

### V. OTP - ORDER TERTIAN PROGRAM

- design an annual research, training and journey program for the Order: Ecumenical
- build the components for a pilot program for 1982-3

### VI. BSS - BASIC SKILLS SCHOOL

- project the skills needed by the Order: Ecumenical to accomplish its historical task for the next 20 years
- design and implement a school based on Training, Inc., to be held in India in 1982-3

### VII. GDC - GLOBAL DEPLOYMENT CONFIGURATION

- discerning the 2-year strategic positioning of the houses in terms of the futuristic task and the social needs present in the world
- deciding the configuration needed in 1982-3

17 June 1982

## PRACTICAL LABS

### HUMAN DEVELOPMENT ZONE OVERLAY

<p><b>B</b> <b>Positioning HDZ STRATEGY</b></p>	<p><b>A</b> <b>ARTICULATING THE HDZ PILLARS</b></p>	<p><b>C</b> <b>POSITIONING HDZ PRACTICS</b></p>
<p><b>II</b> <b>INTERNATIONAL EXPOSITION</b></p> <ul style="list-style-type: none"><li>• Supportive Framework for Local Approach</li><li>• THREE-YEAR ACTIVITY IN 50 NATIONS</li></ul>	<p><b>I</b> <b>HUMAN DEVELOPMENT ZONE</b></p> <ul style="list-style-type: none"><li>• Intensified Pilots for Global Replicability</li><li>• Regional Preparedness for Local Application</li></ul>	<p><b>V</b> <b>BASIC SKILLS</b></p> <ul style="list-style-type: none"><li>• Functional Eptitude for Pluriform Leadership</li><li>• TRAINING SYSTEMS FOR EMERGING PRIORSHIP</li></ul>
<p><b>III</b> <b>GLOBAL CONFIGURATION</b></p> <ul style="list-style-type: none"><li>• Geo-Social Strategy for Movemental Impact</li><li>• STRATEGIC PRESENCE IN THE GLOBE</li></ul>		<p><b>VI</b> <b>SELF-SUPPORT</b></p> <ul style="list-style-type: none"><li>• Self-sufficiency for Mobile Forces</li><li>• INNOVATIVE VEHICLES FOR INCREASED INCOME</li></ul>
<p><b>IV</b> <b>COMMON RESEARCH MECHANISM</b></p> <ul style="list-style-type: none"><li>• Social Interpretation for Strategy Actuation</li><li>• TWO-YEAR THRUST IN 88 REGIONS</li></ul>		<p><b>VII</b> <b>ORDER FORMATION</b></p> <ul style="list-style-type: none"><li>• Spirit Foundations of Corporate Vocation</li><li>• PRACTICAL FORMS OF ORDER JOURNEY</li></ul>

July Arena Description Statements

July 1982 Collegium

- HDZ Strategies - In HDZ strategies the question being asked is how does the earth get cared for, - or what is our serious plan for covering the earth with human development. Our method of approach is to see where we are already engaged in structures at this point - bringing together analysis of various ways we are approaching what human development zone is - check comprehensiveness of what is going on to see what we mean by human development zone globally. By 1983 the product will be a replicable plan, comprehensiveness screens that have been tested, a zone in position, adequate screens for testing the HDZ experiment and beginning replication. In 1982, things to do to get onto position include - 1. come up with a new assignment rational to staff HDZ eg. Jamaica. 2. new statement of what development of a complete piece of geography looks like. 3. continuation of experimentation and analysis of presently designated HDZ experiments.
- Theoretics of Social Change - In theoretics of social change the question we are asking is what do we know about social change? (and therefore, how does it inform our future strategies) - or - what is the new formula of social change? Our method of approach is 1. Documentation over against previous models. (eg. 9 prog. chart accomplishments) 2. New global social analysis. 3. Documentation of different types of change. Idea is to get different viewpoints re. premises and intended as well as actual results. (Comparing different methods and results with our methods and results.) By 1983 the product will be articulation of new philosophy of social change or philosophy of revolution. In 1982, things to do to get into position include national demonstration case studies, and discern indicators of social change.
- Theoretics of The Ordering Dynamic - In Theoretics of the ordering dynamic the question we are asking is; What are the pillars and benchmarks of a revolutionary body in the second half of the 20th century? The method of approach is to get a historical perspective on revolutionary bodies in history (look at Jesuits, Confucius, Samureis etc.) By 1983 the product will be forms of covenant for this body in history. In 1982, things to do to get into position include documentation of regional team journey and insights, and use of common memory (ie. get archives into shape).

Comprehensive Curriculum Components - In comprehensive curriculum components the question being asked is; What are the theoretical models, contextual framework, and practical action for full human participation?  
The method of approach called for is transparentizing spirit models for the globe by creating screens for common training modules, and testing clean said modules.  
In 1983 the product will be documentation of tested training modules and a trained faculty.  
In 1982 training modules will be tested continentally.

HDZ Strategy	Theoretics of Social Change	Theoretics of The Ordering Dynamic	Comprehensive Curriculum Components
<p>What does americas challenge look like by June?                      Structural permiation guilds ?                      How to move from village cluster to HDZ in rural?                      What is fresh approach to beyond awakenment in HDP?                      What major demo. by 1984?                      T/L and model for IERD.                      HDZ models..                      Form of HD in single cluster/ many clusters/ none.                      Forms for regional teams.                      Plans to create human comm unity w/in urban situation                      Leadership for structural education change.                      Structural permiation strategy.                      Structural permiation to build local consensus.                      Positioning for 324 region penetration.</p>	<p>New disestablishment sign.                      How change way world thinks in order to have world change way it acts.                      Replicable global polity model.                      Documentation of work with American indians.                      Next move for HDPs where there is no expansion.                      New "World of Human Development" about ICA work.                      Demo local economic vehicles                      Rearticulate continental strategies around the globe.                      Articulate new phase of women's revolution.                      Documentation of cluster actuation in India.                      Learnings of 4 sector implementation of local development.</p>	<p>Guidelines for s/s program income allocation.                      Get order trained.                      Articulation of order journey                      House operation patterns.                      Pillars of articulating corporate/ individual stories - multi-faceted.                      How sustain motivation over years.                      What is a pluriform order?                      Shape of OE in next 15 yrs.                      Spirit journey of the order.                      Interior classes of the order and constructs for journey.                      Our symbolic life globaly.                      Journey of blue shirts in the movement - past and future.                      Lay out adult journey like phase one's.</p>	<p>Transparentization of Christianity.                      Intensified training for third world auxiliaries.                      Pull together spirit learn ings for the world.                      Systematic training - area/ region.                      New screens for continental faculty development.                      Pillars of comprehensive curriculum.</p>

## THE SEVEN LABS

### IERD

A ten day IERD event has been scheduled in India in February, 1984. A Global Advisory Board of prestigious persons from twenty countries has been created. We have risked ourselves in this event as a declaration of the local approach to development. This is the first time we have ever done such a public event. We are challenged to create a superb 10 day event in India as well as maximize the impact in each nation in terms of building a movement that positions us to deal seriously with the HDZ.

### GLOBAL CONFIGURATIONS

The Order has diminished in size from 1,500 to 1,000 in the last five years. We have however kept approximately the same number of locations operative. To capitalize on a breakloose, where more troops are needed, we are conscious that it will mean the closing down of an operation somewhere else. In this light, three questions have been raised: What is an effective missional unit? What does geographical coverage look like? What is the design necessary for our global servicing( i.e. Centrum functions)?

### HDZ

We have been working in local communities around the globe to release local people to participate in the creation of their own destinies and find ourselves without a unifying mode through which to focus this missional thrust. With the turn to the world, to the parish, from Fifth City to the 24, to the two million villages there has been a proliferation of experiments in awakenement and human development and many forms to accomplish this have been experimented with globally. In the absence of a unifying mode, Regional strategies have tended to develop in isolation from each other. Building patterns of commonality are essential in order to build the earth as one community with diverse societies.

### BASIC SKILLS

In the last five years in human development, one third of the Order has come from Developing nations and many from villages. These people, who have developed spiritual maturity, have been held back because of their inability to perform basic skills such as reading, writing, office and management skills, and speaking English. In addition our role as a signal community is compromised in that we reflect the 85%-15% gap in our group. The world has confirmed our capacity to teach effective language, office and basic management skills but we have not applied them to our own situation. Recent requests have affirmed the need for skills training.

#### SELF SUPPORT

In most areas around the world, the stipend is not adequate to cover the need of the families. The income does not provide regular stipends and adequate funds input. In many areas, more and more people are required to provide the needed income. Increasingly areas find themselves forced to violate our traditional self support principles to create alternative sources. However, simply turning to raised income is not an option as these sources are becoming increasingly difficult to secure and we jeopardize the integrity of our story as a self-supporting order. However, new modes and forms of self-support are required to sustain the order.

#### ORDER FORMATION

There is a broad demand for our service and presence and we find ourselves ill-equipped to respond. This situation goes beyond simply methods skills. People experience either amnesia or lack of opportunity in the realm of priorship skills (corporateness, style, pedagogy). Old hands have awakened to their decision to be on the march for the next 20 years and wonder how they will be sustained as a part of this order and not burn out. Major gaps are apparent in old and new Order common memory. Many order members feel cut off from participation in the brooding process that determines our future. On the Road field training by itself has proved inadequate in sustaining order personnel and in providing depth priorship. The need is felt for moving beyond the sustenance motif "Taking Care of Yourself" to one of corporate care.

#### COMPREHENSIVE RESEARCH MECHANISM

After a number of years of direct missional engagement in local community across the world, we have awakened to the reality that our research efforts are now inadequate to the task that is now demanded. Houses experience themselves as recycling old data while the world is bursting with creative research on issues of importance to our mission. We do not have the means/mechanisms at the moment to appropriate this work, pushing it to a new revolutionary edge for our thinking nor do we have methods of interchanging it toward a global breakthrough.

THE SEVEN LAB SUMMARIES

GLOBAL RESEARCH COUNCIL

July 1982



## FINAL LAB REPORT

## ORDER FORMATION

## INTRODUCTION

The world today, more than ever before, caught between its clarity about the reality of its common future and the divisive patterns of theory and action which are the legacy of the past 200 years, requires a sign of a covenanted body of people of all walks of life, all traditions, all ages, all cultures engaged in an inclusive common mission with a common mind and a common style. Creating and sustaining such a body is the task of Order Formation. This task is, to a large extent, a matter of intentionalizing existing relationships, programmes and styles. It depends largely upon our willingness to offer the joy and pain of the whole task and the whole context to all whom we come in contact and to one another perpetually. It is our sense that the time has come to make that decision. As a symbol of that decision, we offer five programmatic bold moves for 1982-83.

## BOLD MOVES

ORDER DAY

An order day will be held in every house at least once in 1982-83.

1983 GLOBAL COUNCIL PREPARATION TASK FORCE

A July 1983 Preparation Task Force will be assigned to include 24 people for May-June, 1983.

THE GLOBAL ACADEMY

The Global Academy will be held in two locations during the year 1982-83: In Chicago, Quarter II (October/November) and the Philippines, Quarter IV (April/May).

VOCATIONAL JOURNEY LAB

Vocational Journey Lab pilots will be held in six locations Quarter II, 1982-83 and extended to other regions in Quarter III and IV. The pilot will be initiated by a team from Global Operations Centrum.

STRATEGIES FOR THE 100

Every house will participate in a sojourn/intern mobilization campaign towards the inclusion of an additional 100 globally assignable family units in the Symbolic Order by July, 1983.

## FINAL LAB REPORT

CHICAGO

ORDER FORMATION  
THE CONTEXT

Our world is a single entity. Never before have people everywhere been so aware of the intricate bonds of sustenance, decision-making, skills, styles and symbols which weave the future into one destiny for all. Never before have so many people been self-consciously engaged in attempting to build this new global village. And yet our world is tragically fragmented. Never before have traditional ways of dividing humanity into antagonistic sectionalism been so powerful. And never before have these traditional divisions been philosophically undergirded with essentially anarchic presuppositions which tend to polarize the given diversity. The physical warfare between Israeli and Palestinian, Iran and Iraq, Black Africa and South Africa, erupting into acts of individual terrorism, is more subtly paralleled in the imaginal dichotomies of North and South, first, second and third wave societies, even the 15% and the 85%. Such polarizations are indicators of the ideological and operational vacuum at the center of our society. This vacuum lies in the arena of the actual means of engagement which will honor the diversity and yet transcend it, which will embody the many perspectives and traditions in the one radical unity of mission and vocational resolve.

People everywhere are aware of the new paradigms; no longer can awareness of these paradigms serve as the sign of social repentance. But people who are passionately engaged in building the new, negate the vision and the reality of the one, the unity, under a misplaced concern for the many, the diversity. The depth of engagement is authentic, but in the absence of a common global focus, a common global methodology and a common global style, the residue of that engagement perpetuates the tragic fragmentation of our times.

In times such as these, what does it mean to give form to profound vocation? What is the new sign of radical engagement which is required? How is it actually possible to be one people corporately engaged in the whole complex task? How can such a people lead in the act of social repentance which our times require? In short, how are we to form the secular-religious sign which is the Order: Ecumenical in this time of engagement? These questions are at the heart of the task of order formation. For we must form one global pluriform people as a sign of social repentance. And we must create the actual structures in our actual lives which rehearse and carry out this missional decision.

The Order: Ecumenical, as an historical order, has two basic aspects: to be a perpetual sign of repentance and possibility for society in response to God; and to give form to the creativity and care in society. Our society struggles with covenants and with prioritizing them. We the citizens of a global village, are painfully aware of the collapse of structures and of the conflicting loyalties and responsibilities to the broken pieces of family, nations, sexes, races and classes. The question is whether we will be or will not be the covenanted sign which is needed. It is a moment by moment and yet once and for all question and response. We are in our first aspect, a revolutionary community committed to being the glue, the catalytic servants on behalf of enabling full humanness for all people. At the same time, in our second aspect, we are a living experiment in new forms of social relatedness to be replicated in society itself. The mission is both of these aspects integrated in every dimension of the order's life. The order today is on the brink of objectifying, radicalizing and ritualizing its covenant, rule and destinal relations.

The resolve to turn now to the mode of formation comes from listening to the world and from looking at ourselves. As for the world, the mission we have set for ourselves requires more than we have the present capacity to give. The open declaration of the IERD will release opportunities for service beyond our present capacity to deliver. If we are to deliver then, we must get ready now. As for ourselves, we are in profound pain over the apparent loss of depth and clarity of purpose which were evident in our earlier more focussed mission of awakening, when we regularly and structurally laid the demand on people to decide about their lives, and in so doing rehearsed the radicality of the claim on our own lives. Now the shift to engagement has deterred us from laying this radical claim on the thousands who depend on us. But the truth is that beneath the surface of the engagement mode people are actually consumed with an interest in fulfilled living. The attractiveness of the order is

FINAL LAB REPORT

ORDER FORMATION

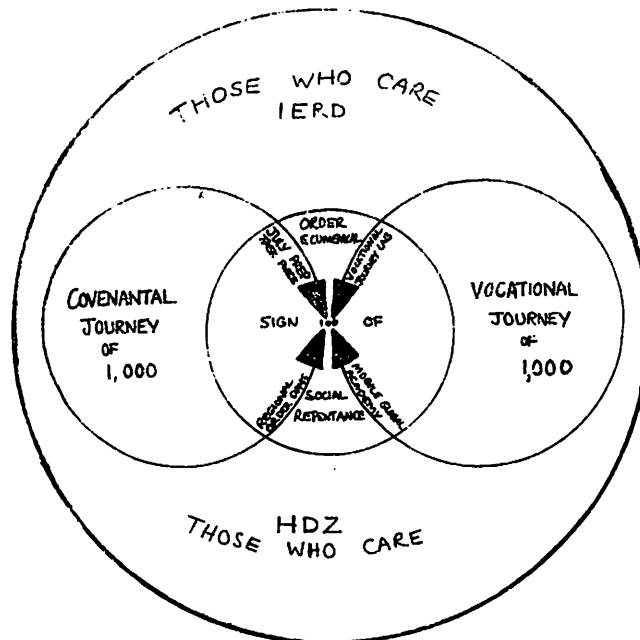
CITICORP

is in a style that is committed, open, focussed and energetic; comprehensive, intentional and futuric- affirmative of the past, but not trapped in it.

It is the sense of the order formation lab that the time has come again to lay the claim on people to build the earth. In the first instance this necessity does not require of us a separate set of activities, but rather a mode of approaching every activity as a formation vehicle and using each missional program to push vocational decision and deepen corporate resolve. Formation is deeply caring for all whom we meet and for one another whenever we meet, in a world where the life of the entire planet itself is precarious, where millions are starving physically and billions are starving spiritually and where the powers and circumstances that work against full-humanness for all seem all but overwhelming. In all that we manifest, in all that we declare, we are called to illuminate the radical demand of history. Just so shall we vocationally form the new people. The formation task may be empowered by the decor, lifestyle and available housing of a religious house for example. Reflective questions as a part of every event, whether workday or planning session, can enable decision and deepen resolve. Commitment is elicited through engagement in virtually any task with a specified goal: a brochure creation for the IERD, learning a basic skill, planning a celebration. The task of formation in these tasks is to significate the tasks themselves and to illuminate their vocational implications. When we exchange models, research, and personnel care for one another happens in the witness to the experience of the radical demand that was met in the mission elsewhere.

As we move to the HDZ, we must be ever mindful of the fact that a transformed society finally depends on transformed lives. We must invent images, vocabularies, questions and habits of reflection that enhance our capacity to bring this kind of consciousness to bear on all that we do. This is not a kind of piousness or moralism; rather it is calling for the hard realism which recognizes that sharing our resolve and our corporate life with power is part of the work that is ours.

For it is not enough simply to inject the consciousness of formation into our missional tasks. Nor is it enough to decide to dare to claim lives for the historical mission. There are designated programs--some well tested, others are yet largely untried--which we believe will allow the two aspects of formation to intensify in 1982-83. We have designated two campaigns, each with an intensive and an expansive programmatic spearhead: the covenantal journey of the 1000 and the vocational journey of the 1000.



RESOLVE:

By the International Exposition of Rural Development Lab, resolve that over the next three years a series of regional and national events will take place in fifty nations. These events will enable a pivotal global event to be held in India in February 1984, capturing human motivity and creativity in those fifty nations, focussing it on primal community restoration.

The strategic intent of the International Exposition of Rural Development is to generate the resources and relationships necessary to position ourselves for the Human Development Zone in every region. We are using our current global advantage in rural development, where we are directly addressing the major perceived contradictions of migration from the villages to the cities, and the inadequate rural economic and social base.

This will be done by:

- establishing the foundations of a multi-sector movement in all regions who are concerned with rural, urban and structural renewal;
- strengthening co-ordination with other local development agencies to open up dramatic programming opportunities;
- addressing the innocent suffering in the rural in all our regions to ensure inclusive zone strategies;
- demonstrating the viability and success of the local development approach and the central role played by local people.

To realize these intents, we will:

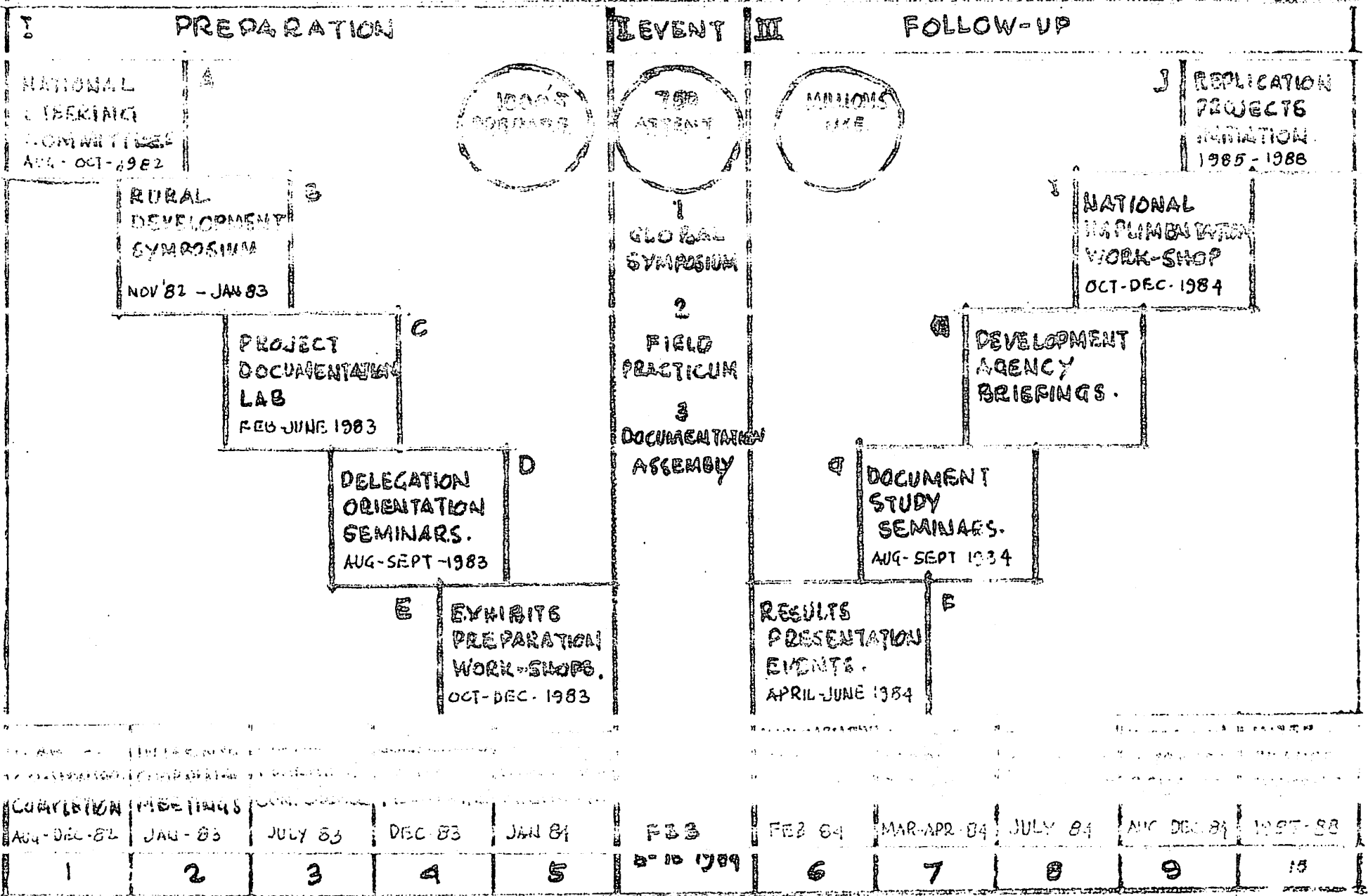
- establish National Steering Committees by January 1983;
- work with the National Steering Committees to plan, frame and fund the three-year IERD event;
- host Lindsay-type treks to the regions by Global Advisory Board and National Steering Committee members as entree to people, organisations and structures;
- use regional and national IERD events (i.e. national and regional symposia, steering committee LENS, films, luncheons, receptions, selected national and continental expositions, evenings at the Institute, and zone research events);
- select the participating projects;
- document projects;
- use the IERD as a research tool to document our learnings in human development, invent the effective methods to ensure practicality of the symposia and expositions, articulate the theoretical basis of human development, research and/or write position papers for use in the symposia or expositions, build our competence in relating to other development organisations;
- actuate ICA Human Development Projects emphasising Block-level development;
- prepare the India Exposition event.

This resolve will allow each region to use the IERD and its access to people, organisations and structures, to build the advantages necessary to accelerate the Human Development Zones.

# THE NATIONAL STEERING COMMITTEE MANUAL REGIONAL PARTICIPATION GUIDE

RATIONAL TIME-LINE

SECOND DRAFT.



## BASIC SKILLS LAB SUMMARY

SITUATION:

- of our total assigned strength of 1,062 adults, 463 are nationals of India and Kenya
- though many have been under assignment for 3 years or more, few are assigned outside their own geography owing to issues of language fluency, basic operational skills, etc

CRUNCH:

- increasing limitation of our flexibility as a global order
- constraints in programmatic actuation and geographic expansion
- exposure of major gaps in staff operational skills by YERD event and follow-up
- marked inequity within families relative to basic skills

BOLD MOVE:

- a 4 year manoeuvre in Movement Operational Skills Training, (MOST) beginning with a one year intensive training programme in India

COST:

- 6 master pedagogues (Kaye Hayes, Phil & Kay Townley, Christopher Foya, Bev Gazarian, Ronnie Seagren)
- \$40,000
- 25 to 40 Indian staff in training for one year in a rhythm of intensive classroom work alternating with field actuation work

4 YEAR STRATEGY (82-86)			
82-83	83-84	84-85	85-86
1 Pilot in India 25-40 ptets 6 pedagogues 46 trained	2 pilots - India and Kenya 30 partic. each 3 pedagogues in each 100 trained	3 pilots - India Africa-SEAPAC 60 partic each 2 pedagogues 4 in training 240 trained	33 Area modules available 10-20 partic. 400 trained

ONE YEAR TRAINING DESIGN							
Appropriating Foundational Tools	Applying Operational Skills					Experiencing Leadership Effectiveness	
Skills Intensification Communic Writing Office	S K I L L S	FACULTY DEVEL ACTUATION	S K I L L S	DEVEL ACTUATION FACULTY	S K I L L S	ACTUATION FACULTY DEVEL	Skills Refinement
11 weeks		10 weeks		10 weeks		10 weeks	11 weeks

**SITUATION:** The self-support principle has empowered the Order to be missionally flexible in addressing the contradiction of innocent suffering and to be released in our thinking and action toward creating the social fabric which the world is demanding. In recent times our economic foundation has been eroded in such a way as to create a situation of stipend uncertainty and funds depletion. The increased pluriformity of the Symbolic Order is calling for innovative models that provide adequate present income and the capacity to maintain long term fiscal stability.

**CRUNCH:** Some elements which necessitated a new move are:

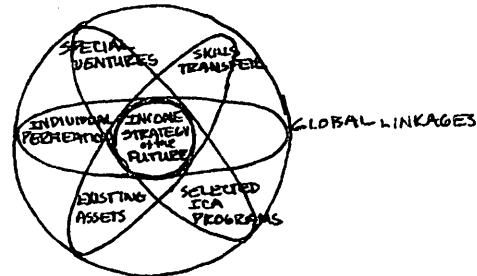
- \* One-third of the Houses received 12 stipends this year, and the stipend base in some areas appears inadequate to maintain families.
- \* Trust/task fund expenses have exceeded fund income for the past 3 years.
- \* The regional Houses in Europe and No. America had 55% permeating this past year, which often reduced their missional flexibility.
- \* There is a limited history of solid national self-support outside the United States.
- \* Sustaining self-support around the globe requires journey models which will move national colleagues into order permeation status.
- \* Urban configurations account for 99% of the self-support income, resulting in bi-location of houses and increased expenses.
- \* In order to maintain mobility we have accepted salary levels below people's potential.

**SENARIOS:** Our resolve is to create corporate economic vehicles that build financial integrity, insure continuity of income and allow every local O:E family unit to engage in self-support. This resolve would be implemented by creating in each continent the comprehensive models for corporate economic ventures that utilize our 30 years of missional experience, our existing advantages, and the support of the regional team, while maintaining lucrative individual employment.

**PROJECTED INCOME: 1982**

Individual Permeation	\$1,590,000
Skills Transfer	660,000
Special Ventures	680,000
Existing Assets	100,000
ICA Programme	300,000

Total \$3,330,000



**Europe/Eurasia:** diversified foundation based on transferable jobs and engaged national staff through global language training network, continental computer linkages and hostelry income.

**Africa/NAMES:** national staff participation through agricultural projects in Lusaka and Nairobi areas, intensification of LENS followup with the fees designated for self-support, continuing grant salaries, and beginning a computer enterprise in Nairobi.

**India:** national staff participation through initiating the Kenya intern model for stipends and funds, special ventures such as the Maliwada dairy, designation of LENS and LENS followup fees for two years to self-support, transferring their substantial travel rebate from ICA to O:E, and beginning a computer enterprise in Bombay.

**SEAPAC:** utilize extensive international linkages through English Language teaching, particularly with Japanese both in Japan and other countries, expanding the HK computer enterprise and initiate a computer enterprise in Japan.

**Latin America:** transferable jobs and engaging national staff through English language teaching, maintaining grant salaries in several locations, an agrobusiness demonstration in Caracas, and beginning a computer enterprise in Mexico.

**North America:** Major demonstrations of special ventures and enabling Canadian independence through intensified computer enterprises, travel agency, Training, Inc in Boston, and continuing temporary ventures, hostelry, etc.

GRS. THE PRINCIPALS GLOBAL COMPUTER ENTERPRISES 22/7/82

all locations explore the mode

ONE NEW ENTERPRISE IN SIXTEEN LOCATIONS

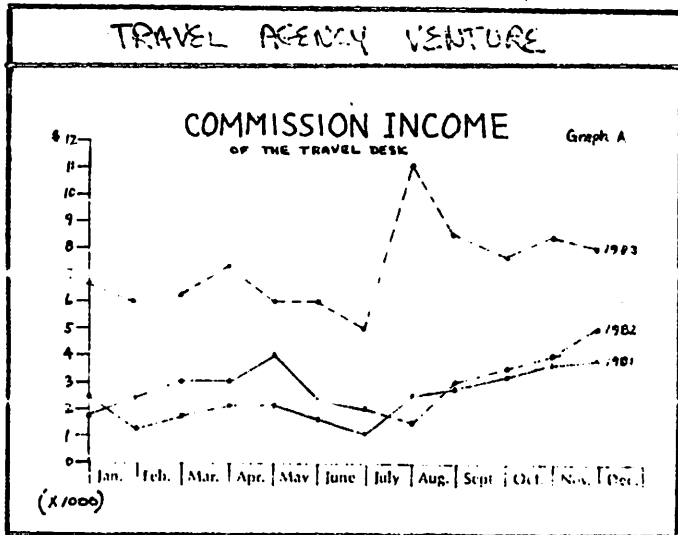
PHASE I	MEXICO CITY	BOMBAY	SEATTLE	LUSAKA	EDMONTON	INDIANAPOLIS	SAPORO	LOS ANGELES	Each 10k	all locations explore the mode
	L. Venau	N. Steiner	B. Ribatski	J. Jenkins	S. Oberg	J. Clithere	Yukiyo Nakajima	C. Shapiro, T. Pedersen, R. DeWanna		
	NEW YORK		BRUSSELS		HOUSTON		LONDON			
Scott Morris, Roy Griffith		J. M. Meyers, Jon Wenger		Lynette Pennington, Dick Ueinger		'Wayne & Susan, Th				
PHASE II	HONG KONG		CHICAGO		TORONTO		WASH., D.C.		Each 4k	all locations explore the mode
	DAVID ELLIOTT, ROBERT LINGENFELDER		JEAN SMITH, LARRY PHAROCK		TIM BEGNER, BERNARD WILSON		MICHAEL VESLER, JAMES FENTON			
PHASE III	RUST. WANG, PHILIP TAM		BILL GROSS, DAVID APOSTOLIC		IAN GILMER, BILL EDWARDS		DAVID GREENWALD, LARRY HENSHEN		Each 4k	all locations explore the mode
	<p>\$320,000 EARNED ONE INCOME</p> <p>all locations explore the mode</p>									

### THREE INDIA RURAL VENTURES

In many parts of India, certain agrobusinesses have proved to be successful ventures for self-support. Maliwada Dairy Farm, located in an excellent beef processing and distribution center, is a key venture. There is a Village Dairy Society which enables the marketing system. The Maratwada Dairy Development Corporation has a scheme for raising five cows which can be handled by one person. This requires Rs 25,000 to purchase the cow and a loan can be obtained for 75% of the total amount required for initiating the venture. The Maratwada Dairy Development Corporation grows fodder and provides veterinary expertise. The income from five cows is \$s 1,500 gross per month or Rs 12,000 net per year.

A second venture is peanut oil production. There is a high market demand, thus earning a high income. This venture requires technical expertise which is available. Land is also available through rental from the village.

The third venture is poultry farming which also can earn a good income. A market is available in Bombay, but contracts need to be secured. This requires land procurement and chicken house construction. We recommend that any of these venture be done in Maliwada, Jawale, Male or Chikhale.



### LANGUAGE SKILLS IMPLEMENTATION

Location	Market	Usage	People
Madrid	Private Companies	\$10-20/hour usually groups of 3-4 people	Frank Siederling Russel Fouts
Santiago	Basic Skills Business English Language Institutes	\$5-20/hour	Dianne Porter
Tokyo	Private Companies H.S., Jr. Colleges, Universities University Professors Housewives	\$25-40/hour	Shiguro D. Bucher Osaka R. Gross Kumano D. Bessie

GLOBAL CONFIGURATIONS STRATEGY LAB  
PROCESS SUMMARY

Chicago

"Without a clear story, it's not possible to call forth people to the task of our times. Many of us were called to stand in the no-man's land between the no longer and the not yet. Later 1700 young men and women responded to the call, "Let's shock the world with replication in Maharashtra." It is crucial that each of us have a story if we are to create common strategies. We need to look through our times to see the deep undercurrents of history, to listen to the scream of human suffering within our world at war, to discern the new edge of society toward which we are required to be a radical experiment."

Overall Strategy

From 1972-1982 the Order's configuration has undergirded the "turn to the world" strategies of rapid geographic expansion and social demonstration, by establishing Religious Houses in some 30 plus nations. The rewards of this expansion have been rich and various, placing us in dialogue with local cultures; national structures and global bodies, and creating the possibility of an event like the IERD (which would have been undreamt of in 1972). The results of this expansion have been to stretch the available resources of the Symbolic Order into patterns of small houses with large geo-social responsibility, without having the undergirding spirit resources and common sense of mission of previous years.

Our extended global positioning has revealed the need to rearticulate the operational modes through which our missional strategies will be accomplished. In the "turn in the turn toward the world," a strengthening of the spirit resources and vocational journey patterns is called for. Without reducing the geo-social task of the Order, an intensification of developing the human, economic and spirit resources is called for. The positioning of our houses and people in such a way as to maximize the effectivity of these resources, and provide the opportunities for intensified formation in every area is required. The configuration strategy recommended for this year and the future will enable the growth of new forces and the revocation of long-term Order troops, to create the in-depth secular religious body whose task is caring for two million settlements and 54 Areas.

The Situation

Over the past several years the assignment process has served to dramatize the decreasing number of trained Order members available to meet and ever-expanding number of missional opportunities. The resulting clashes of missional demands for limited resources has diffused our common global mission.

The geographic expansion and strategic emphasis of the past several years have stretched the troop resources, globally, to its limits. The rapid growth of indigenous troops from development experiments has blurred the actual loss of trained and mature leadership. The reason for the decline in skilled and long-term Order personnel has been varied and ambiguous but often due to an unclear sense of significant engagement. The perception of Europe and North America as back-up for troops and money year after year has resulted in small house configurations with a massive self-support burden on a small portion of our Order. Moreover, the increasing number of skilled Order personnel assigned into non-self-support situations is decreasing our ability to generate Trust/Task funds and undermining the long-term fiscal autonomy of the Order.

If a new global strategy is not articulated, we are threatened by areal competition for resources and an internal sense of spintereuness will remain.

The Resolve

In coming to terms with our current situation we examined four possible future directions: (1) Continuing to focus our resources in the Third World, (2) Rebuilding our economic and human resources in the West, (3) Maintaining our diverse

Chicago

coverage by regional residence, and (4) Consolidation configuration for missional focus and spirit care. This examination led to the decision to maximize the flexibility and effective utilization of the economic and human resources of the Order Ecumenical. The resulting configuration design for the year 1982-83 recommends:

1. That we hold the continental troop levels as of June 1982,
2. That we maintain our areal positioning across the planet,
3. That we reconfigure house locations in North America, Europe and SEAPAC, to undergird missional flexibility and effectiveness,
4. That we continue the Kenya and Maharashtra replication experiments,
5. That we hold our strategic positioning in NAME and Eurasia, positioning for a new leap,
6. That we take the next step in Latin America.

#### Implications

In deciding to hold to continental troop levels each continent is forced to examine and clarify its strategic emphases. It puts the strategic choices at the continental level and pushes for a maturity in thinking that does not depend on assumptions of an available resource pool elsewhere. It positions us for a new paradigm of catalytic action within an expanding field of possibility. The indicative is created for national leadership to emerge rather than relying on increasing extra-national presence. The reconfiguration enables us to build in-depth priorship for our long-term sustenance as an Order. It emphasizes caring for the long-term future of the Order by ensuring the Trust/Task funds and our self-support potential. By re-emphasizing the social demonstration of primal community that our life is, this strategy will allow us to build the Order through enhancing our missional effectiveness and creating means of calling others to the task.

THE HDZ EVENT

In 1980-81 Regions participated in REGIONAL CONSULTS in order to get a hold of the 10 year picture of the Region's geography, needs and directions and to demonstrate that the four sectors can work together.

In 1981-82 Regions participated in FORMATION COLLOQUIES in order to give form to the Regional Team and their relationship to the geography during the next four years.

In 1982-83 Regions will participate in an event toward HDZ by holding an event or events to determine the location, form, and direction of human development efforts. The Council recommends that during Quarter I or II each Regional Team schedule the event (or events) (A,B,C,D or combinations thereof) most appropriate for their situation.

A-THE DIRECTION FINDER will identify strategic directions for the region to probe and is designed for regions where the geographic and structural foci are unclear or where a recently expanded regional team needs to be brought into the consensus.

B-THE CAMPAIGN PROPELLED will create maneuvers to break loose programming related to the strategic directions. It is designed for regions where programming has been diffuse or plateaued and will forge new routes, marketing plans, and contract elinchers.

C-THE FORCES CONFIGURED will utilize the IERD and regional keystones to enable guild formation and coalition building within potential zone locations. It is designed for regions where program break loose is not leaving formed forces.

D-THE DESIGN ACTIVATED will identify the HDZ(s) and create the operations design for the activation of the zone. It is designed for regions ready to move ahead with a self-conscious zone.

EVENTS INTERCHANGE will be accomplished by quarterly briefs transmitted by on-line systems from the regions wherever possible (or mail). Briefs will outline the results of HDZ event constructs such as eventfulness and key products which the world needs to hear. The zone maneuver update will include a list of the global, continental, and areal structures which participated or responded throughout the quarter, with reference to those with catalytic implications for the future. Copies of briefs will be sent to regions appearing in the same category on the "Strategic Regional Positioning" chart in all three spheres with one copy to Research Centrum. These briefs will be presented at all Counciliar events.

THE HDZ EVENT "GIANT STEPS TOWARD HDZ"					
	I	II	III	IV	V
A THE DIRECTION FINDER	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Regional Edge Analysis • articles review • events listing • activities plotted	Regional Eventfulness • program review • plot on HDZ Δ • reflection	CELEBRATION	Strategic Directions • program advantages • strategy chart • reflection on future
B THE CAMPAIGN PROPELLED	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Social Change Potential • articles review • events listing • selection screens	HDZ Dynamics Imbalance • activities review • plot on HDZ Δ • determine imbalances	CELEBRATION	Programme Maneuvers • victory circle • advantages/disadv • scenarios
C THE FORCES CONFIGURED	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Societal Spirit Analysis • "people" conversation • destinal myths • spirit images	Formation Keystones • activities location • catalytic proposals • keystone selection	CELEBRATION	IERD Participation Strategy • discern sentinal groups • IERD imaging • Guild formation
D THE DESIGN ACTIVATED	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Programmatic Weigh-Up • • wfs strength/weak • overlay grid	Zone Identification • site designation • zone rationale • regional team consensus	CELEBRATION	Zone Operations Design • manual contents • writing lab • training components

## PILLARS OF HDZ:

1. The HDZ has a limited geographic area.

It must be large enough so that people need not leave it to have basic needs met, and large enough to contain the structures that serve the people. Within these guidelines, the zone should be as small as possible in order to allow for effective change to happen rapidly. Actual size, however, is secondary to the inclusion of the four sectors. Current experiments range from 3660 square miles to 50 sq. mi. with populations from 3.3 million to 75000.

2. The HDZ includes all the communities.

Although one or more communities may be intensive demonstrations or "teaching villages", every community is included in a "cluster" relationship to insure the participation of every resident in the responsibilities and benefits of human development. Involvement of every community is a process that requires strategic phasing.

3. The HDZ deals with all the structures.

The four-sector coalition image is a helpful reminder that structures are both sources of and resources for problems. Strategic programming within structures contributes to humanizing the work place of many HDZ residents, to locating and mobilizing Those Who Care and to sensitizing the structures to the possibilities of their relationship to the local.

4. The HDZ addresses the major geo-social contradiction.

Key to catalytic action is identifying and dealing with the underlying contradiction, whether it be a mindset (victim-image, adversary mentality, anomie, etc.) or a structure (vacuum or organization, blocked service delivery, stifling decision-making mechanisms, etc.). A multiple-pronged attack is leveled on the fundamental block to human development in the HDZ.

5. The HDZ is motivated by unifying destinal images.

Key to the HDZ are symbols which dramatize its identity, significance and intent.

6. The HDZ involves communities, structures and people in a dynamic relationship.

Programming in the zone includes local communities and trans-local structures. In addition, its catalytic effect and long-range sustenance involves mobilizing and equipping Those Who Care for this task. Experience shows that the HDZ can be initiated through emphasis on any of the three; but unless all are included, nothing effective happens.

7. The HDZ includes the urban.

Even predominately rural areas are related to urban structures. A city may be an HDZ, but experience in this area is limited. It may be that the form of our "moving on the circles through the rural" is the involvement of urban structures in an HDZ that extends beyond the city. Urban probes, however, have been and remain an important aspect of our global strategy.

8. The spirit mode of the HDZ is reconciliation.

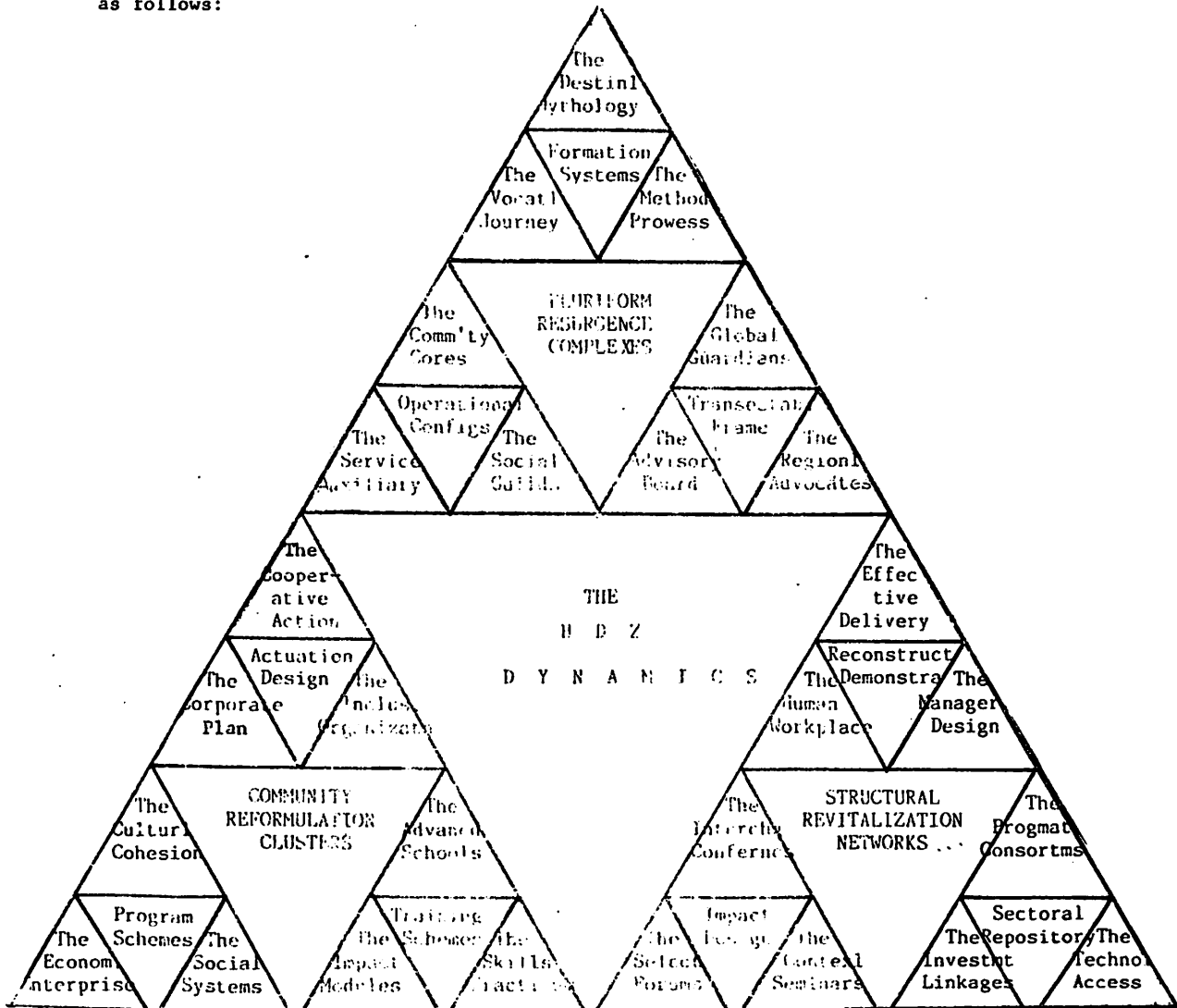
The profound happening of the HDZ is a pervasive reconciliation. There is reconciliation of people to the contradiction; reconciliation among the 15-85%; reconciliation among the structures and of the sectors to the local. This does not entail a utopian absence of tension. It involves bridging gaps in a way that allows the pluriformity of the location to be manifest in a creative fashion that honors the significance of every person and institution.

FINAL LAB REPORT

Human Development Zone

QUARTERLY REPORT FORMAT: GLOBAL HUMAN DEVELOPMENT LABS  
GLOBAL HUMAN DEVELOPMENT ZONE PILOTS

CONTEXT: One of the crucial dynamics of being a lab or pilot is the interchange of documentation among the locations designated at the Global Research Council. 1982-83 needs to signal an unprecedented flow of models, talking papers and reflections among every region of the globe. The labs and pilots will launch this dynamic with the use of the following Quarterly Report, which is based on the HDZ Dynamics Triangle, as follows:



REPORT FORMAT (USING THE ATTACHED HDZ DYNAMICS WORK SHEETS):

1. What did you do? What events happened?
2. What were the results?
3. Where were you blocked?
4. What did you learn?
5. Implications for future action?

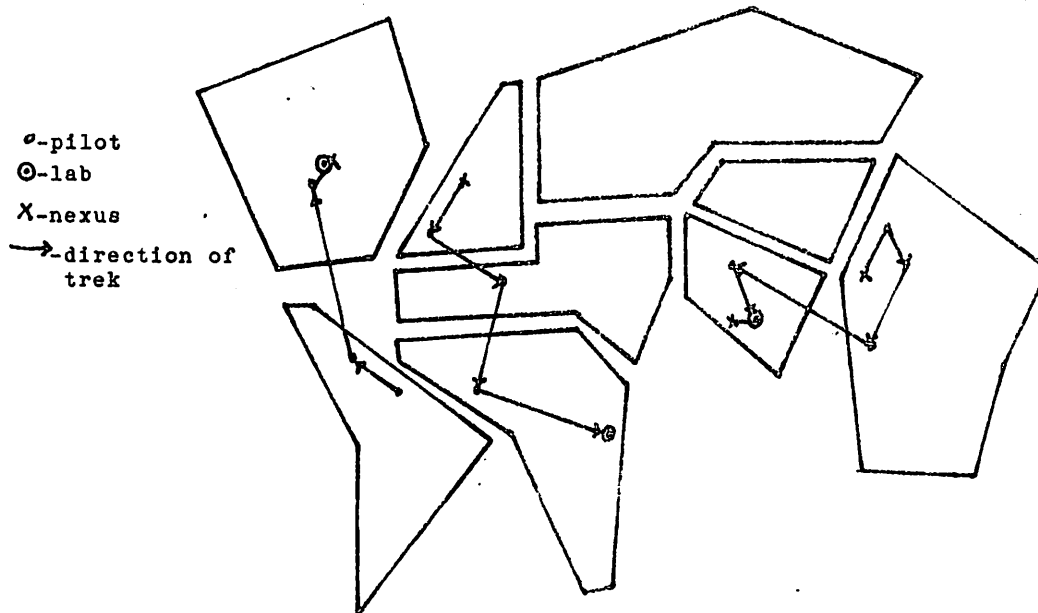
ATTACH Models, etc., created this quarter.

INSTRUCTIONS:

1. Complete Report quarterly, Week 9
2. Mail 2 copy to Global Research/Operations: Chicago, for distribution to each location

Chicago

FINAL LAB REPORT  
Human Development Zone



PILOTS AND LABS: EMPOWERMENT TREK (TOWARD IERD)

	TEAM	ITINERARY
1	1 GRC Chicago 1 LAB Chicago	Caracas, Kingston, Kansas City, Chicago
2	1 GRC Brussels 1 LAB Kenya	Liabon, Cairo, Abidjan, Kenya
3	1 GRC Hong Kong 1 LAB Maharashtra	Seoul, Cebu, Medan, Delhi, Maharashtra

Many of the HDZ pilots and labs will be visited by members of their National Steering Committees and by international delegates on the way to and from India for the IERD. This 5 day workshop will focus on the short term demand of IERD on HDZ development and allow labs and pilots to build a 20 year context. It will raise the question of how each zone is addressing the human suffering in the region, and what will be in place by the IERD. It will enable each Zone to be ready to be 'on stage'

The workshop will begin with a geo-socio analysis of the Region and, using the HDZ dynamics Triangle will utilize the Indicative Battleplanning method to work out strategic directions. A number of selected screens will be used to ensure comprehensiveness, e.g. Whistlepoints, 5 strategic modes, etc.. Workshops will be interspersed with field research in the Zone.

The procedures will be refined at the July 27 meeting of Labs and Pilots. Treks are recommended to take place in late September and October, and will be done in conjunction with the 3 PILOT PROJECT DOCUMENTATION LABS (see IERD Report) in order to offset travel costs. The trek team will compile and share learnings, products and questions from each pilot as they move from one to another, as well as refining the procedures. Each trek will culminate in a lab for planning, reflection and trek documentation.

As well as a practical plan of action, the residue will be a new grasp of the IERD as a truly global exposition and a sense of urgency about being in the spotlight.

FINAL LAB REPORT  
Global Configurations

Chicago

Workshop Data Sheet: Numbers of assigned personnel and requests by continent

Location	# currently assigned	# requested
<u>SEAPAC</u>		
Jakarta	7	8
Bontoa	5	7
Bubun	9	5
Kuala Lumpur	5	5
Manila	6	6
Cebu	11	8
Davao	10	5
Putuan	4	4
Hong Kong	3	6
Taipei/Kao	8	8
Tokyo	6	8
Fukuoka	4	4
Sapporo	5	5
Osaka	5	6
Sendai	0	4
Nagoya	0	4
Seoul	20	20
Apia	4	9
Aghana	3	3
Sydney	10	9
Murrin Bridge	3	4
Brisbane	4	4
Melbourne	5	5
Adelaide	4	4
Berth	5	5
Consider:	146	156
Consolidation		
Taiwan - 1 house		
Japan - 2 new hses		
Area Suva +6		
HDZ		
<u>NORTH AMERICA</u>		
Chicago	14	12
Cleveland	2	2
Indianapolis	2	2
St. Louis	2	2
Kansas City	5	6
Minneapolis	6	7
Detroit	2	4
New York	6	9
Rochester	2	2
Philadelphia	3	3
Boston	8	8
Washington	7	9
Pittsburgh	4	4
Houston	11	11
Miami	3	2
Dallas	2	2
Memphis	7	7
Atlanta	6	7
New Orleans	3	5
San Francisco	7	9
Seattle	2	2
Denver	4	4
Billings	1	3
Phoenix	5	5
Los Angeles	7	8
Edmonton	5	7
Vancouver	2	2
Winnipeg	2	2
Anchorage	6	6
Toronto	8	4
Halifax	2	2
Ottawa	4	2
Montreal	4	5
	155	165

Location	# currently assigned	# requested
<u>Considerations: North America</u>		
Consolidation--what does it mean		
KC High School House + youth clusters		
REP houses, Extended Order House Commissioning		
Black Engagement Strategy, Native American Strategy		
Indianapolis, HDZ, Training, Inc request		
Detroit outpost		
<u>LATIN AMERICA</u>		
Caracas	12	13
Rio D'J	4	6
Santiago	6	6
Lima	11	11
Conacsste	6	7
Mexico Cpty	1	6
Kingston	15	21
	58	70
Consider: Jamaica Request, Caracas Request (2 hses)		
Latin American "next step", HDZ		
<u>EUROPE</u>		
London	9	8
Glasgow	4	4
Bristol	4	4
Copenhagen	3	2
Frankfurt	5	7
Amsterdam	3	4
Berlin	3	4
Rome	5	6
Madrid	10	12
Paris	4	5
Brussels	4	5
Vienna	2	2
	57	62
Consider: consolidation, Lamego RH, HDZ pilot		
<u>AFRICA &amp; NAME</u>		
Cairo	11	11
Nairobi	27	31
Kabiro	8	8
Sect. A	51	51
Sect. B	73	75
Sec-. C	107	112
Lagos	9	11
Lusaka	8	8
Abijan	7	10
	301	317
Consider: Lagos visa situation, Kenya additional trained personnel, HDZ lab		
<u>SUB-CONTINENT</u>		
Chikhale	24	26
Maliwada	15	15
Vaviharsh	8	7
Jawale	18	18
Male	12	12
Budhola	5	7
Sevegram	19	19
Temburwahi	12	12
Pabhad	6	7
Delhi	10	7
Calcutta	6	8
Madras	9	9
	144	147
Consider: Hyderabad 2nd House, HDZ		
<u>CENTRUM BANDS</u>		
Brussels	15	15
Bombay	30	38
Kuala Lumpur	12	12
Hong Kong	13	13
Chicago	132 TL 202	121 TL 199

FINAL LAB REPORT  
Global Configurations Strategy

Chicago

Page ... 8.

SPHERE WEST

- I. In NORTH AMERICA we are recommending:
  - . Creating strong area houses for the sake of training and creating flexibility in troop configurations.
  - . We are consolidating strength for larger regional houses.
  - . We are reconfiguring the REP experiment to one per area.
- II. In EUROPE we are recommending:
  - . Creating key centers in areas London, Frankfurt, and Madrid for the sake of missional effectivity and self-support.
  - . Holding ground in areas Rome, Paris and Stockholm.
  - . Maintaining our strategic positioning in the same number of nations.
- III. In EURASIA we are recommending:
  - . Holding ground in the same configuration as last year.

SPHERE EAST

- I. In the SUB-CONTINENT we are recommending:
  - . Staffing the training centers in the three block experiments.
  - . Bolstering the Maharashtra projects which are starting their clusters in the coming year.
  - . Holding ground in areas Delhi, Calcutta and Madras.
- II. In SEAPAC we are recommending:
  - . Releasing global troops from the Philippines and Australia.
  - . Moving strongly to empower Area Suva.
  - . Holding our ground in areas Tokyo and Singapore.
- III. In CHINA we are recommending:
  - . Continuing our research toward strategic entry.

SPHERE SOUTH

- I. In LATIN AMERICA we are recommending:
  - . Taking the next step by supporting rural/urban configurations in three of the areas - Havana, Caracas, and Lima.
  - . Pushing ahead in areas Mexico City and Rio De Janeiro.
  - . Holding ground in area Buenos Aires.
- II. In NAME we are recommending:
  - . Holding ground in the same configuration as last year.
- III. In BLACK AFRICA we are recommending:
  - . Supporting the Kenya Replication Experiment.
  - . Moving ahead in area Abijan.
  - . Holding our ground in area Kinshasha.
  - . Maintaining a presence in area Lagos in anticipation of clearer visa status.

GLOBAL CENTRUM BANDS

- . Merging the Hong Kong and Kuala Lumpur Nexi into one location in Hong Kong.
- . Incorporating proposals from the IERD, Self-support, and Basic Skills Labs into Centrum Functions.
- . Releasing people to the globe.

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SUMMARY

We have been working for 20 years to release local people to participate in the creation of their own destinies. Since our turn to the world, there has been a proliferation of experiments in awakening and development. Recently we have been working intensively in local communities and in institutions and finding catalysis taking place to a significant degree. Yet, in the midst of successes on many fronts, we have found ourselves without a unifying mode through which to focus our thrust. In the absence of a unifying mode, regional strategies have tended to develop in isolation from each other, and have therefore lacked the empowerment of global commonality. Despite this situation, a unifying mode has emerged that promises us the capacity to learn from each other in our common intent to build the earth as one community with diverse societies. That mode is held in the image "Human Development Zone".

Therefore, the Human Development Zone Laboratory has discerned that the required bold moves in the activated regions across the globe in 1982-83 are as follows:

1. Taking the next step toward zones of human development through a preparatory event in every activated region and introducing tracking designs to communicate commonality and diversity of the globe.
2. Designating 10 global pilots and 3 global labs as potential prototypes of a Human Development Zone in which all three dynamics of the zone are activated. This will be done through HDZ empowerment treks, regular models and personnel interchange, and 4 sector program and training intensification.

## INTRODUCTION

As a Global Movement, we intend to catalyze practical manifestations of the New Society as a 20-year strategy for providing comprehensive care to the globe. We have called these manifestations "Human Development Zones," an image that can provide a unifying missional focus for widely diverse local programs. Intensive programming in focused geographic and sociological arenas is occasioning new linkages and patterns of relating that provide care and engagement for every level of society. This experience has made possible bringing a sharper focus to the image of a Human Development Zone and so empowering all of us with a corporate sense of where our strategies are heading, of what our expenditure is for.

"Human Development Zone" points to a place where swirls of human development are evolving into coordinated and comprehensive care. It involves four sectors (Public, Private, Voluntary and Local) in a delimited geographic area. It envisions creative tensional relationships among the sectors through appropriate programs, methods and contexts. It emerges as an authentic response to the historical disjunctures which have caused intensified human suffering within the geography. The HDZ is about producing a climate within society conducive to taking responsibility for creative planning and corporate action.

Experience has indicated that the HDZ can be initiated successfully through intensified focus on the local sector. Work directly with structures at different levels within the private, public and voluntary sectors can also initiate the same kind of swirl towards social change. The focus on communities may be the most appropriate mode for rural areas, while the urban may require working with many structures to reach a point where zone identification becomes possible and leads to community and neighborhood development. As activity intensifies, the zone will emerge, but it does not follow a predictable or controlled pattern of evolution. A zone emerges to a point where "it chooses us" before we can designate it and define the geographic limits that become obvious.

Our role at the regional level is to initiate activity in a strategic fashion within the four sectors and to then enable the emerging forces within regions through methods training, programmatic support, and contextual journeying towards the guild formation necessary for HDZ empowerment. One example of our changing operating mode in the time of moving towards the HDZ is the shift from recruitment to marketing and designing tailored program packages.

## PILLARS OF THE HDZ

1. The HDZ has a limited geographic area.  
It must be large enough so that people need not leave it to have basic needs met, and large enough to contain the structures that serve the people. Within these guidelines, the zone should be as small as possible in order to allow for effective change to happen rapidly. Actual size, however, is secondary to the inclusion of the four sectors. Current experiments range from 3660 sq. mi. to 50 sq. mi. with populations from 3.3 million to 75,000.
2. The HDZ includes all the communities.  
Although one or more communities may be intensive demonstrations or "teaching villages," every community is included in a "cluster" relationship to insure the participation of every resident in the responsibilities and benefits of human development. Involvement of every community is a process that requires strategic phasing.
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The four-sector coalition image is a helpful reminder that structures are both sources of and resources for problems. Strategic programming within structures contributes to humanizing the work place of many HDZ residents, to locating and mobilizing Those Who Care and to sensitizing the structures to the possibilities of their relationship to the local.
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Key to catalytic action is identifying and dealing with the underlying contradiction, whether it be a mindset (victim-image, adversary mentality, anomie, etc.) or a structure (vacuum or organization, blocked service delivery, stifling decision-making mechanisms, etc.). A multiple-pronged attack is leveled on the fundamental block to human development in the HDZ.

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Key to the HDZ are symbols which dramatize its identity, significance and intent.
6. The HDZ involves communities, structures and people in a dynamic relationship.  
Programming in the zone includes local communities and tran-local structures. In addition, its catalytic effect and long-range sustenance involves mobilizing and equipping Those Who Care for this task. Experience shows that the HDZ can be initiated through emphasis on any of the three; but unless all are included, nothing effective happens.
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Even predominately rural areas are related to urban structures. A city may be an HDZ, but experience in this area is limited. It may be that the form of our "moving on the cities through the rural" is the involvement of urban structures in an HDZ that extends beyond the city. Urban probes, however, have been and remain an important aspect of our global strategy.
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#### DESIGNATION OF HUMAN DEVELOPMENT LABS AND HDZ PILOTS

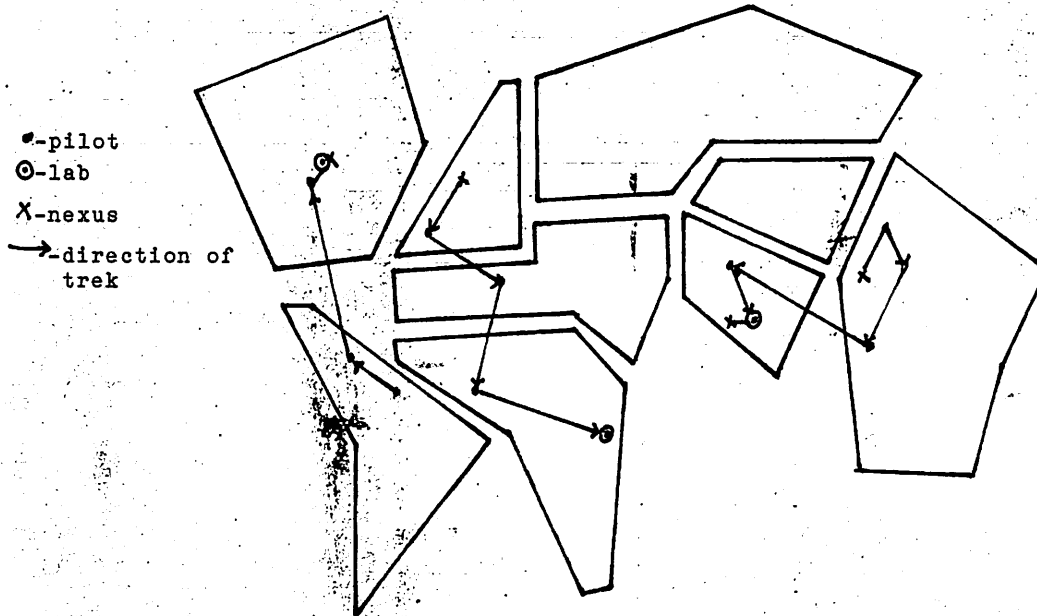
The intent of designating Human Development Labs and HDZ Pilots is to:

1. provide powerful grounding imagery of a single missional thrust for the regions of the globe.
2. provide focus for interchange, training and documentation across all regions of the globe through talking papers, reports to continental councils, documentation through a common screen to be built during this council.
3. serve as grounds for research into the pillars of the HDZ to focus global attention on the coming into being of zones in which integrated Human Development is happening through a) intensive pilot/lab interchange, personell and methods, b) geo-sectoral programmatic and training activities that intensify the zone, c) hold one major event symbolizing moving into the next phase of the zone.

The following values were used to designate 3 Global Human Development Laboratories and 10 Global Human Development Zone Pilots for the next two years:

1. Global Coverage: 1 lab per sphere (transrational), at least one pilot per active continent.
2. 3 Dynamics: each pilot will activate all 3 dynamics of the HDZ as illustrated on the dynamics triangle.
3. Rural & Urban: at least one pilot or lab must have an urban focus.
4. IERD: the pilots and labs include the 9 designated at the 1981 Council plus four to be seen as demonstrations of HDZ actuation at the IERD.
5. Different Approaches: the pilots should include a variety of approaches to HDZ activation.

	EAST	SOUTH	WEST
HUMAN DEVELOPMENT LABORATORIES	Bombay Pune : Maharashtra Nagpur	Nairobi: Kenya Mombasa	Chicago: West Side
HDZ PILOTS	Delhi: Faridabad Cebu: Mactan Medan: Seoul: .	Abidjan: N.E. Ivory Coast Kingston : St. Thomas Giza: Beni Suef Caracas:	Kansas City: Midcrest Lisbon: Lamego



PILOTS AND LABS: EMPOWERMENT TREK (TOWARD IERD)

	TEAM	ITINERARY
1	1 GRC Chicago 1 LAB Chicago	Caracas, Kingston, Kansas City, Chicago
2	1 GRC Brussels 1 LAB Kenya	Lisbon, Cairo, Abidjan, Kenya
3	1 GRC Hong Kong 1 LAB Maharashtra	Seoul, Cebu, Madan, Delhi, Maharashtra

Many of the HDZ pilots and labs will be visited by members of their National Steering Committees and by international delegates on the way to and from India for the IERD. This 5 day workshop will focus on the short term demand of IERD on HDZ development and allow labs and pilots to build a 20 year context. It will raise the question of how each zone is addressing the human suffering in the region, and what will be in place by the IERD. It will enable each Zone to be ready to be 'on stage'

The workshop will begin with a geo-socio analysis of the Region and, using the HDZ dynamics Triangle will utilize the Indicative Battleplanning method to work out strategic directions. A number of selected screens will be used to ensure comprehensiveness, e.g. Whistlepoints, 5 strategic modes, etc.. Workshops will be interspersed with field research in the Zone.

The procedures will be refined at the July 27 meeting of Labs and Pilots. Treks are recommended to take place in late September and October, and will be done in conjunction with the 3 PILOT PROJECT DOCUMENTATION LABS (see IERD Report) in order to offset travel costs. The trek team will compile and share learnings, products and questions from each pilot as they move from one to another, as well as refining the procedures. Each trek will culminate in a lab for planning, reflection and trek documentation.

As well as a practical plan of action, the residue will be a new grasp of the IERD as a truly global exposition and a sense of urgency about being in the spotlight.

HDZ LAB AND PILOT INTERCHANGE MODEL

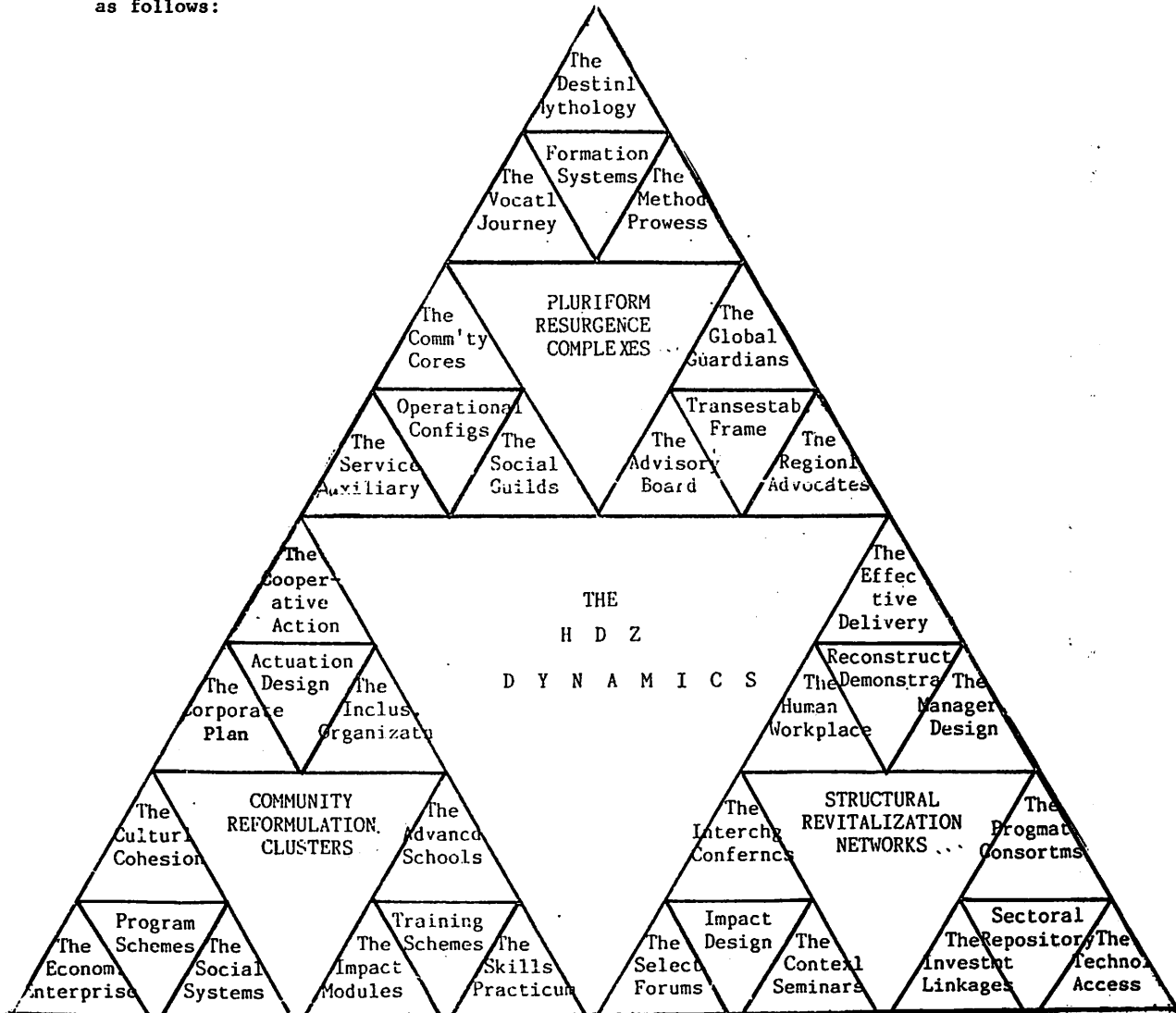
WHAT	WHEN	WHERE	WHO	HOW
HDZ EMPOWERMENT TREK	Quarter II	Pilots and Labs	3 Global Teams (1 Per Sphere) 1 GRC Person 1 LAB Person 1 Global Presence	See Attached Page
CONTINENTAL COUNCIL	December, 1982	Each Continent	Appropriate Representation	Emphasis on HDZ Development and Learnings
GLOBAL RESEARCH COUNCIL	July 29, 1982  June, 1983	Chicago	Area and Region Priors from each Pilot and Lab	1 day after GRC '82  1 day before
MODELS AND CONSTRUCTS	After each event	Pilots and Labs	Nearest Nexus Responsible For Distribution to Pilots and Labs	In House Packet
COMPUTER LINK-UP	As soon as possible	Labs and Pilots	---	ICA Computer or collegial Computer
QUARTERLY REPORTS	Week 9 each Quarter	Pilots and Labs	Chicago Nexus Interchange Post Responsible for Distribution	In House Packet

HDZ LABS AND PILOTS JULY '82 INTERCHANGE MEETING

LUNCH	B R E A K	WORKSHOPS			B R E A K	DINNER
Conversation on 81-82 Learnings/ Advantages		Review Global Models and Discussion	June '83 Victories and 82-83 Issues	82-83 Resolves (Declaration		Celebration
12:00	1:00	2:00	3:00	4:00	5:00	6:00

QUARTERLY REPORT FORMAT: GLOBAL HUMAN DEVELOPMENT LABS  
GLOBAL HUMAN DEVELOPMENT ZONE PILOTS

CONTEXT: One of the crucial dynamics of being a lab or pilot is the interchange of documentation among the locations designated at the Global Research Council. 1982-83 needs to signal an unprecedented flow of models, talking papers and reflections among every region of the globe. The labs and pilots will launch this dynamic with the use of the following Quarterly Report, which is based on the HDZ Dynamics Triangle, as follows:



REPORT FORMAT (USING THE ATTACHED HDZ DYNAMICS WORK SHEETS:

1. What did you do? What events happened?
2. What were the results?
3. Where were you blocked?
4. What did you learn?
5. Implications for future action?

ATTACH Models, etc., created this quarter.

INSTRUCTIONS:

1. Complete Report quarterly, Week 9
2. Mail 2 copy to Global Research/Operations: Chicago, for distribution to each location

Program Schemes			PAGE 1 OF 9
THE ECONOMIC ENTERPRISES	THE SOCIAL SYSTEMS	THE CULTURAL COHESION	
1.	1.	1.	
2.	2.	2.	
3.	3.	3.	
4.	4.	4.	
5.	5.	5.	

SAMPLE  
(QUARTERLY REPORT FORMAT)

THE HDZ EVENT

In 1980-81 Regions participated in REGIONAL CONSULTS in order to get a hold of the 10 year picture of the Region's geography, needs and directions and to demonstrate that the four sectors can work together.

In 1981-82 Regions participated in FORMATION COLLOQUIES in order to give form to the Regional Team and their relationship to the geography during the next four years.

In 1982-83 Regions will participate in an event toward HDZ by holding an event or events to determine the location, form, and direction of human development efforts. The Council recommends that during Quarter I or II each Regional Team schedule the event (or events) (A,B,C,D or combinations thereof) most appropriate for their situation.

A-THE DIRECTION FINDER will identify strategic directions for the region to probe and is designed for regions where the geographic and structural foci are unclear or where a recently expanded regional team needs to be brought into the consensus.

B-THE CAMPAIGN PROPELLED will create maneuvers to break loose programming related to the strategic directions. It is designed for regions where programming has been diffuse or plateaued and will forge new routes, marketing plans, and contract clinchers.

C-THE FORCES CONFIGURED will utilize the IERD and regional keystones to enable guild formation and coalition building within potential zone locations. It is designed for regions where program break loose is not leaving formed forces.

D-THE DESIGN ACTIVATED will identify the HDZ(s) and create the operations design for the activation of the zone. It is designed for regions ready to move ahead with a self-conscious zone.

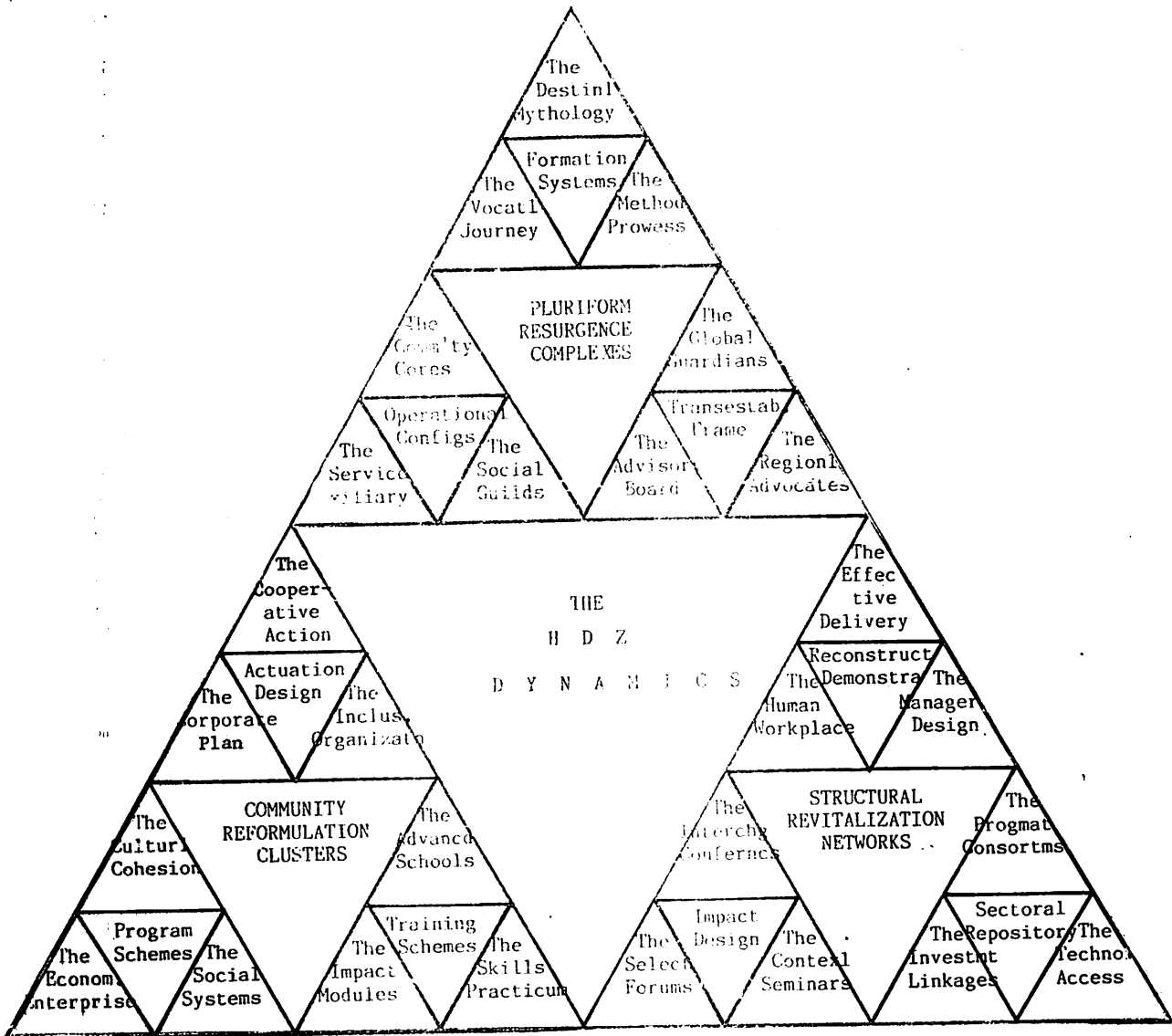
EVENTS INTERCHANGE will be accomplished by quarterly briefs transmitted by on-line systems from the regions wherever possible (or mail). Briefs will outline the results of HDZ event constructs such as eventfulness and key products which the world needs to hear. The zone maneuver update will include a list of the global, continental, and areal structures which participated or responded throughout the quarter, with reference to those with catalytic implications for the future. Copies of briefs will be sent to regions appearing in the same category on the "Strategic Regional Positioning" chart in all three spheres with one copy to Research Centrum. These briefs will be presented at all Counciliar events.

THE HDZ EVENT "GIANT STEPS TOWARD HDZ"					
	I	II	III	IV	V
A THE DIRECTION FINDER	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Regional Edge Analysis • articles review • events listing • activities plotted	Regional Eventfulness • program review • plot on HDZ Δ • reflection	CELEBRATION	Strategic Directions • program advantages • strategy chart • reflection on future
B THE CAMPAIGN PROPELLED	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Social Change Potential • articles review • events listing • selection screens	HDZ Dynamics Imbalance • activities review • plot on HDZ Δ • determine imbalances	CELEBRATION	Programme Maneuvers • victory circle • advantages/disadv. • scenarios
C THE FORCES CONFIGURED	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Societal Spirit Analysis • "people" conversati • destinal myths • spirit images	Formation Keystones • activities location • catalytic proposals • keystone selection	CELEBRATION	IERD Participation Strategy • discern sentinel groups • IERD imaging • Guild formation
D THE DESIGN ACTIVATED	HDZ Dynamics Review • artform Council products • dynamics Δ • reflection	Programmatic Weigh-Up • • w/s strength/weakn • overlay grid	Zone Identification • site designation • zone rationale • regional team consensus	CELEBRATION	Zone Operations Design • manual contents • writing lab • training components

REGIONAL STRATEGY POSITIONING

Since July 1980 we have been on a self conscious journey toward the HDZ. We find ourselves globally and in many regions at a point where the scope and diversity of our engagement can no longer be held under the general category of research towards the Zone and a practical unifying screen is required to release and significate the engagement of every region. We believe that the screen is the Dynamics of the Human Development Zone. Therefore, we recommend that the year 1982-83 be named as the year in which every region appropriate the HDZ as a practical screen for strategy, interchange and research.

The Regional Strategy Positioning Charts is a transrational chart designed to serve as a screen to hold the strategic emphasis of each region in one major global thrust towards the Zone and also to serve as a practical format for lateral interchange among the regions. The vertical categories hold the three dynamics of our current best wisdom of the dynamics of the HDZ as is represented in the triangle below



The fourth vertical category dealing with linkages points to emphases in which institutions have been used to move into local community activation. The horizontal categories refer to the emphases in the rural, urban or in mixed, ie, working intentionally in both. The larger type represents the primary thrust of the Region and the smaller type represents secondary or tertiary thrust. This chart represents the emphases in the past year.

Chicago

## STRATEGIC REGIONAL POSITIONING FOR H.D.Z.

	WEST			SOUTH			EAST			
H.D. LABS	CHICAGO: West Side			NAIROBI + MOMBASA: Kenya			BOMBAY, PUNE, + NAGPUR: Maharashtra			
H.D.Z. PILOTS	KANSAS CITY: Midcrest		LISBON: Lamego	KINGSTON: St. Thomas CARACAS:		GIZA: Beni Suef ABIDJAN: N.E. Ivory Coast	DELHI: Faridabad CEBU: Mactan		MEDAN: SEDUL:	
	RURAL	URBAN		MIXED	RURAL	URBAN	MIXED	RURAL	URBAN	MIXED
COMMUNITY	OTTAWA HALIFAX QUEBEC PHOENIX SAN FRANCISCO  MIAMI DETROIT PHILADELPHIA DALLAS MEMPHIS ATLANTA NEW ORLEANS	NEW YORK TORONTO MONTREAL ST. LOUIS  HOUSTON LONDON	DENVER CLEVELAND BRUSSELS ANCHORAGE  STUTTGART WASHINGTON	EDMONTON	RIO DE JANEIRO GUATEMALA LUSAKA ABIDJAN  LAGOS ACCRA LEMA SANTIAGO	MEXICO CITY		SAPPORO DAVAO HONG KONG HYDERABAD KAOHSIUNG  BANGALORE MANILA UTANG PANDANG	MELBOURNE AGANA  CALCUTTA	FUKUOKA OSAKA TOKYO  DARWIN
STRUCTURES	BILLINGS  ANCHORAGE DENVER	BERLIN ROME DALLAS MADRID MEMPHIS NEW ORLEANS EDMONTON HOUSTON PITTSBURG NEW YORK ROCHESTER MANCHESTER	LONDON PARIS BRISTOL MINNEAPOLIS VIENNA VANCOUVER LOS ANGELES BIRMINGHAM SEATTLE BOSTON TORONTO OTTAWA	GLASGOW SASKATOON WINNIPEG COLOGNE		GUATEMALA CITY MEXICO CITY		MANILA SURABAYA RANCHI	JAKARTA KUALA LUMPUR PATUA ASANSOI  SAPPORO FUKUOKA OSAKA TOKYO CALCUTTA	SYDNEY PERTH
PEOPLE	PHOENIX	STUTTGART MIAMI ROCHESTER ATLANTA WASHINGTON PARIS BRUSSELS MINNEAPOLIS PITTSBURG	BIRMINGHAM SEATTLE HAMBURG FRANKFURT MANCHESTER ST. LOUIS GLASGOW OTTAWA TORONTO	BRISTOL	LIMA ACCRA  GUATEMALA CITY RIO DE JANEIRO	MEXICO CITY	SANTIAGO	APZA	ADELAIDE  PERTH JAKARTA KUALA LUMPUR	BRISBANE  DARWIN
LINKAGES	BOSTON	PITTSBURG	HOUSTON		LAGOS			BANGALORE UTANG PANDANG APIA  HYDERABAD	CALCUTTA	DARWIN  SYDNEY
		CLEVELAND		LOS ANGELES	ABIDJAN					

EVENT A  
Session I HDZ DYNAMIC REVIEW

Intent: Establish global common context on the regional participation in the Human Development Zone.

Materials:  
HDZ products - Summer '82  
HDZ dynamics triangle

STEPS

Provide participants with copies if possible of Summer '82 HDZ products.

Following opening of Session I, perhaps a meal or introductory conversation with overview of the 5 sessions; allow participants 45 minutes to scan the material.

Conversation

1. What were key images - phrases - from your readings?
  2. Where did you sense breakthroughs?
  3. Where are your questions?
  4. What is the key challenge for this region?
- 40 minutes

Introduction of HDZ dynamics triangle

Either have a butcher paper chart, wall chart or individual copies of the HDZ dynamics triangle for this step.

Conversation: Reflection on the chart - the purpose of this is to introduce this chart as a significant tool for the HDZ strategy.

1. Which triangle you notice?
  2. Which triangle you sensed most "on target"?
  3. What are stories you've heard that are examples of one of the triangles?
  4. Where do you see some of these dynamics happening in this region?
- 30 minutes

EVENT A  
Session II REGIONAL EDGE ANALYSIS

- Intent:
1. To engage the regional team in corporate reflection on the societal edge today.
  2. To look at the missional activities in the region through the screen of the HDZ dynamics triangle.

Step 1

Put up the global grid and talk about the key events in the 9 continents over the past 18 months. Use three globally common articles as a prompter to get a comprehensive set of events related to HDZ such as Toffler on Associates, Corporate Culture, Introduction to The 9 Nations of North America.

Step 2

Reflect on the underlying questions people are asking today; and where in this region people are dealing with these questions. Assign a scribe.

Step 3

List the missional event or activities that have moved the region toward a zone over the past 2 years.

Step 4

Plot by how many events or activities into the 3rd level of the HDZ dynamics screen.

EVENT A  
Session II (continued)

PRODUCT

Write 3 paragraphs stating what is happening on the region (from Step 2) relative to each role of the triangle and how the movement has responded to the trends behind these happenings.

EVENT A  
Session III REGIONAL EVENTFULNESS

Intent - To enable house and regional team to see programme activities of past year in relationship to the triangles.

Product- Activities of the region plotted on triangles

STEPS

1. Individual brainstorm of activities in region (10 - 15)
2. List all and plot on triangles (50-75)
3. Reflect on where major strengths and vulnerabilities are in the region re: communities, structures and associations and how this reveals potential locations for intensive work.
4. Write up paragraphs.

EVENT A  
Session IV CELEBRATION

EVENT A  
Session V STRATEGIC DIRECTIONS

Intent - To delineate next steps for the region's programmatic thrust.

Product - Paragraphs describing strategic directions and a regional map/diagram (possibly of a new design) with locations plotted.

Materials needed include notes and charts from Session III; area and region grid; region map.

1. Ask group - what is our understanding of the phrase "program advantage"?
2. What are some examples of program advantages for this region?
3. Individual work  
List 3-5 each - types of program activity indicated for region; include networks open to programs, regional locations programs might serve, structures receptive to programming and organizations potential for programs.
4. Ask group - star best 5\*\* of your lists - read out sets of 5 - ask group to take notes.
5. What did you hear? Where most similarity? Where sense breakthru? Ask these and other reflection questions about the group's work.
6. Write on board or butcher paper - responses to question - what is the programmatic activity that is emerging as effective regional directions for the next 6 months?
7. Select the (5-6) key directions - ask group to indicate where geography most of this activity would be located.
8. 3 PARTS TO THIS:
  1. Divide group into writing units to write a paragraph in the ff. form:  
TITLE OF STRATEGIC DIRECTION  
 Program advantage in Region \_\_\_\_\_ in this arena includes \_\_\_\_\_.  
 This strategic direction will be implemented through \_\_\_\_\_.  
 At the end of 6 months our new advantage will be \_\_\_\_\_.
  2. Assign a unit to plot on the region map the locations of the regional activity.
  3. Assign a unit to pull together the strategic directions into a chart.
9. Report back - each unit reads its paragraphs, present region map and chart.
10. Briefly reflect on the work of the session.

Estimated time: 2 hours.

## EVENT B

Session I HDZ DYNAMIC REVIEW

Use the same procedures as in Event A, Session I.

## EVENT B

Session II SOCIAL CHANGE POTENTIAL

Intent: 1. To engage the regional team in corporate reflection on the societal edge today.  
2. To relate this geo-social analysis to the possible zones emerging in the region.

Step 1 Same as in Event A

Step 2 Same as in Event A

Step 3

Looking at a grid overlaid on a map of the region, talk through the geographical locations of where missional activities have been happening. Use "Pillars of HDZ" (Summer '82 material) - designate -3-5 sections of the region where zones could be emerging.

1. Discuss how the societal edge is happening in these zones.
2. Discuss the appropriateness of the thrusts of the missional activities that have happened in the zone over the past 2 years.

Step 4

Locate the thrusts in the HDZ triangle and see which triangles light up. Reflect on where the gaps are - why and why not.

PRODUCT

Write a paragraph on each zone that is futurically considered to become a designated zone stating how each of the three poles of the triangle are being activated:

1. Relative to the societal edge and
2. Relative to its missional demands and openings.

## EVENT B

Session III HDZ DYNAMICS IMBALANCE

Intent: To allow regional team to experience depth clarity on blocks to comprehensive thrusts in potential zone locations.

Products - 1. Activities of locations pulled through triangles.  
2. Paragraphs on imbalances and blocks

Steps

1. Individual brainstorm of activities - locations (10 - 15)
2. List all and plot on triangles
3. Reflect on imbalances and brainstorm blocks to rebalancing triangles.
4. Write paragraphs on imbalances and blocks and repeat for each location.

## EVENT B

Session IV CELEBRATION

## EVENT B

Session V PROGRAMME MANEUVERS

Product - Maneuver paragraphs, and visual images; maneuver time line and assignments.

For the procedures; utilize the programme maneuvers chart from the GRA '78 and a reprint is attached.

EVENT B  
Session V

Programme Maneuvres Chart

STEPS	PROCEDURES	ILLUSTRATIONS	GUIDELINES
I NAMING THE VICTORY	1. Standing in the winners' circle, discuss the victory. 2. Tell the tale of the contradiction and how you rode it out until it broke into a triumph. 3. State the victorious resolve.	1. Four reticent authorization figures pave the way for TM saturation. 2. Found a way around an obstructionist through old movement colleagues. 3. Turn Area Houston blue by quarter II.	Informal conversation on the miraculous achievement effected by the maneuver. Remain in the victory's perspective throughout all steps.
II DISCERNING THE SITUATION	4. Describe issues of haze. 5. List on the board points of advantage. 6. List points of vulnerability.	4. Where will finances come from? 5. Positive image of TM in the state. 6. Only have political entrees.	Use board to gain objectivity on the task. Vulnerabilities are internal and external.
III LISTING THE DO'S	7. Individually list 15-20 things to do. 8. Star your best 5 things. 9. Brainstorm do's on the board; get 50 to 100.	Prepare slide shows, visit key colleagues in every metro and enlist them for saturation tasks, print brochure, build logistics model.	Accept everything, making marginal notation of fears, unknown issues, etc. as they come out.
IV THE INTUITIVE GESTALT	10. One person reads aloud rapidly while the rest individually write down 3 arenas of action. 11. Have a couple sample lists read and allow quietness. 12. Get up 4 complete lists of arenas and consense on final list of 5-14 arenas.	Arena examples: materials, funding, set-up, training, logistics, etc.	Trust intuitions. Get up entire sets on board. At the end, ask if any crucial arena is missing. Allow silent time for pondering.
V THE REFLECTIVE CHART	13. Build rational chart that holds all arenas in dynamic relationship. 14. Give poetic names to each arena and create maneuver diagram according to direct assault, flanking thrust, diversionary feint, etc. 15. List the four components under each arena.	See sample chart on following page.	Divide into three groups to do these three steps. Chart is a gimmick to give pause time and a device for the talk-thru. Gather back and report.
VI THE CORPORATE TALK-THRU	16. Assign a different scribe for each maneuver talk-thru. 17. Select one person to talk through the specifics of how to do the maneuver, including its intent, troop use, timing, etc. 18. Group respond to capture key insight to each maneuver.	Sample key insight: follow the geographical time line at all costs and don't image an over-time mop-up operation.	Dare to risk intuitions. Leader watch for break-loose insight that transforms a listing of do's into a strike, eliciting the "a-ha".
VII THE MANEUVER WRITE-UP	19. Assign group to write each maneuver, centered on respective scribes. 20. Decide time period for each maneuver. 21. Write the maneuver and place it on a time line.	First sentence states why the maneuver; second states the victory and advantages; third is an orchestration of the do's as "We will..."	Write quickly, print and distribute. These paragraphs become your symbol of "background". Phase maneuvers for the whole campaign.
<b>DO THE MANEUVERS</b>			

## EVENT C

Session I HDZ DYNAMICS REVIEW

Use the same procedures as in Event A, Session I.

## EVENT C

Session II SOCIETAL SPIRIT ANALYSIS

Intent: 1. To engage the regional team in corporate reflection on the recent expression of the societal edge this past 6 months. 2. To push through the team's first reflections on the region and its zones to the current spirit state of being. Assign 3 scribes.

Step 1

Do an episode recollection conversation on who was the most unusual person you remember when you were growing up and how that person has effected who you are today.

Step 2

As the team looks at their region who have been people who have the most notable or noteworthy in the region; who are its heroes, its stories told and retold its destinal myth about its origins, destiny and current struggle. How have these changed in the last 5 years?

Step 3

In the last year what have people seen or read that shows the times we are living in? What scenes from life have been observed? What movies? What books? What do these say about the world we are participating in today? What are the struggles today in individual lives? What destinal myths are people telling themselves?

Step 4

As you look at this region, what are the rational images people are living out of? What is the accompanying emotional tone to these images? What is the underlying resolve people are living out of today? So what is the mood of this region (relative to other regions)?

Product: Write 4 brief paragraphs stating: 1. The imaginal image of this region, 2. The story of the region, 3. The current spirit state of the region, and 4. A description of the mood of the region.

## EVENT C

Session III FORMATION KEYSTONES

Intent: - To allow regional team to discern keystone moves that will unlock blocks

Products - 1. Activities of locations pulled through the triangles  
2. Visual image of keystones and paragraphs.

STEPS

1. 1st part of workshop in workshop for Event B, Session III
2. Brainstorm proposals for next 12 months to deal with blocks.
3. Select 5-7 most catalytic proposals and keystones
4. Write up paragraphs.

## EVENT C

Session IV CELEBRATION

## EVENT C

Session V I.E.R.D. PARTICIPATION STRATEGY

Intent: Giving form to regional forces through engagement in an eventful campaign

EVENT C  
Session V (Continued)

Materials - The IERD lab materials from Summer '82.

It is recommended for this session that a review of the Summer material from the IERD Lab would determine the most useful workshop and procedures for the region; select the most appropriate form.

Guilds Formation

Intent - Establish imagery of a long range challenge for forces formation.

Conversation

1. Opening spin of historical function and present challenge of the guilds, perhaps asking group to help build a brief description of an operating image of a Guild.

2. What would be the intent of guilds in this region?

3. What would be the task of a guild? How would it operate?

4. What are the next steps to forming guilds?

5. What would be the profound function of a guild for this region?

EVENT D  
Session I

HDZ DYNAMICS REVIEW

Use the same procedures as in Event A, Session I.

EVENT D  
Session II

PROGRAMMATIC WEIGH-UP

Intent: To enable regional team to see strength and weaknesses of activities in potential zone locations.

Products: 1. Activities of the locations in the past year plotted on the triangles. 2. Descriptive paragraphs on the vulnerabilities and strengths of the current strategies in relationship to maximum comprehensive effect on triangles.

STEPS

1. Individual brainstorm of activities in location(s) (10-15)

2. List all and plot on triangles (50-75)

3. Reflect on where vulnerabilities and strengths are re: locations.

4. Repeat process for each locations and write up paragraphs.

EVENT D  
Session III

ZONE IDENTIFICATION

Intent: 1. To locate the zone or zones this region will move into their next phase. 2. To identify the way in which the zones will embody the HDZ pillars.

Step 1

Do the site designation screen from the 1981-82 HDZ practicums for each zone. It is recommended that every region explore more than one location, the screen can be done in as many groups as the size of the regional team warrants.

Step 2

Each group within the team then builds a rationale for what their zone should be activated as a zone or why it should not be activated at this time.

## FINAL LAB REPORT

Chicago

HDZ

Page 18

EVENT D  
Session III (continued)

Step 3 Plenary for regional team consensus.

Step 4 Reflection on the session and the day.

Product - 3-5 locations selected

EVENT D  
Session IV CELEBRATIONEVENT D  
Session V ZONE OPERATIONS DESIGN

Intent: To enable regional team and guilds to claim responsibility for selected zone through a long range plan and description of tasks to be done.

Products - "Operations manual and six month manoeuvres; zone song, story and symbol, (also from celebration)

Workshop Steps

1. The first step is to repeat programme manoeuvres workshop from Event B, Session V. This will entail flexibility with time, either beginning this workshop with this first step as a part of Event D, Session II or extending the Event D, Session V step.
2. Looking at demands of manoeuvres divide group individually brainstorm needs in the categories of training, funding, research and interchange (there could be others necessary) the group feels will be required as "systems" to enable the zone. Also assign song, story and symbol group.
3. Gestalt in each group then meet back as a total group to check comprehensiveness.
4. In small groups again write up paragraphs and time line systems over one year.
5. Make assignments to finesse manual. - carry out tasks in task forces. & guild.

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EVENT C  
Session V (continued)

Re: GUILD FORMATION - If the response from the region warrants perhaps it would be best to do an actual workshop on forming a guild instead of a contextual conversation only. Steps in this workshop might include delineating tasks and determining how such tasks would be carried out, meeting times and convenors, work in teams on various tasks; perhaps each team could decide a name and symbol to describe the guild dynamic it represents.

Chicago

FINAL LAB REPORT  
Human Development Zone

Page 32

Chicago

## HDZ GROUNDING

In order to incorporate an operating image, it is necessary to ground it historically, sociologically, ontologically, theologically, and existentially. Without that grounding, the image is no more than a good idea. The following paragraphs represent initial work of the lab to ground the image of the HDZ. Collegiums throughout the year will do further work in this arena.

The Human Development Zone exists at the intersection of the New Social Vehicle and the New Religious Mode. At times when the New is emerging, there appears in history social manifestations of the new in miniature; the new social forces converge to produce a visible microcosm of what is coming to be, and it is possible to see through that manifestation to the new profound consciousness. Similarly, at times the new consciousness produces a social form through which it is possible to see the new society that is coming to be.

Throughout history, times of major change have been prefigured by intensive manifestations of what is coming-to-be, the New Social Vehicle based on a New Religious Mode. Athens and Sparta in ancient Greece were microcosms of the city-state, and they assumed a fundamental dignity of mankind; Calvin's Geneva was a microcosm of the moral ordering of society based on the assumptions of divine omnipotence; tribal forms ordered primitive societies around the conviction of cultural and family significance. In all of these and the many others, there was a unifying identity that provided significant roles for the inevitable diversity of age, occupation and interest.

Today that identity is gone. The incredible technological advances have occasioned an imbalance in the social process in favor of the Economic. Similarly, structures have so proliferated that, instead of providing care and vehicles for vocational expenditure, they foster paralyzing dependency and are themselves paralyzed by the mounting number and complexity of demands for service. Increasing polarization exists among the sectors, classes, cultures and nations, and results in the exclusion of 85% from significant participation in the goods, gifts, resources and decisions affecting their lives. Forces at work to counter this imbalance include revolutions among local people, minorities, women, youth, the Third World, multi-nationals and educational structures.

In the midst of this, a new metaphor of life is emerging, one whose elements are inclusiveness, unity-in-diversity, participation, inter-dependence, and cooperation. The Earthrise has become a visual symbol of this new consciousness, and around the world the cry is emerging for cross-sectoral linkages and participatory methods.

Simultaneously a profound conviction exists of the inevitability of diversity and tension. Uniformity is neither desired nor achievable, and hopes for a tension-free utopia are gone. Yet there is both a passion for and manifestations of profound reconciliation of the alienated, of creativity in the midst of tension, of significance in the midst of particular expenditure. The consciousness reflected in these passions and convictions is generating a climate receptive to social experiments that prefigure the New Social Vehicle.

Our intensive programming is aimed at manifesting the New Society. Our grand campaign to create models, methods, and signs is aimed at creating visible manifestations that will allow everyone to move with hope into the unknown future. We have called this campaign, "Human Development Zone."

FINAL LAB REPORT  
Human Development Zone

Chicago

MACTAN HUMAN DEVELOPMENT ZONE

Region: Cebu, Philippines  
Cluster: Mactan Island  
Size: 100 sq. km.  
Population: 100,000  
Villages: 24

ZONE DYNAMICS

24 villages/100,000 people/ nine HDTS/ two major programs--Social and Economic

## Social:

- 1) 24 Early Learning Nutrition Centers/22 Pre-school buildings/48 local teachers salary paid by the Lapu Lapu Nutrition Committee/1400 children in 24.
- 2) Health Programs in 24 villages/five Health Clinic buildings/government supply medicines and doctors/free-clinics in 24 villages: special clinics like deworming, vaccination, circumcision, and mother's classes/17 villages with 30 malnourished to Malward Orientation Program/monthly weighing/125 health care takers, five in each village/two health care takers in charge in every health center.
- 3) Training program in 24 villages--Purok Leadership Training with 125 participants, five each village/48 teachers in imaginal training/monthly teachers meeting/training government workers/mothers training for family planning/cooking demonstration/and nutrition.
- 4) Beautification in 24 villages--125 stake signs/entrance signs/purok gardens/pre-school gardens/pathways with white wash/tree planting/purok or stake beautification campaign/house painting campaign and village grid all in 24 villages.

## Economic:

- 1) Rock Industry involving five villages, 20 containers ship to Manila by 20 foot van/100+ rock workers/profit supports the social program.
- 2) Demonstration Farm--One pilot Demonstration Farm in Sudtonggan with 500+ plants/seven expansion farms in seven villages.
- 3) eight piggeries as pilot program in Sudtonggan.

STRUCTURES

## Public:

Cebu Regional Health Office/City Health Office/Lapulapu Nutrition Committee/Ministry of Education and Culture/Australian government/Bureau of Plant Industry/ Population Commission/City Development Office/Ministry of Health/USAID Grant.

## Private:

Johnson and Johnson Phil./Goodyear Phil./Aboitiz Foundations/PLDT/San Miguel Corp./CARE Phil./ Union Oil Com./Amoco/Menzi/Pepsi Cola Com./plus 100 or over companies in Manila.

## Voluntary:

Cebu Lions Club/Rotary Club/Individual bus./Peace corp/universities.

## Local:

Purok or stake leaders/pre-school teachers/rock workers/craft ladies/farm guild and youth.

TEAMS

Purok officials/Baranggay officials/PPA officials/youth officers/ICA Sudtonggan/teachers officers/rock guilds/city nutrition committee/Ministry of Social Services and Development/City Development Officers/blue shirts.

ZONE IMPACT

1. Ministry of Health visits Mactan with Health Ministers of the Association of South-East Asian Nations, USAID, Peace Corp, and Japanese Ambassador to Philippines.
2. Union Oil Grant of \$85,000 to do new project in Manila region.
3. Australian government grant of \$90,000 per year for three years in Zamboanga del Sur (new working).
4. Ministry of Human Settlements/140 people/Ministry of Agrarian Reform with 50 people/Ministry of Agriculture with 40 people/KABSAKA (Rainfed Demonstration in Iloilo.)

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## MACTAN HUMAN DEVELOPMENT ZONE (Continued)

ZONE IMPACT (Continued)

5. Peace Corps/universities/regional health directors/ADEAN Institute of Management/Philippines Armed Forces/ University Home Defense Central Office/Chinese and Japanese tourists/World Vision.
6. Sudtonggan fifth year anniversary/nutrition fair/involves all the 24 villages/economic fair in entire island/model village contest/model house contest/purok contest all the 24 villages/purok garden contest/vitality fair in the 24 villages/five health clinic building inauguration/ world visit for two times/Union Chemicals/Japanese groups from Osaka and Sapporo.

## MEDAN HUMAN DEVELOPMENT ZONE

Region: Medan (Indonesia)  
 Pilot: Kecamatan Tanjung Pura  
 Size: 400 sq. miles  
 Population: 50,000  
 Villages: 100 (16 sub-clusters)

SUMMARY

In September 1978, a Human Development Project was launched in Bubun in conjunction with the Provincial Government of North Sumatra. A Human Development Training School was held in Bubun with 100 participants in 1979, resulting in expansion of project work into six surrounding fishing villages. The very successful results (e.g., a six-fold increase in village income) led to a request to extend the work by developing a program to stimulate development at the Kecamatan (district or county) level. Launched in early 1981, this program has involved 100 villages in a process of bottom-up participative development that is structurally linked to the lowest level of government agency activity in Indonesia. Meetings on a regular basis at the village level with government participation have identified the priorities and needed programs. These have focused action into special modules (health, education, agriculture) involving the four sectors, initiating priority actuation in all 100 villages through training and methods use and transfer.

The Kecamatan work has been a focusing probe towards the identification of an appropriate Human Development Zone, which may encompass urban as well as rural areas.

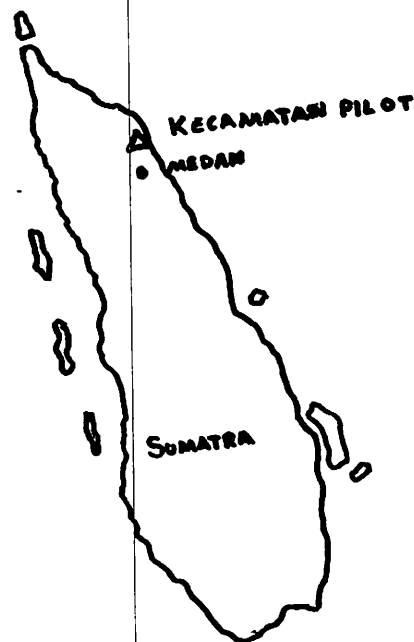
HDZ DYNAMICS (Jan. 1981 - June 1982)CLUSTERS

One cluster of 16 sub-cluster groups involving 100 human settlements; launched with 16 sub-cluster village meetings with methods training; assembly with village and government representation; implementation and training modules with four-sector participation (Early Learning and Women's Advancement, Agricultural Production, and Preventive Health Care); regular sub-cluster meetings with project and program accountability enabled by circuits; establishment of 16 preschools with trained teachers serving all 100 villages; training of 125 health caretakers; establishment of farmers network.

STRUCTURES

Quarterly cross-sectoral planning assemblies are an extension of the ongoing government structure within the Rural Development Department.

PUBLIC: Rural Development Department--working with a formal written agreement at central and provincial levels; Health Department working with us to do Kecamatan demonstration of local primary health care;



FINAL LAB REPORT  
Human Development Zone

Chicago

MEDAN HUMAN DEVELOPMENT ZONE (Continued)

Agricultural and Education--both participate in modules and guilds. (Work is with County office, field officers, and sub-cluster volunteer program.)

**PRIVATE:** Chamber of Commerce--part of four-sector coalition and symposium sponsor; semi-government plantation estates who, after LENS and GLS, want to initiate Kecamatan demonstration; National Oil Industry--major revenue source who, after LENS, want to initiate Kecamatan demonstration; Banks--with coalition, designed new loan program for coastal areas.

**VOLUNTEER:** Lions Club--part of four-sector coalition and symposium sponsor; universities--Community Service Department implements government mandate to do rural development. Many professors trained and on LENS team. Want to initiate Kecamatan demonstration. Symposium sponsorship. IERD representative sent to Bombay in March 1982.

TEAMS

Village headmen methods training and quarterly priority meeting; village council leaders methods training; cross-sectoral guilds in Kecamatan demonstration and also at provincial level; education--government agencies, sub-cluster preschool teachers (47), and university professors; health--government agencies, sub-cluster health caretakers (120), and Lions Club doctors; agriculture--government agencies, sub-cluster farmers groups, banks and national plantation estates, and other businessmen.

BROBO HUMAN DEVELOPMENT ZONE

Region: Abidjan, Ivory Coast  
Size: 128,800  
Population: 8,000,000  
Prefecture: Sous

SUMMARY

In April of 1980 the Institute was invited by a Member of Parliament to initiate a cluster in the Brobo Sous prefecture. This area is known as a pocket of poverty in the "breadbasket" of the Ivory Coast. A six-village consult was held supported by the Ministry of the Interior. Each village was then asked to send five people who would be trained for two weeks and then take up responsibility for development in their villages. ICA staff were absent for two months and returned to find actuation momentum in the cluster had increased and unexpectedly expanded beyond the initiated cluster. 1981-2 has been a year of monitoring and training and of trying to create a systematic planning rhythm in order to allow both local villages and the clusters to function in a corporate fashion. The advantages of a non-resident cluster in creating a story of local responsibility were believed to outweigh the disadvantages. The World Bank has now asked us to provide a "local participant component" in the design of their projects.

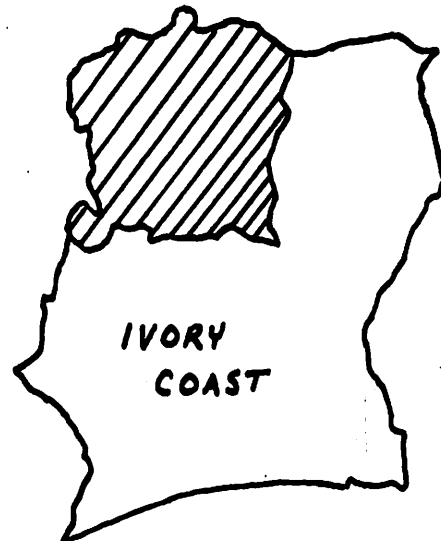
The future will see continued cluster expansion in Brobo Sous and new clusters in other districts. Therefore we see the need to now involve the other three-sectors with the local so they can be a facilitating rather than delimiting factor as the decision-making ability of the local sector grows.

CLUSTER

Kouadianikro Cluster 6  
+ two Brobo expansion cluster 7+7

STRUCTURES

Public: World Bank, CIDT (Ivorian Development Agency Agriculture),  
African Development Bank



FINAL LAB REPORT  
Human Development Zone

Chicago

Page 22

BROBO HUMAN DEVELOPMENT ZONE (Continued)

Voluntary: INADES (Economic and social development--African Institute)  
Private: Phillips Petroleum, Catholic Church  
Local: Local Cooperatives

TEAMS

Regional teams, 3 interns/6 sojourners

LAMEGO HUMAN DEVELOPMENT ZONE

Region: Lisboa  
Size  
Population:  
Village: Lamego cluster

SUMMARY

The Institute was invited in April 1980 by a local Catholic priest to do a Town Meeting in Lamego. Local people were excited and 35 villagers were trained and went on to do 35 town meetings in the villages around Lamego. After this and subsequent follow-up visits the question was raised of what to do next. In January and February of 1982 a three-week HDTI was held. Following this, 50 participants held a practicum and a four-phase, 20 year model was built for four districts. Subsequently, five guilds were formed, initial miracles created in the villages, and a nine-day consult initiated the cluster. Villager involvement has been excellent in the current actuation phase and another HDTI, another cluster, and more town meetings are indicated for next year.

There is enormous possibility in Northeast Portugal for expansion. This is the poorest part of Europe and everyone is clear about the need for development and funding is available. The Catholic church and Portuguese government have worked solidly beside us and the local sector is ready. As the expansion reaches critical mass it will most likely capture the imagination of the entire country.

CLUSTERS

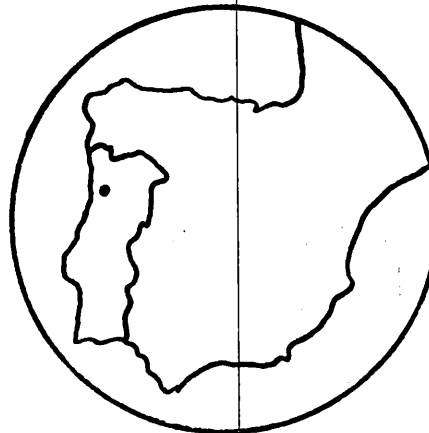
ten-village circuits every two weeks; HDTI--103 participants ; community center; access roads; health days; agricultural development; greenhouse experiment; fruit processing; nine-day consult done in ten villages

STRUCTURES

Volunteer: Roman Catholic Church; archbishop and priests  
Public: local government camaras support; head of ministeries in capital Lisbon  
Private: several wine companies; the Dutch Embassy; Gulbankian Foundation; Chase Manhattan Bank; Pfizer Corp.

TEAMS

seven sojourners, three interns, village leaders, regional team, guild structures and leaders across cluster with financial structure to receive grants



FINAL LAB REPORT  
Human Development Zone

Chicago

MIDCREST HUMAN DEVELOPMENT ZONE

Region: Kansas City  
Zone Size: 3660 sq. miles  
Counties: eight (30 towns, 59 unincorporated communities)  
Population: 75,000

INTRODUCTION

The Midcrest HDZ is located in the southwest corner of Iowa, USA. It includes the Lorimor Human Development Project and covers eight rural counties.

ACTIVITIES

Rural Ventures, Inc. worked with the Regional Team in Midcrest through early December on an RVI research, training, and demonstration proposal focused on small farmers, small businesses and small communities. Work on the proposal was a cooperative effort between the Midcrest Steering Committee, the Iowa State Extension Service, Southwestern Community College, and the ICA. This coalition was a basis for enabling extension of human development methods beyond the Human Development Project.

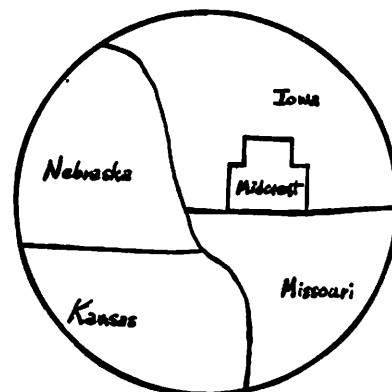
The HDZ Practicum, held Jan. 26 - 29, 1982 included a trek through the zone, targeted structures in the public, private, and voluntary sectors, and developed 23 program activities within the zone for a three-year program. The Lorimor project continues without direct ICA leadership and is struggling with picking up leadership roles. The Lorimor economic consultation initiated a new surge of activity and encouraged the town to try for a community development block grant. Two planning consultations were held with Massey Ferguson to make contacts between farmers and the private sector. Several LENS were held with a number of banks and churches. Conversations were begun with colleges and universities in the region. Pioneer Hybrid Seed Co. made a contribution of \$30,000 for the research phase of Midcrest to form a rural development partnership of companies and foundations. Pioneer anticipates a three-year proposal for a larger grant for a Midcrest project. Numerous events and activities served to recontext and train the regional team, such as participation in LENS and other events outside the region, patrons' trek, visits from Centrum personnel, and publication of the Regional Network.

LEARNINGS

Finding vehicles for the HDZ has to do with determining who has to win and what their bottom-line is in a way that their need relates to the winning of the whole Zone. The Village Adoption Program with the Hunger Task Force of the United Methodist Church has been very helpful to link with the story of the Lorimor HDP and Midcrest to develop local and global stories. Honoring what is already in place catalyzes motivation and lets the efforts and resources of the structures be used to encourage new creative approaches. The IERD is an authentic story for being in Iowa. There is a need to move beyond the community betterment phase to programs that enable the communities to deal with more difficult social issues.

NEXT STEPS

In the fall, a Midcrest Consultation will include at least 200 interviews, a Symposium and documentation of creative responses. Plans are to saturate the zone with LENS and planning consultations with the four sectors to identify the catalytic core who will take responsibility for the zone. The intent is to work from advantages with the international staff to continue the Methodist Church participation in the Village Adoption Program and opening up new arenas of service through international students at the colleges and universities.



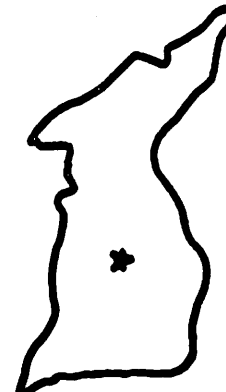
## FINAL LAB REPORT

## Human Development Zone

Chicago

Page 24

## CHEONGWON COUNTY HUMAN DEVELOPMENT ZONE



Region: Seoul  
 Cluster: Cheongwon County  
 Size: 80 sq. miles  
 Population: 145,000  
 Villages: 4

SUMMARY

In 1976 the Kwangyung Il Ri project on Jeju Island began as one of the original demonstration projects. From this project the image grew that to care for the rural villages in Korea would mean placing a demonstration sign in each province of the nation. The first step was taken in 1978 with a 2nd project in the northern-most province. Kuh Du E Ri became the key demonstration village for that provincial government, and a cluster of 6 villages decided to coordinate with Kuh Du E Ri's development in 1980. The 3rd stage of development was initiated with a cluster located in the central province of Chun Cheon Buk Do in July 1981.

At this moment a key swirl of activities and breakthroughs relate to Cheonwon County Cluster. The leadership of the village uses consensus methods and initiates contacts necessary for implementation. Resource people from Seoul and Cheongwon have been to the village for site visits and as education module consultants. Impact courses have been held in Cheonju City and the villages resulting in 2 interns and several volunteer groups for work days. One of these villages has been chosen as a demonstration village by the provincial government. Village leadership is ready to take a role in cluster expansion.

The success of this cluster has led to significant funding by Dow Chemical, Honam Oil and Lucky Co. for two cluster projects launched in Yeosu in July 1982. Requests for courses and the desire of villagers to participate beyond their own villages indicate a new swirl of engagement is possible. It is important to note that a similar swirl of events occurred in Kan Won Do two years ago and is growing in Yeosu (i.e. requests for LENS) and in Seoul where there is much support for an urban project.

HDZ

The key to future engagement can be seen through 4-sector relationships. Guardians site visits resulted in personal and company donations, a request for a joint proposal for women's education, and resources volunteers for village modules. Such events have brought us to a new plateau where linking a network of care is becoming a reality. The Ministry of Home Affairs (the government agency responsible for Saemaul Undong, the national village movement) asked ICA to move its government registration from Health and Social Affairs to Home Affairs recently to permit us to work more directly with Saemaul. We consulted with Saemaul on curriculum for Saemaul international training events.

Cluster Events

Initiating town meetings and consult, 4 village pre-schools, library, 4 village health fairs, intervillage sports day, intensive research on second crops, 3 cattle projects, 1 goat project, road paving, monthly women's education meetings, monthly youth club meetings, village treasury, village stores, weekly English classes, Imaginal Education with village women, RS-1 for University youth and youth week of volunteers, Agricultural Training modules, newsletter, and site visits.

Structures: Public - Visits and donations by Australian and Dutch Embassys; visits by Vice Governor and other county officials;  
 Private - Twenty Company pledges on quarterly basis  
 Volunteer - SIWA (Seoul International Women's Association) visit and yearly gifts

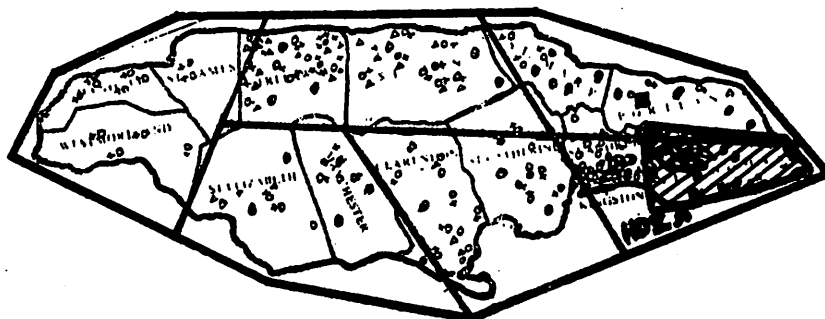
Team - Active Forces

Wise Men's Group; Agricultural Department; County and Saemaul Officials,  
 Local Churches

## BLUE MOUNTAINS HUMAN DEVELOPMENT ZONE

Region: Kingston (Jamaica)  
 Cluster: Blue Mountains  
 Size: 10 sq. miles  
 Population: 6,000  
 Villages: 16

H.D.Z: Blue Mountains (St. Thomas)  
 Size: 200 Sq. miles  
 Population: 75,000  
 Villages: 100

CLUSTERS

In October 1981 activity was begun to launch a cluster of 16 villages in a 5 miles radius of Woburn Lawn, sponsored by the 4 sectors. The Preparation phase included mini-consults, sub-cluster formation and baweline surveys. The Consultation phase included a week-long consult involving the 4 sectors. The consult was led by 26 village leaders trained for the event. The Implementation phase included formation of guilds, stakes and assemblies in each village as well as a one-week cluster Leadership Seminar, village beautification, signs, 2 new pre-schools, a bi-weekly VOICE, bi-weekly Cluster Leaders Meetings, bridge construction, youth dramas - as some of the many accomplishments in the 14 Actuating Programmes. In June 1982 Woburn Lawn held a 4th year Anniversary Celebration involving all 16 villages and dignitaries from the other 3 sectors in Kingston.

STRUCTURES

In doing the cluster and activity elsewhere in the zone, the ICA has worked with 50 other structures.

In the public sector: Basic Services for Children (Gov't/UNICEF)/ Min. of Agricul./ Min. of Youth and Com. Devel./ Nat'l Commercial Bank/ JAMAL/ Univ. of West Indies/ CIDA/ EEC/ IDB/ 8 embassies/

In the private sector: Good Year/ 25 Jamaican companies/ Private Sector Organisation of Ja./ Carib Fresh/ Grace Kennedy

In the voluntary sector: Anglican Church/ Rotary Club/ Catholic Archdiocese/ Ja. Ag. Society/ De Pauw Univ./ Central Michigan Univ./ Council of Voluntary Social Services/ Girl Guides Assoc. of Ja.

In the local sector: Woburn Lawn Co-operative Ltd.

TEAMS

In order to do the first cluster and other programmes in the zone, several movementalized teams were active:

Village leaders/ sub-cluster leaders/ cluster leaders/ Regional Team/ ICA Jamaica Ltd./ JAMAICAN POTENTIAL Co-sponsors/ P.S.O.J. Investments taskforce/ Rotary Club taskforce/ sojourners/ 7 interns/ Morant Bay colleagues/ Kingston advisors/ IERD G.A.B. members/ Woburn Lawn leaders/ Social Development Commission

SUMMARY

The Blue Mountains Human Development Zone was a recommendation by the 4 sectors in the JAMAICAN POTENTIAL national consultation, April 1981. This was to be initiated by a cluster as an extension of the Woburn Lawn Human Development Project. This cluster falls within the Government of Jamaica/UNICEF integrated rural development target area in St. Thomas parish. The ICA is the only Non-Governmental Organisation (NGO) that is part of this integrated, interministerial project. St. Thomas is the least developed parish in Jamaica and as such has national attention.

## CARACAS HUMAN DEVELOPMENT ZONE

Region: Caracas (Venezuela)  
Cluster: Barlovento

Data

The emerging HDZ within Venezuela is the state of Mirande, one of 19 states in Venezuela. The Population is 8 million, of which 6.5 million are in the city of Caracas. This HDZ is a unique experiment in linking two extremely different "cultures" in the state: the urban Caracas barrio of Las Minas de Baruta and the village cluster around Cano Negro, called Barlovento. The city and the villages are physically separated by a mountain range as well as the cultural differences of wealth, color, urban/rural, government services and history.

**PURPOSE :** To develop the infrastructure to introduce basic services like water, electricity, roads, community centers, churches, schools, and economic development to all communities involved in the HDZ.

BACKGROUND

The village clusters began with the 1980 CEM that completed the Cano Negro HDP. Following that, 44 community forums led by ICA and Cano Negro residents were held in the three districts of Erion, Adenedo and Paez. One result was a Human Development Training module with 35 villagers who then worked on a Town Meeting Campaign in January and February of 1982. Further training in March has yielded 35 trained villagers from 12 villages, all located in three education nucleo clusters within one hour of Cano Negro, and having approximately 5,000 inhabitants. They learned gridding, forum methods and how to lead meetings.

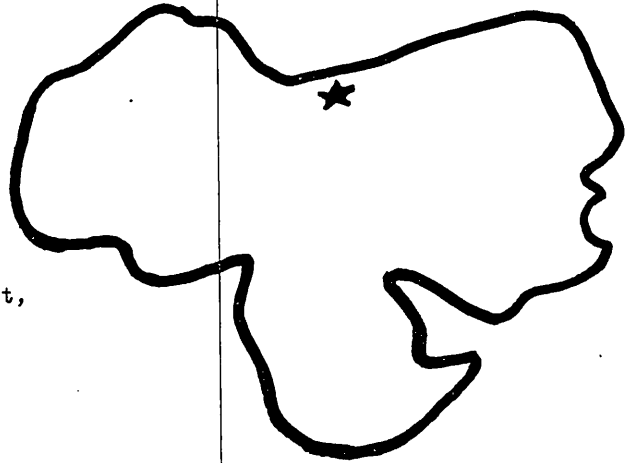
A Cluster Consult held in March-April 1982 had residents from all twelve villages participating in day and evening meetings, often travelling by bus to Cano Negro.

Meanwhile, in the barrio of Las Minas de Baruta, the "99th parish" of Caracas, there were 37 Foros (community forums) in 1981. As a result, this 2-square kilometer section of Caracas has been gridded, the hopes and dreams of residents are known and a story has been written of its 25 year history and its role in the larger community. In the first months after the consult, circuiting teams of one ICA and two local staff assisted all communities with painting the schools, making house identification plaques, setting up leagues (stakes) and guilds in all villages, establishing a weekly rhythm of ecclesiolas for the village leadership and bi-weekly planning.

THE FUTURE PLANS

Over the next 4 years, the plans for this HDZ expansion to 10 clusters include:

- adding 6 more villages to the 3 existing nucleos, so each will have 6 villages
- expanding throughout the three rural districts of Nurebda state with an additional 5 nucleos, each with six villages,
- adding 2 'clusters' in Caracas.



## FINAL LAB REPORT

## Human Development Zone

Chicago

Page 27

## CARACAS HUMAN DEVELOPMENT ZONE (Continued)

PARTICIPATION OF THE FOUR SECTORS

Public - Nutritional Institute, Ministry of Agriculture, INAGRO, both political parties  
 Private - Economic Guild of businessmen  
 Voluntary - Archdiocese of Caracas, Maryknolls, Federazione Campasini (farmers union)  
 Local - Mayas of all villages, Regional government structure at Calcagua.

THE UNIQUE FEATURES OF THE MIRANDE HDZ

1. Two existing locations moving together.
2. Direct collaboration with the Church
3. Strong guardian support
4. Rural and urban communities
5. New interns and volunteers consciously involved in spiritual revolution.

## BENI SUEF HUMAN DEVELOPMENT ZONE

Region: Minia (Egypt)  
 Cluster: Bayad  
 Size: 20 sq. miles  
 Population: 13,000  
 Villages: 6

HDZ: Beni Suef  
 Size: 80-100 sq. miles  
 Population: 125,000  
 Villages: 36

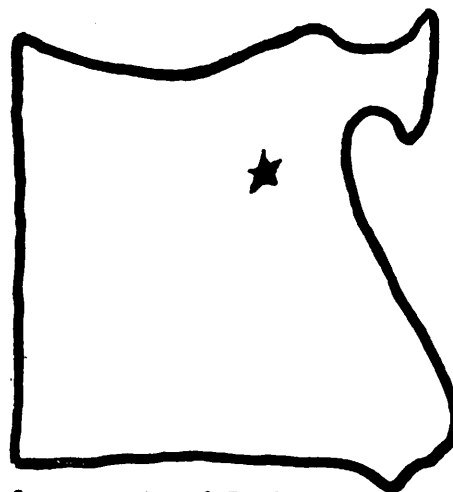
SUMMARY

The targeted zone is located in the Minia (Giza) Region in the Governorate of Beni Suef. It is the government coordinating unit of Beni Suef markez which contains 6 local units of approximately 6 villages each. It also includes the Governate capital - Beni Suef City. All of the Beni Suef Markez is on the West Bank of the Nile except the Bayad Local Unit which is located on the East Bank. The size is approximately 80 - 100 sq. miles and population 125,000 plus 125,000 in Beni Suef City.

In 1972, the movemental activation of this region began with the Bayad Human Development Project. This project has moved into the extension stage and in 1980 launched the Bayad Cluster actuation with village meetings for both men and women. Clean water system installations and management training have been the main programmatic activity. Cluster Consults for each of the villages and the cluster as a whole were held in 1982. Health Education and preschool training have engaged the cluster women. Bimonthly circuits to each village aid in implementation of the quarter's plan.

A Regional Consult for governorates Minia, Beni Suef and Fayou was held in 1981 providing broad based governorate linkages. This was done in co-sponsorship with the Minia Univ. Dept. of Sociology. This Department provides valuable members of the regional team for authorization, translation and as pedagogues.

Next year will build an authorization base in Beni Suef to initiate Markez Cluster expansion towards a West Bank demonstration. A training Center providing HDTI and other training/formation/skill training units will enable auxiliary, village leadership and prior training. The polishing of the HDP with stirring keystones includes small industries complex self-



## FINAL LAB REPORT

## Human Development Zone

Chicago

Page 28

BENI SUEF HUMAN DEVELOPMENT ZONE (continued)

sufficiency, a desert reclamation expansion, pre-school expansion, and Health Caretaker's program.

HDZ DYNAMICS

Bayad Human Development Project, 1976 - 80  
 6 Cluster Villages - 1980 - 82 - water system, installation and management  
 Health Caretakers Program - set up and training  
 Education - pre-school, 2 villages  
 Bi-monthly circuits to cluster villages  
 Cluster Consult - 5 villages  
 5 men Village Meetings  
 4 Womens Village Meetings

STRUCTURES

Public - Local government council  
 Private - Minia University, Arab-African Bank  
 Voluntary - Cairo Highschool work camp, German 2 week work camp, CRS, Local Community Development Association El Bayad, North Upper Egypt Conference on Rural Development

FARIDABAD HUMAN DEVELOPMENT ZONE

Region: Delhi  
 Cluster: Faridabad  
 Size: 25 sq. miles  
 Population:  
 Villages: 5

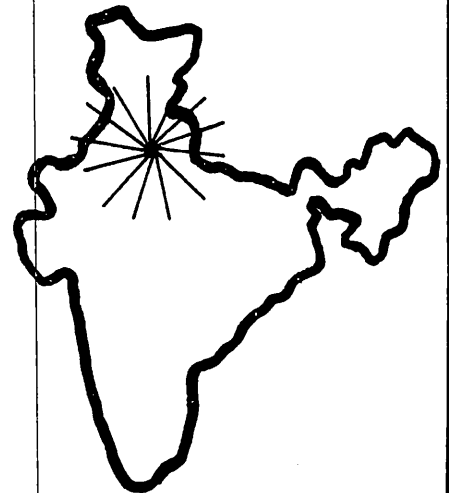
HDZ: Faridabad  
 Size: 400 sq. miles  
 Population: 250,000  
 Villages: 100

SUMMARY

The Sikror Open Day on January 15, 1981, symbolised a major shift towards the village taking responsibility for its own development. The Regional Consult, which followed in April, revealed the regional contradictions and strategic openings.

The move to Faridabad District came after seeing that it held the greatest human suffering in its villages, as well as some of the most abundant resources in its highly developed, industrial towns.

Comprehensive visitation of the 4 sectors elicited invitations to work extensively (i.e. impact) and intensively (i.e. socio-economic development) in the District. Early authorization moves included having Sir James Lindsay address the Faridabad Industries Association, a showing of the Global Film to the Faridabad Rotary Club, site visitations with the Block Development Officers, and securing letters of financial commitment for village development.



## FINAL LAB REPORT

Chicago

Human Development Zone

Page 29

## FARIDABAD HUMAN DEVELOPMENT ZONE (continued)

An HDZ Seminar in December 1981 brought together 4-sector people from all levels to outline long and short term development programs for the Zone. Gram Sabhas (Village Meetings) were used to identify a cluster, and an auxiliary took up residence. The five villages in the cluster are made up of 80 % Muslim and 20% landless population. Land is poor and land holdings are small.

CLUSTER One cluster/5 villages/ 6,000 people  
Work initiated in November 1982  
5 Gram Sabhas, beautification campaign (5)  
Womens meetings - 2 villages; workshop on womens training program  
5 village agricultural survey  
Gram Sabha follow up meetings  
Programme Center in Khori Jamalpur  
HDZ Seminar with 4 sectors  
Site visits (7)  
State Government invitation letter,  
Road construction, shool building repair, access road bridges built.

STRUCTURE

Public Sector: Block Development Office, District Rural Development Agency, Department of Education, Ind. Agricultural Research Institute, Canara and Syndicate Bank

Private Sector: (financial commitment) Escorts, Sirocco, Kelvinator, Eicher Good Earth, K-Streatlite, Frick India, Faridabad Industries Association, Goodyear, Lesn Advocate - Bata Managing Director

Voluntary Sector: Rotary Club, Retired Agricultural Development Consultant, Regional Programme Faculty, 5 Cluster Villager Leadership, Delhi Womens Advancement Team (5) (focus on Cluster), 3 sojourners, Faridabad Advisors (Private Sector) Village Leader Consultants from other villages.

## JOURNEY TOWARD HDZ

Our journey to the HDZ began with a concern for innocent suffering that resulted in a decision to work through the structures of the local church, research the city of Chicago, and move to the West Side. We did this after consideration was given to working through the university, a possibility we discarded in lieu of the global and local reality of the church.

During the period of 1964 -71, we intensified work in Fifth City and built a curriculum (the Academy) for the church which was also packaged into the ITI and held in Singapore in 1969. We gridded the globe to the parish level, initiated the local church experiment, and deployed Religious Houses.

1971 - 75 was a time of inventing tools. Analysis of the social process revealed the dynamics and complexity that have to be dealt with at any level of society. The indicative planning method enabled comprehensive and practical models to be built in any situation--from local communities to multi-national businesses. The primal community experiment was also launched at this time and, though it continues to develop, it is a foundational aspect of the HDZ.

The fourth phase toward the human development zone was global positioning. Community Forums, held in all the counties of some nations, catalyzed local cores to take responsibility for the future of their communities. Human Development Projects, located in the 24 time zones, provided learnings on how to do intensive community work anywhere and how to strategize. They were the first occasion for the four sectors to cooperate. Massive awakening and engagement programs provided the local bases from which to spread geographically.

From 1977 - 79, our work with Town Meetings and HDPs has given us the experience to extend our work to other communities. This showed up in various Town Meeting campaigns all over the globe and in village replication projects, such as the Mactan 24. The global film was created during this period as a means of telling the story of human development.

The period from 1979 - 81 showed the direction of moving to the structures as indicated by a plethora of activities with various local, business, and government structures. The regional consults were helpful in pinpointing the issues and the idea of the HDZ was floated at the GRA.

The years 1981 - 82 were a time of global experimentation with the HDZ. The two labs of Maharashtra and Kenya continued their replication work with the emphasis in India on blocks of 100 villages and in Kenya with clusters of clusters moving toward "critical mass" of self-generating development. Seven pilot HDZs were designated as well. These are: Lamego, Portugal; Midcrest, USA; Blue Mountains, Jamaica; Mactan, Philippines; Faridabad, India; Ivory Coast; and Beni Suef, Egypt. The pilots ranged in population from 75,000 to 900,000 and in area from 40 sq. mil. to 11,400 sq. mi. The emphasis in both the labs and pilots was on cluster initiation. In addition to these nine formal experiments there were many others around the globe, such as Cheong Won, South Korea; Sapporo, Japan; Tonga; Bubun and Bontoa in Indonesia; Bangor, USA; Petersburg, USA; Ludwigshafen, West Germany; Darwin, Australia; West Virginia, USA; Barlovento, Venezuela; Calcutta, India; Munising, USA, and Starks, USA. The experiments represent tremendous diversity within common imagery and methods.

In order to test an emerging theoretical frame on the HDZ, Research Centrum conducted 20 practicums around the world.

FINAL LAB REPORT  
Human Development Zone

Chicago

## SITUATION RE: H.D.Z.

Our situation relative to the HDZ is that we are responding to indicatives of a regional (state or national) story of development. Where that image and action is about the importance of local development, we can move within the operating social fabric and with strong government involvement. In this way we both repond to and intensify the regional wave of development.

The term "Human Development Zone" was introduced over two years ago. At times it has been associated with such other images as regional consult, regional log-jams, and replication. Although we experience willingness to use the term, we have not as yet included it in our annual report. The pillars of HDZ triangles and site designation screen are two screens using the term Human Development Zone that have been applied in 37 places including the seven pilots and two labs. The dynamics of the triangles are clear, helping to define the HDZ.

Having looked at the various work with Human Development Zones across the globe, we have identified four common elements:

1. There are present cores of people assuming responsibility for human development in that geography.
2. The focus has been on the local sector as it represents the innocent suffering.
3. The geography has been delimited.
4. Experiments have moved beyond single projects to other forms of the intensive mode.

In the places where experimentation is happening with the HDZ, a wild diversity can be seen in several arenas. In terms of size, there are wide ranges in both geographic area and population (29,000 sq. km. to 144 sq. km. and 400,000 to 75,000). Also they are focused in rural as well as urban situations. Human Development Projects are sometimes part of a zone and in some instances, are not. The activity is being carried out both with and without residential ICA staff within the zone.

Our situation, as well, reveals a variety of approaches to the building of the "zone." Initiation is sometimes done through an event like the Regional Consult. Other locations have been launched with a pilot village or community project or a developed cluster of projects. Activity is initiated and sustained through either an emphasis more on circuiting from local to local or more on nurturing the four sectors in their capacity to serve the local. Often these two are combined. The practical approach can be quite different, depending on whether the emphasis is more local or more structural. The research work has revealed that the least activity is taking place in the direct work on structures, compared to working with the local and the cores. Overall, despite the great variety of approaches and operating modes, the issue of linking the structures to the local is highlighted.

Chicago

FINAL LAB REPORT  
Human Development Zone

Page 32

Chicago

## HDZ GROUNDING

In order to incorporate an operating image, it is necessary to ground it historically, sociologically, ontologically, theologically, and existentially. Without that grounding, the image is no more than a good idea. The following paragraphs represent initial work of the lab to ground the image of the HDZ. Collegiums throughout the year will do further work in this arena.

The Human Development Zone exists at the intersection of the New Social Vehicle and the New Religious Mode. At times when the New is emerging, there appears in history social manifestations of the new in miniature; the new social forces converge to produce a visible microcosm of what is coming to be, and it is possible to see through that manifestation to the new profound consciousness. Similarly, at times the new consciousness produces a social form through which it is possible to see the new society that is coming to be.

Throughout history, times of major change have been prefigured by intensive manifestations of what is coming-to-be, the New Social Vehicle based on a New Religious Mode. Athens and Sparta in ancient Greece were microcosms of the city-state, and they assumed a fundamental dignity of mankind; Calvin's Geneva was a microcosm of the moral ordering of society based on the assumptions of divine omnipotence; tribal forms ordered primitive societies around the conviction of cultural and family significance. In all of these and the many others, there was a unifying identity that provided significant roles for the inevitable diversity of age, occupation and interest.

Today that identity is gone. The incredible technological advances have occasioned an imbalance in the social process in favor of the Economic. Similarly, structures have so proliferated that, instead of providing care and vehicles for vocational expenditure, they foster paralyzing dependency and are themselves paralyzed by the mounting number and complexity of demands for service. Increasing polarization exists among the sectors, classes, cultures and nations, and results in the exclusion of 85% from significant participation in the goods, gifts, resources and decisions affecting their lives. Forces at work to counter this imbalance include revolutions among local people, minorities, women, youth, the Third World, multi-nationals and educational structures.

In the midst of this, a new metaphor of life is emerging, one whose elements are inclusiveness, unity-in-diversity, participation, inter-dependence, and cooperation. The Earthrise has become a visual symbol of this new consciousness, and around the world the cry is emerging for cross-sectoral linkages and participatory methods.

Simultaneously a profound conviction exists of the inevitability of diversity and tension. Uniformity is neither desired nor achievable, and hopes for a tension-free utopia are gone. Yet there is both a passion for and manifestations of profound reconciliation of the alienated, of creativity in the midst of tension, of significance in the midst of particular expenditure. The consciousness reflected in these passions and convictions is generating a climate receptive to social experiments that prefigure the New Social Vehicle.

Our intensive programming is aimed at manifesting the New Society. Our grand campaign to create models, methods, and signs is aimed at creating visible manifestations that will allow everyone to move with hope into the unknown future. We have called this campaign, "Human Development Zone."

Chicago Nexus		Continental Council December, 1981			
<b>HDZ SITE DESIGNATION SCREEN</b> Second Draft					
THE IMAGINAL FACTORS	VISIBLE SUFFERING	Regional Contradiction	Forgotten People	Environmental Dilapidation	Social Lethargy
	SYMBOLIC IMPACT	Historical Role	Symbolic Spots	Regional Influence	National Significance
	MOVEMENTAL ADVANTAGES	Public Image	Movemental Availability	Programmatic History	House Location
	DEVELOPMENTAL POTENTIAL	Futuristic Orientation	Economic Viability	Services Gap	Rapid Change
THE GEOGRAPHIC FACTORS	TERRITORIAL INTEGRITY	External Boundaries	Internal Districts	Zone Mythology	Managable Size
	REPRESENT- ATIVE MOSAIC	Heterogenic Cultures	Social Strata	Typical Tensions	Total Population
	REGIONAL ACCESS	Available Communication	Local Systems	Road Access	Available Transport
	GLOBAL IMPACT	Regional Future	Continental Issues	Global Contradiction	Spin-off Capacity
THE SECTIONAL FACTORS	LOCAL RECEPTIVITY	Identifiable Community	Local Invitation	Community Commitment	Core Capacity
	STRUCTURAL READINESS	Key Structures	Change Desired	Open Bureaucracy	Social Innovation
	UNUSED & RESOURCES	Leadership Potential	Natural Resources	Training Gap	Untapped Technology
	FUNDING POTENTIAL	Local Investment	Potential Patrons	Corporation Interest	Government Schemes
	PEOPLE AUTHORIZ- ATION	Local Interface	Private Receptivity	Government Support	Volunteer Availability

Global Research  
CentrumA SCREEN TOWARD DESIGNATING  
A HUMAN DEVELOPMENT ZONE

Qtr. III, 1982

This screen is a comprehensive pallet through which a team could identify and begin to cultivate potential Human Development Zones. The screen is composed of 13 criteria with 4 elements for each criterion. The criteria have been arranged in priority order. The considerations involved in using the screen are as follows:

## I. VISIBLE SUFFERING

The first criterion has to do with the obvious human suffering within the geography that is not being dealt with through concrete practical action. These questions will help clarify the presence of visible suffering.

- A. Are the regional contradictions exemplified in this location?
- B. Who are the people that the structures have overlooked or forgotten?
- C. Is the environment being dealt with effectively?
- D. What is the general vitality level of the site?

## II. SYMBOLIC IMPACT

The second criterion has to do with the potential of this zone to empower a broader base of development beyond its geography. The key questions are:

- A. Is there a history of vital local communities within the site?
- B. How will the site be a symbolic sign?
- C. How will this sign influence the region?
- D. Will human development emphasis in this geography have national significance?

## III. MOVEMENTAL ADVANTAGE

This criterion has to do with thinking through the relationship of past movemental activities to the selection of potential sites.

- A. Who do the people within the site say that we are and/or what is the prevalent public image?
- B. What is the availability of impacted and formulated colleagues within the potential zone?
- C. What has been the programmatic history?
- D. Where is the house located in relation to the site? Is it in close proximity or will it need to be moved?

## IV. DEVELOPMENTAL POTENTIAL

This criterion has to do with the developmental potential of the HDZ sites in the region.

- A. Is there evidence of an affirmative relationship to the future within the potential zone?
- B. Are there obvious gaps in services?
- C. Is there the possibility of initiating economically viable incentives?
- D. Can you identify achievable signs which will occasion rapid change?

**V. TERRITORIAL INTEGRITY**

The geographic integrity of the zone is considered in site selection so that a unifying zonal project could be initiated.

- A. Are the external boundaries clear and do they reinforce the zone identity?
- B. Are the internal districts or primal communities identifiable and clear?
- C. Does there exist or is it possible to create a Zone story regarding origins, struggles and futuristic directions?
- D. Is the size of the geography conducive to maintaining program and contact in each primal community?

**VI. REPRESENTATIVE MOSAIC**

This criterion looks at the socio-economic and cultural make-up of the zone as representative of the larger regional make-up.

- A. Is this zone made up of multiple cultures that reflect to some degree the cultures of the region?
- B. Does this geography have the different social and economic strata representative of the larger society?
- C. Are there present the social and racial minorities of the larger society?
- D. Is the whole population within the geography being considered carefully as a part of the zone?

**VII. REGIONAL ACCESS**

This criterion points to the value of having a zone accessible to the people and communities involved in the extensive strategy of the region.

- A. Is the communication within and external to the situation appropriate for the size of the geography?
- B. Are there accessible local communication and transportation systems?
- C. Is the site reachable from throughout the region by major transportation lines?
- D. Is there transportation within the site that will allow rapid movement?

**VIII. GLOBAL IMPACT**

The criterion of global impact has to do with the capacity of the work within a zone to inform the global picture.

- A. How does the geo-socio situation of this zone inform the future of the region?
- B. How does human development in this zone move toward solving continental issues?
- C. What is the "spin-off"/replication capacity of this geography?
- D. How would global contradictions be dealt with through this zone?

**IX. LOCAL RECEPTIVITY**

For each potential HDZ site the question of local receptivity is a criterion essential to building a zonal movement. The key questions are:

- A. What are the ten to twenty identifiable primal communities within the site?
- B. Are there invitations from the local level?

## FINAL LAB REPORT

Human Development Zone

Page 36

## IX. LOCAL RECEPTIVITY (continued)

- C. Is there a commitment to the future on the part of the communities at large?
- D. Are there individuals who could form community cores?

## X. STRUCTURAL READINESS

This criterion has to do with looking at the Economic, Political and Cultural structures within the site and discerning if these are in a state to help the development of the zone.

- A. Are there governmental agencies, businesses, voluntary organizations and corporations that see the need and have a desire for change?
- B. Are there people within the services bureaucracy open to innovative approaches to solving social problems?
- C. What are the key structures within the zone and what is their state of openness to change?
- D. Are there solutions to problems being tried within the key structures?

## XI. UNUSED RESOURCES

The criterion points to the need for the zone to be a vehicle through which human, technological and natural resources are released.

- A. Is there underdeveloped leadership potential within the primal communities and sectors?
- B. Are there natural resources which are not being utilized?
- C. Are there gaps in training evident among the citizens and structures of the zone?
- D. What technology remains untapped?

## XII. FUNDING POTENTIAL

Thinking through the zone's potential for fundability through a variety of mechanisms is essential to selection.

- A. Are the primal communities in position to invest resources?
- B. Are there potential patrons who see themselves as responsible?
- C. Is there corporation interest in the site?
- D. Are there government programs or schemes for which the site would be eligible?

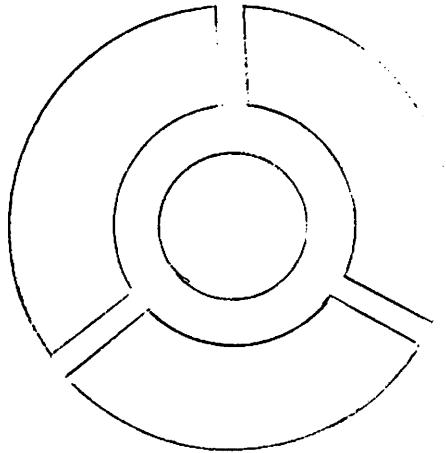
## XIII. BROAD AUTHORIZATION

This criterion honors the necessity of four-sector participation in an authentic human development experiment.

- A. Does the local sector interface with the public, private and volunteer structures in the zone?
- B. Is the private sector receptive to cooperative efforts?
- C. Have governmental agencies given an affirmative nod to development efforts?
- D. Is a volunteer sector resident and active within the site?

After completing this analysis go back and valence each box:

Strong Indicator = 10  
Medium Indicator = 5  
Low Indicator = 1



HDZ SONG: HUMAN DEVELOPMENT IN MOTION

Oh, when the world  
 . . . . . Build up  
 . . . . . This ground

1. WHEN THE WORLD PICKS UP THE ZONE  
 Tune: When the Saints Go Marching In

Oh, when the world  
 Picks up the zone  
 Oh, when the world picks up the zone  
 There'll be a new declaration  
 Oh, when the world picks up the zone.

2. BUILD UP, BUILD UP THE MOVEMENT  
 Tune: Swing Low, Sweet Chariot

Build up,  
 Build up the movement  
 Build it for the world to see.  
 Gonna form  
 Local people with power.  
 To shape a human destiny.

3. THIS GROUND IS BOUND FOR GLORY  
 Tune: This Train is Bound for Glory

This ground is bound for glory,  
 This ground.  
 This ground is bound for glory,  
 This ground.  
 This ground is bound for glory  
 Gonna manifest a local victory story.  
 This ground is bound for glory,  
 This ground.

