

THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



REGIONAL IMPLEMENTATION MANUAL

FINAL LAB REPORT
GLOBAL RESEARCH COUNCIL
Chicago, July, 1982

IERD REGIONAL IMPLEMENTATION MANUAL

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LAB SUMMARY:

The crunch: How to integrate the IERD over the next 3 years, as an integral part of the regional strategy, such that a leap is enabled in authorization, funding, 4-sector coalitions, and formation toward the HDZ.

Shifts During Lab Journey:

- 1) From: An India event
To: A 3-year event of which 10 key days are in India
- 2) From: We will be participating somehow
To: Grasping the strategic value of the national preparation
- 3) From: The international development community and the ICA and colleagues are attending
To: 80% attendance from those engaged in the local development and 20% from the international development community and the ICA
- 4) From: How do we think through the practical implementation?
To: How is this event a symbolic sign of global restoration?

Bold Moves:

- 1) 50 National Steering Committees by January 1983.
- 2) Regional strategic plans for how to make maximum use of IERD
- 3) 80% of the participants representing the local sector

RESOLVE:

We, 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 crucial role played by local people.

To actuate 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;
- use 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.

INTRODUCTION: "A CHALLENGE OF A LIFE TIME"

"The world is moving so fast these days that the person who says it can't be done is generally interrupted by someone doing it."

In the past twenty years, the consciousness that the gap between the 15%/85% has intensified in all sectors of global society. Reports from global agencies such as the U.N., North South Dialogue, the Club of Rome and other have dramatised the impact of this disparity with increasingly foreboding statistics and admissions of failure on the part of the macro programmes, top-down, single-issue and aid-oriented approaches.

In the eighties new images of village restoration are emerging as comprehensive efforts toward local development have demonstrated new possibilities for dealing effectively with the blocks to development as they show up in all countries. The Band of 24, the cluster and replication experiments as well as the programmes of other agencies have put practical form on the vision that local communities can become self-sufficient, self-reliant and self-sustaining. Practical demonstrations of four-sector coalitions have given hope to the possibility that resources of the globe can be focussed on local development.

Concurrently, the distinctions between the developed and developing nations are dissolving into the image that all communities across the globe must be about the task of development and must relate to each other. This image is beginning to inform the actions of local groups.

At this point in history, what is required is a dramatic event that proclaims the viability of local comprehensive self-development along with documentation of effective models for achieving this. The macro agencies which control the resources are themselves struggling to affirm the new approach that local people can build and carry out effective plans. Until they do, their resources will not become available for this effort.

The three-year programme of the IERD is a response to this mandate. Preparation in 50 nations to awaken the development groups, the public, private and local sectors, will create a context out of which they will support and send delegates (80% local workers and 20% infrastructure people) to the ten-day event and receive its results. The national steering committees along with the delegates will forge influential groups that will be key to launching effective development projects in their countries. Thousands will prepare for it, 750 will participate in the Delhi event and millions will work with its results as they undertake the challenge of a life time.

IERD OVERALL CONTEXT

THE SUMMARY

Self-sustaining rural development has been difficult to achieve. The breakthroughs of many projects and programmes have often been hidden in a tangle of disappointments and inevitable setbacks. There has been a paralysis at the local level as seen in continued dependency on external benevolence and in the inability to develop self-reliant communities. There has also been an unintegrated approach to development between communities and development organizations. This has resulted in great gaps in the needed elements for human life in some situations and wasteful overlap in others. There exists no forum for local leaders and workers to document the successful methods and models and thereby accelerate their development efforts. It is such a forum that the International Exposition of Rural Development (IERD) intends to provide.

In February of 1984 delegations from 50 countries will assemble in New Delhi, India for the IERD. With "Spotlight on Success" as its theme the Exposition will document from actual field experience the most effective methods and models for local rural development. Local people and development practitioners will bring documentation and exhibits of successful rural development efforts in their own countries to India which they will share at the beginning of the event. They will then visit rural development sites across India to put themselves in practical situations where they can discuss and exchange their ideas. Finally they will reassemble to prepare a compendium report of their findings suitable for use at the local level. Extensive preparation activities and a follow-up programme in each of the 50 countries will ensure a quality product which can be effectively utilized across the globe. In addition to demonstrating the effectiveness and viability of locally initiated planning and implementation, the preparation, event, and followup programmes will serve to accelerate the replication of tested methods and models.

A secondary concern of the Exposition is to dramatize that local rural development investments of resources and technology are most effective when there is shared responsibility and cooperation among all the development agents in response to locally based planning and implementation. International and national development agents, at all levels, are increasingly witnessing to the fact that local participation is the necessary ingredient for effective community development. The Exposition intends to document the practical forms of that involvement which may contribute significantly to the forming of future policies and approaches of development agencies themselves. It is anticipated that successful linkages to and support of local initiative on the part of agency and organizationally sponsored programmes and projects will be among those documented and may contribute significantly to the learnings of how to accelerate and replicate the local approach in other situations.

As indicated above, the IERD is a three year series of events and activities organized into a preparation programme in each nation, the event in New Delhi, and a followup programme in each nation. These activities occur mostly in 1983-1984. However, extensive preparation has been taking place in 1981-1982. In January of 1981, a series of meetings with ICA staff and

advisors gave form to the concept of the Exposition. Through extensive visits in India and Southeast Asia, the concept was shared and tested with a number of public, private, and voluntary sector leaders who were asked to serve on India and Global Advisory Boards. Since that time over 70 prominent and experienced men and women across the world have joined these boards (see attached lists). Preliminary visits to prospective Co-sponsors have been made with the expectation that by the end of 1982 agreements can be secured and joint working relationships initiated between them and the ICA, the Organising Sponsor.

The three remaining phases of activities are organized as follows:

*The National Preparation Programme begins in each nation with the establishment of a National Steering Committee (NSC) which is responsible for that nation's preparation. In cooperation with the ICA and the Co-sponsors, the NSC will promote events and studies directed toward increasing awareness and interest in the IERD, identification of successful development efforts, and preparation of projects and delegates for participation in the Exposition event in India, including the essential funding.

*The Ten Day Exposition in 1984 will assemble the delegations in India for a three stage event. A Global Symposium (February 5-7) will display their work and review their documentation to discern the basic contradictions facing local development and the key directions and mandates for the future. A Research Practicum (February 8-12) will divide the group into working parties which visit selected local rural development projects across India which have contributed significantly to resolving development issues. Following local interchange workshops, the groups will reassemble in New Delhi for a Documentation Assembly (February 13-15), which will compile their learnings and prepare a compendium report appropriate for use at the local level. This report will be both a summary of the pillars of successful local development schemes and a directory of replicable ideas, tested projects, and effective technologies from the fifty participating nations.

*The Follow-up Programme will then be initiated in each participating nation. A training program will prepare selected teams of delegates to present the results of the exposition to the NSCs and the Global Advisors in their countries. The Exposition report will be published as a resource book and selected contents portrayed through other audio-visual media. Following its presentation in each country, the NSC with the delegates, advisors and co-sponsors will develop a follow-up programme for their country. The ICA will then host a global follow-up planning conference to design the specific activity formats and further equip the implementation teams to conduct these follow-up events. The follow-up will include seminars for each co-sponsor to present and thoroughly review the results of the ten day event and preview the anticipated follow-up activities to maximize points of participation and cooperation by their affiliates in the participating nations.

THE OBJECTIVES

A. THE LONG TERM OBJECTIVES

1. Additional replication projects, on a multiple village scale, will be initiated emphasising the local initiative of the village people with the joint cooperation of government, private sector and voluntary agencies.
2. Increased structural support and more flexible funding policies will be provided by rural development agencies to projects which respond to locally articulated needs.
3. Innovative training vehicles will be created to enhance the personal skills development of people from all sectors concerned with achieving self-sustaining growth at the local level.
4. New global interchange networks will be established among locally based practitioners to accelerate the exchange of effective local development mechanisms.

B. THE IMMEDIATE OBJECTIVES

1. To enable development practitioners such as field workers, government and voluntary development agency officials, company representatives and community leaders to share workable and tested project experiences.
2. To research successful methods, approaches and technologies and to present these in a format which will benefit local implementation.
3. To document effective application of the local approach and thereby motivate those involved in it to move from single unit projects to more cost effective, broad-based programmes.
4. To complement significant international development programmes such as those related to the U.N. Decade of Women by illustrating the significant strides being made in local rural situations across the globe.
5. To catalyse in each participating nation the acceleration and/or establishment of replication projects emphasising the involvement of local people in design and implementation with the active support of the relevant government and private and voluntary sector organizations and agencies.
6. To formulate a network of people from all sectors who are concerned to infuse a greater effectiveness and new momentum in development efforts across the world through continued interchange of significant development accomplishments.
7. To design and disseminate conference methods which encourage full participation, serious exchange and creative action on the part of those involved.
8. To train interested field practitioners of local development programmes in methods of comprehensive development on the local level emphasising local initiative, planning and implementation.

THE BACKGROUND

A. THE CONTEXT

It is becoming increasingly clear that there is little time to waste regarding the major issues facing the people of the world. The population is going to be six billion by the year 2000. Twenty percent of the arable land of the planet will become useless by 1990 if current land use trends are followed. Energy consumption cannot continue as in the past. Developing nations are becoming increasingly impatient. The world is at a turning point as people sense that the last twenty years of this century is an urgent time to do something new and bold.

Contrary to prevailing images and anticipations among developed nations, third world leadership and capacities are maturing. Many nations are turning away from traditional western capitalization modes of development and have embarked on innovative rural development schemes of their own. Recognizing the value of unity, regional alliances such as ASEAN and OAU, and economic alliances such as OPEC are creating new linkages to reinforce mutual development efforts. The private sector is being drawn into the development process to provide technology, management skills, expertise and much needed resources. The information revolution is offering new alternatives for releasing human creativity through the use of satellites for communications and computer technology even in countries which still have little industrialization.

In the midst of these trends, development organizations and agencies have reached new conclusions about the principles necessary for effective local development to take place anywhere:

First, local participation has become an indispensable condition for effective planning. The UN recognizes this and requires its projects to use "local development planning...with the population" rather than planning for the population. Delivery systems that do not take this into account are often seen as paternalistic and condescending.

Second, cooperation in coordinated planning among agencies has become an essential ingredient for making an effective response to local initiative and requests for available resources and services. Where such cooperation does not take place agencies generally continue to overlap and duplicate efforts in some places while totally overlooking or ignoring other places.

Third, comprehensive human development in local communities has come to be seen as an essential component of lasting social and economic change. The 1980 World Bank Report documents the positive effects of education, health care and programmes for women and youth in conjunction with economic investments and enterprises. Where the comprehensive approach is not pursued, the economic investments are in great danger of having no lasting effect.

These conclusions mark a growing interest in both the local approach as carried out by village residents, leaders and project workers as well as the response of development agencies and organizations to local initiative.

The ICA would suggest three major factors as key presuppositions through which the local approach will be documented during the IERD:

First, the local community is the basic unit of society and therefore the locus of development efforts;

Second, multi-sectoral cooperation is a necessary element in which local people are principal partners in both planning and implementation;

Third, creative and responsible engagement of local people must be catalyzed so that the dependency cycle is broken and self-sustaining development can be realised.

THE ORGANIZATION

The Institutional Framework of the IERD contains four major components:

- I. The International Advisory
- II. The Supporting Framework
- III. The Coordination System
- IV. The Participation Network

The following is a brief description of each of these components:

I. The International Advisory consists of prominent individuals internationally and within India who advocate and support the concept of the IERD. These include:

- A) the Global Advisory Board
- B) the Global Convenor
- C) the India Advisory Board
- D) the India Steering Committee.

The role of the Global Advisory Board is to provide support by lending their names and experience as endorsement of the IERD purposes and products (see attached list). The Convenor of the Global Advisory Board is Sir James Lindsay, Kt, CBIM, FInst M., former President of The Associated Chambers of Commerce and Industry of India, and present Chairman of Henley Training Ltd. of the United Kingdom. In as much as India is serving as the host country for the 10 day event, the India Advisory Board and the India Steering Committee will play a crucial advisory role in all of India's preparation such as recommendations on the venue and dates, liason with the government and selection of the 35 signal projects for the research tours during the Exposition.

II. The Supporting Framework includes the Organizing Sponsor and the Co-Sponsoring Organizations. The Institute of Cultural Affairs International (ICA), in the capacity of Organising Sponsor, will work in cooperation with a limited number of Indian National and International Co-sponsoring Organizations. The Association of Indian Engineering Industry (AIEI) has formally agreed to serve in this capacity to date. Other agencies, both national and international, are being approached. The ICAI is chartered by Royal Decree in Belgium as an association of all the nationally registered and chartered ICA's in 35 nations. Sir James Lindsay is the current President of ICAI.

III. The Coordination System will be primarily staffed by ICA personnel through its network of service and field offices around the world. The sub-components of the system are:

- A) the Brussels Administrative Secretariat
- B) the Affiliated Coordinating Offices
- C) the Regional Field Offices
- D) the India Conference Office.

The Brussels Administrative Secretariat (BAS) located in Brussels, functions as the nerve centre for all IERD operations. A project director for the BAS has been named and will be working with a full-time staff.

IV. The Participation Network includes all those involved at the national level in preparing for, attending and following up the Exposition. These include:

- A) the National Steering Committees
- B) the Supporting Organizations
- C) the Local Projects
- D) the National Delegations.

National Steering Committees are being formed in each participating country to assist with promotion of their nation's participation, projects selection, organization of preparatory activities, delegation selection, follow-up implementation, and funding for the delegates' fees, travel, national preparation and follow-up implementation costs. Representatives from the Supporting Organizations within each country will assist with their organizational resources to prepare their nation's participation. The Local Projects function as the primary source of practical data regarding the effective methods, tools and models for local grassroots development. These projects in each nation become the focal points of preparation activity around which documentation, delegation selection and all other activities revolve. The function of the National Delegation is to represent the rural development projects and organizations involved in and related to rural development efforts in their country. The representative members will be involved in the preparation activities, the orientation training, and reporting on the results of their research at the Exposition.

NATIONAL STEERING COMMITTEE PROFILE

The backbone of the twenty-month preparatory phase for IERD will be a national steering committee (the "NSC") organized in each of the fifty plus nations which are participating in the IERD. Following is a description of the nature of these committees:

Formation. The formation of each NSC is in many ways the first step to initiate locally the IERD preparatory phase. The NSC will be an independent body (albeit with close ICA participation and support) which will be responsible for determining the form of participation (i.e. the "project" and the delegation) of its nation, preparing and documenting such participation, and funding. Thus the initiation of the NSC's must be undertaken with great dispatch, as this will precede all other preparation for the IERD.

Composition. The basic image of the NSC is that it will be the "working group" practically undertaking or responsible for all details involved in IERD participation. It will be distinct from the Global Advisory Board, yet that board and its members will extend their support and prestige to the NSC. A careful tension must be maintained in selecting NSC members who are prepared to engage practically, yet some of whom must be positioned to assure the high level of national funding and general cooperation required. Within this limitation, these criteria will apply to NSC member selection:

- all four sectors
- strategic balance of numbers (i.e. in a national with more than one region, each should be represented on the NSC)
- those with a natural interest in the rural
- village leaders, women, minority interests
- others with developmental concerns whose omission could jeopardize future working relationships

Operating Guidelines. No later than September 1982 area councils, the screen of particular NSC invitees must be agreed upon with a view to NSC formation as soon as possible thereafter. Global advisory board members should be an important part of this NSC member selection. Moreover, a particularly appropriate source of NSC members should be existing regional guardians and colleagues. The NSC will offer a very practical form of engagement for them.

Thereafter, through appropriate materials such as the NSC handbook, a very complete and clear context must be given the NSC so it can begin its determination of the form of national participation. This determination may be enabled through a LENS or similar construct.

In some nations, the work and style of the NSC may be very high profile, in others middle or low profile--and media strategy should be shaped accordingly. Similarly, the particulars of NSC functioning may in some nations include rural symposia and in others involve more low level events such as "Evenings at the Institute". These modes should be carefully considered by ICA staff, but the NSC will ultimately determine the most appropriate organizational approach to IERD in each particular nation.

6.

NATIONAL SCENARIOS

The scenarios from Germany, Ivory Coast and Venezuela represent the current thinking of assigned priorship regarding utilization of the IERD to implement dimensions of the overall area strategy.

The United States scenario is an attempt to focus the data received from regions and answer the questions of coordination and initiation of a national thrust that will require the attention of the continent during the 26-27th of July.

These scenarios are focused toward initiating events and National Steering Committee set-up. They are not intended to be inclusive of the activities that will surely be created once the Steering Committees are established.

GERMANY - will use the IERD to deepen the consciousness of Germany's role in enabling local development throughout the world.

Initiation: Schedule Sir James to visit 2-3 additional German leaders to secure them as members of the Global Advisory Board. They need to represent the church, business community, and the academic community. These visits need to happen early in September.

NSC Set-Up: Generate contacts for the National Steering Committee through contacts from the GAB and Movemental Council to be held September 17-19. Contact potential members focusing a working group with movemental potential.

Eventfulness: During the fall and winter quarters, hold a series of conferences to engage the many development related groups to target edge experiments in Germany and the value of their participation in the IERD. Further create interest in volunteers going to India to enable the preparation activities. Use the media to highlight the volunteer efforts and the potential edge experiments on display in New Delhi. Do documentation of the selected projects and discern delegation for the IERD event.

Benefits:

- 1) Creation of a different level of framing in Germany.
- 2) Opening of significant dialogue with development groups in the Church and government.
- 3) Documentation and media coverage of promising experiments.
- 4) Deepened consciousness of global responsibilities.
- 5) Broader knowledge and role of the ICA and movement in Germany.

IVORY COAST - will use the IERD to establish registration and build Board of Advisors for ICA.

Initiation: Contact major authorisation, who is Global Advisory Board member, in the Ivory Coast and very interested in the International Exposition of Rural Development as well as our being registered by December of 1982. We will context him on the National Steering

NATIONAL SCENARIOS (continued) - Ivory Coast

Committee we need. The potential NSC will become the Board of Advisors for our registration in the Ivory Coast.

NSC Set-up: The potential NSC would be high level government and private sector people, mayors and people who work in development. They would put together an information packet on the ICA in the world, Africa and the Ivory Coast and send it to potential members. The GAB member in the Ivory Coast would contact and establish a visit date. These members would then be used for registration clout in order to establish the Institute legally in the Ivory Coast. In January, 1983, a LENS will be held with this group to plan the implementation of the IERD.

Eventfulness: Extensive research will be done relative to projects at the local level to discern the contradictions in development. A series of meetings will be held across the country. "Metro" steering committees will be developed to focus on project selection and documentation. Through these events a strategy to fund delegates to India will be formed.

Benefits: 1) We will be in a position to systematically relate to all officials relative to critical development issues.
2) We will have created a development net.
3) We will have confirmed Ivory Coast registration.

VENEZUELA - Will use the IERD to integrate the Barlovento Cluster work into the development system of Venezuela.

Initiation: Work with the two existing Global Advisory Board members to target the 20 members for the National Steering Committee. Set up a trip for the Lindsays to visit Caracas with the emphasis on NSC set-up. (NSC could be set up by one of the GAB members but outside presence emphasises the international dimension.)

NSC Set-Up: Confirm targetted head of the NSC.
Target visit rationale to provide a NSC with this general configuration:
10 prominent private citizens
5 politicians (3 current govt. and 2 ex-government)
5 voluntary sector (2 Archbishops)
These contacts would be visited by Sir James, Jamil Dunia, and Neil Vance.
A working committee will be established by the NSC to handle the day to day activities.

Eventfulness: Regular meetings will be scheduled for the NSC's planning of IERD Venezuela related events.
The working committee will meet monthly to coordinate Venezuela participation.
Evenings at the Institute, film and slide shows will be used to promote the IERD.

NATIONAL SCENARIOS (continued) - Venezuela

- Benefits:
- 1) Broadened authorization through augmenting the private sector frame.
 - 2) Increased funding for IERD and Venezuela programme, travel monies have been discussed and initial interest with private sources.
 - 3) Enable a declaration campaign to alter the nation's image of the rural from being a social liability to being a development asset.
 - 4) Integrate the approach behind Barlovento to be part of the next National Plan. This would be initiated through a 2-day retreat with the Ministry of Planning through Jamil Dunia in which the IERD would be a focal point.

UNITED STATES - will use the IERD to enable a unified thrust toward broad participation and formation in the regions.

Initiation: at the close of this Global Research Council, the Continental meeting will do the following:

- arrange for visits to USA GAB members to update them on the current situation; ask for their recommendations for prospective NSC candidates and obtain their active support in approaching those targets finally agreed upon;
- design a workshop for Area and Regional Councils to finalise their local NSC membership recommendations;
- assign the national coordination function to the 4 area priors and the cross centrum team.

NSC Set-up:

- check final recommendations of targets with regions to ensure balanced National composition;
- orchestrate blitz across the regions which will confirm each targeted member;
- ensure that each member has common context and knows precisely what is going to be required;
- assign teams to have this job finished by 1st week of October;
- commit each member of the NSC to attend a LENS type of planning event targeted for around November 15th in Chicago;
- at the LENS, produce the NSC workplan, timeline, budget and funding plan;
- create a RAT patrol type team (area prior, cross centrum task force person and other region representative) who will work with each house to build coordinated regional strategy for IERD implementation;

-therefore, by the December Continental Council, we will be in a position to pull together every region's plan of how it envisages taking the greatest advantage of the NSC plan into one coordinated national strategy e.g. the when, where and what of Rural Development Symposia etc.

EVENTFULNESS: - the NSC plan will include, amongst other things, Area Rural Development Symposia;

-the results of these will be pulled together around the Spring Guardian's meeting and the NSC will decide on the projects to be selected for documentation etc;

-the documentation process will use formats developed by GRC et al and will occur thru to mid June;

-a few days prior to the July program the US-NSC will meet to pull together the results of this process and then participate with others from around the world in building plans for the next 6 months prior to the event itself and do initial thinking on the method and procedures for the event itself.

BENEFITS:

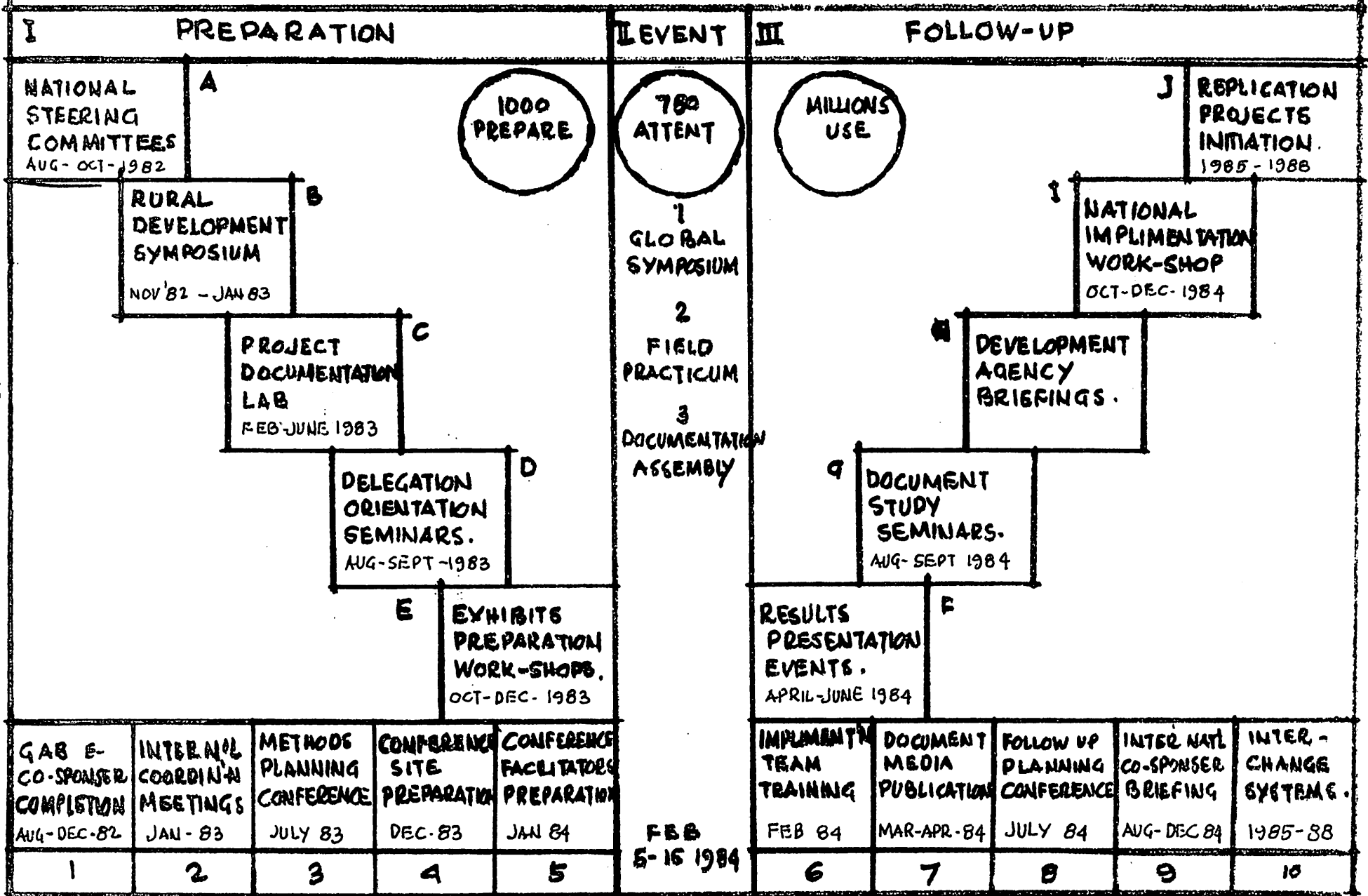
- broader and deeper National frame;
- focus regional strategies through IERD
- new funding source
- expanded Regional Team participation;
- highlight of coalition potential in the regions;
- deeper consciousness of U.S. responsibility in global development.

THE NATIONAL STEERING COMMITTEE MANUAL

REGIONAL PARTICIPATION GUIDE

RATIONAL TIME-LINE

SECOND DRAFT.



REGIONAL PREPARATION EVENTS AND ACTIVITIES

A. NATIONAL STEERING COMMITTEE SET-UP

August to December, 1983

Intent The intent is to set up a representative National Steering Committee (NSC) in each of the participating nations, and to plan with them the IERD activities leading up to the event in India.

Activities At the area and continental meetings, regions will begin to draw up a master list of recommendations for the NSC using the NSC profile in this manual. This can be done through individual research, think tanks on national leaders, colleague referrals, permeation contact conversations, and so on. A letter of introduction or a telephone call can then be used to secure appointments with those new to ICA. During the visit, they are briefed on the IERD and their available time and interest discerned. A follow-up letter with the conceptual brief is sent by ICA as organizing sponsor and/or GAB member inviting them to serve on the NSC.

The NSC is actively launched with a planning event such as a LENS seminar to design their nation's participation in the IERD. It would map out the next two years of activities essential to accomplish the components of participation, and articulate the regional implications. A press release or conference and publicity reception could be arranged where appropriate. Key considerations of the planning event would be a budget and funding plan, and identification of potential supporting organizations and projects. Where necessary, a support system of staff and facilities can be arranged.

Guidelines Care needs to be taken in identifying the NSC that it be representative both nationally and regionally in order to elicit rather than block participation. The key in this process is to allow NSC members to assume responsibility hand-in-hand with the ICA for the IERD programme.

Responsibility It is the ICA's responsibility as the organising sponsor to work with the national GAB members to form the NSC.

B. RURAL DEVELOPMENT SYMPOSIA

October 1982 to January 1983

Intent The intent of the Rural Development Symposia will be

- 1) to gather development practitioners such as field workers, government and voluntary agency officials, company representatives and community leaders at a national and regional level to share workable and tested project experiences;
- 2) to introduce IERD to the region and to determine how it is of assistance; and
- 3) to draw up a master list of potential projects to participate in IERD.

Activities Rural Development Symposia are organized at the regional or national level, and recruited through the following tactics:

context set at NSC planning event; invitations sent to potential supporting organisations identified in conversation with regional colleagues, development agency personnel, old contacts, funding sources, course graduates, guardians, regional teams; presentations made by third-world staff to relevant organisations; "Evenings at the Institute".

B. RURAL DEVELOPMENT SYMPOSIA (cont.)

The Symposia will be designed in consultation with Global Research Centrum, regional colleagues and potential supporting organizations. The necessary authorisation and support is provided by public and private sector contacts. A possible format would involve regional and metro reporting on current projects and activities, a high profile speaker on national/regional development trends and a workshop panel response, think tanks on current issues in rural development. Moreover, the Symposia will modify the suggested criteria for project selection, and identify potential projects to be highlighted in the Exposition.

Guidelines Care must be taken in the articulation of criteria and the designation of projects to hold the values of effective local development illustrating self-confidence, self-sustenance and self-reliance.

Responsibilities ICA and NSCs are responsible for organising the Symposia.

C. PROJECT DOCUMENTATION LABORATORIES

October to June, 1983

Intent The intent of the Project Documentation Laboratories is to prepare a brief on the accomplishments of each of the selected projects, and on what has been learned about effective methods of local development. The collection of briefs will form the basic data with which the conference in Delhi will work.

Activities Global Research Centrum will design a method and format for documentation of projects in consultation with professional statisticians and sociologists and other development agencies. Relevant background includes the CEMs, project brochures and the work on baseline data in Maharashtra. The method will be tested in three pilot documentation laboratories to be held before the end of 1982. It is suggested that the three pilot labs be one in Sphere West in a "developed" nation, one in Sphere South in Africa, and one in Sphere East in India. The results will be collected in Brussels and discussed at Centrum Band Meetings in January, 1983. Final procedures for the laboratories will be produced, which will be similar to the procedures to be used in the India event.

Once the participating projects have been identified in each nation, the ICA will work with the NSC to arrange with each project organisation a convenient time to hold their laboratory. The documentation will be carried out by a team of project workers, local people, and representatives of the NSC and the ICA, who will, when convenient, stay at the project site for several days. Using the common format, the team will write up the nature of the project and its objectives, what has been accomplished and how, and analyse the key factors which made for success. The team will also begin to identify potential delegates to the event in Delhi, and build a plan to ensure that the project will be prepared, and adequately exhibited. A possible format for the lab is:

C. PROJECT DOCUMENTATION LABORATORIES (cont.)

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Travel	Workshop on Objectives & Accomplishments Visit Examples of Accomplishments	Workshop on Effective Methods Visit Programmes in Progress	Write-up Type Edit Produce	Visit Project Organisation and/or Sponsors for Review
Assembly of Team Context on Project Overall Site Visit				Travel

Guidelines It will be important in the process to hold a balance between statistical data and the human story of the project's journey, and to search for all the factors, tangible and intangible, which contributed to success. The team must also comprise both people working in the project and those bringing objectivity.

Responsibility The responsibility for arranging and carrying out the documentation labs will rest jointly with the NSC and ICA. The local arrangements and preparation will be the responsibility of the project organisation.

The completed brief will be edited and reviewed by the documentation team. Briefs from each project will be collected by the NSC and copies sent to Global Research Centrum in Brussels as soon as they are completed.

D. EXHIBITS PREPARATION WORKSHOPS

July 1983 to February 1984

Intent The intent of the exhibits preparation workshops is to prepare an integrated multi-media presentation on rural development from 50 different locations that would address an audience in Delhi beyond the 750. The exhibition will be open to the public and staged in a large auditorium and/or grounds of a five-star hotel. Thereafter the exhibition could be made available in part or whole in other locations.

Activities The selection of the presentation from each delegation or participating nation would be decided from the supporting organisations. They would be prepared by teams of people from the supporting organisations projects and delegations.

The exhibition is to project images that declare and capture the methods of development. This could include relevant technology and exhibits of such units. It is intended that each exhibit be of excellent stunning quality. The most difficult task would be to enable the viewers to dialogue, ask questions and learn from the exhibition.

Guidelines In case of large exhibits there is need to take into consideration the lead time required for the import and shipping of the exhibits into Delhi. A manifest of materials should be sent to GOC Brussels by November, 1983.

Responsibilities GOC, Brussels would be responsible for creating the overall guidelines for the participation. Thereafter the NSC and the participating projects and supporting organisations would be responsible for the production, shipping and reception of materials.

D. EXHIBITS PREPARATION WORKSHOPS (cont.)

To prepare adequately for this, a prototype of an exhibition could be prepared during this year, using media students from a design or public relations department of an University. GRC could initiate work in this arena.

E. DELEGATE ORIENTATION SEMINAR

December 1983 to January 1984

Intent The intent of the Delegate Orientation Seminar will be:

- 1) to familiarise each delegate with the form and procedures of the India Event;
- 2) to acquaint each delegate in detail with the projects to be presented and to plan for and provide training in the mode of presentation; and
- 3) indirectly to form the delegates into a team whose corporateness and intentionality can be expected to carry through as a collegial force following the IERD.

Activities The form of this orientation will vary according to the type of projects involved and prior involvement of the delegates. But in most nations orientation will include site visits, preparation of talking papers, and seminars whose content would include planning workshops and briefing talks and whose process would introduce delegates to the methods they will be using at the India Event.

Guidelines Care should be taken during the orientation to give an opportunity for each delegate to participate in the nation's presentation of its projects at the India Event, whilst recognising the time constraints facing them.

Responsibility ICAI and the Centrums will be responsible for creating and communicating in detail the India Event (as per the July 1983 council/planning), but all of the orientation format shall be devised and implemented by the regional team. The latter shall, however, draw upon and seek to maximise participation of the NSC and others in conducting the orientation program.

THE EXPOSITION EVENT IN INDIA
February 5 - 15 1984

THE GLOBAL SYMPOSIUM

February 5 - 7

THE RESEARCH PRACTICUM

February 8 - 12

THE DOCUMENTATION ASSEMBLY

February 13 - 15

The 750 delegates from the participating nations and organizations will gather in New Delhi and stage a multi-media exposition of their work, including edge breakthroughs in relevant technology. The Symposium will then be structured so that the delegates will be formed into 35 multi-national working units, made up of approximately 22 persons each, to study the basic contradictions to development progress, and to identify the most successful methods and models for resolving them as demonstrated in the project documentation from the 50 nations present.

Each of the 35 working parties will then visit one project in the sub-continent which has been selected as contributing significantly to resolving development issues. These visits will give the delegates a practical context for doing their work and will provide a concrete focus and realism for the depth analysis that will take place in the on-site workshops. One method will be to identify key factors which have produced lasting and self-sustaining results. Another method will involve delegates in talking with village leaders, government officials and project workers to compare their findings with experience in their own countries. A third method will be the creation of an initial consensus of the foundational components of development at the local level. This work will be completed by each team prior to their participation in the Documentation Assembly.

Delegates will reassemble in New Delhi to exchange findings and to draft a compendium document appropriate for use at the local level. This document will be both a summary of the pillars of locally implemented development schemes and a directory of replicable ideas, tested projects and technologies that have been brought by the participating delegations. The participants will then return to their original groupings of national delegations and organizations. At this time each group will map out their immediate follow-up implementation plan focused on presenting the results of the Exposition to those who have been involved in the preparation in the 50 nations.

REGIONAL FOLLOW-UP EVENTS

F. Results Presentation Events

April to June 1984

The primary intent of these events will be to present summarily the results of the IERD to NSC members, supporting organisations, and all others who have participated in their nation's IERD presentation. These will also provide an occasion for discussion of ways to plan for the utilisation of the results in the nation.

G. Document Study Seminars

August to September 1984

These seminars will be held primarily with projects which have been part of the IERD and with those related to such projects in order to communicate fully the results of the IERD and to promote initial discussion of the implications of such results.

H. Development Agency Briefings

August to September 1984

These briefings will undertake formally to present the results of the IERD to national agencies concerned with development, as well as to components of international development agencies located within the nation.

I. National Implementation Workshops

October to December 1984

These workshops will be scheduled by the NSC's in order to identify existing projects which can be advanced by the IERD learnings, to discuss and design new projects which take advantage of such learnings and to schedule additional seminars and events which bring the insights of the IERD to bear on the issues and needs of the nation.

J. Replication Projects Initiation

1985 to 1988

During this period, the focus of the NSC's will be to nurture and expand the replication of projects which take the best national advantage of the IERD learnings to massively replicate human development in the nation.

THE INTERNATIONAL EVENTS AND ACTIVITIES

I. THE PREPARATION PROGRAM

1. The Global Advisors and Co-sponsors Secured August to December 1982

The Global Advisory Board members from the 50 nations will be secured by December 1982. Currently 25 nations have Global advisors. The final list will include one or more from each nation representing a multi-sector configuration of prominent men and women. The India and International Co-sponsors will also be complete representing the configuration recommended at Lonavala.

2. The International Coordination Meeting January 1983

The Regional Coordination Meeting will be a representative meeting of the Brussels Secretariat and the Affiliated Coordinating Office staff to plan the details of the 1983 tasks. This meeting will review the documentation pilots and finalize the documentation formats so that projects documentation can proceed in the 50 countries. It will organize the interchange and communications mechanisms for the year, review the pilots and finalize the formats for the Rural Development Symposiums for the 15 non-ICA nations, and cover all details regarding funding, co-sponsor relations, and field staff relations.

3. The Methods Planning Conference July 1983

The methods and procedures for the Exposition will be planned in detail in July 1983 at the Organizing Sponsors annual Global Research Assembly. This conference will also take responsibility for selecting and notifying the 50 facilitators required for leadership roles in the India event. The program for training the facilitators will be designed at this time, the details of the Delhi site set-up team outlined and all other international coordination details reviewed and any necessary revisions made. The publisher for the Resource Book and the producer for the film and/or multi-media products will be confirmed so appropriate contacts and arrangements can be made for their preparation.

4. The Delhi Site Preparation December 1983

The Delhi conference site preparation will begin December 1, 1983. The preparation will be coordinated by the Delhi Conference Office staff who will have been working with the conference travel agents. Additional staff may be assigned at that time to cover additional details not under the conference agents responsibility such as space and decor designs and preparation and exhibition space organisation and set-up. Other such details will be laid out in the July 1983 conference.

5. The Conference Facilitators Training Session January 1984

Conference facilitator training will occur on site in New Delhi in January 1984 for the 50 facilitators and team leaders. In addition to training in the practical leadership roles the session will produce a facilitators leadership manual and a participants guidebook. Coordination and review of all the practical details will be done at this time.

II. THE EXPOSITION EVENT February 5-15, 1984

The Exposition event will occur in India February 5-15, 1984 in the three stages delineated in the Summary (Section 1 of this document); the Global Symposium, the Research Practicum and the Documentation Assembly. Thousands of people will have prepared for this event in the 50 nations. A representative group of 750 or more will attend the event to pull together the wisdom of their colleagues and create a product which is intended to benefit millions of people in the future. The products that will be assembled in India include:

- a. Multi-media presentations of the documentation of projects and programmes from 50 nations
- b. Identification of specific contradictions facing local rural development and the successful methods and models for dealing with them
- c. First hand interchange of learnings and ideas during the study tours between the delegates from the 50 nations and the workers in the 35 selected projects in India
- d. Identification of the pillars of effective local rural development methods and models
- e. Compilation of the materials for a Resource Book to convey the learnings which emerge out of the documentation, exhibits and field research
- f. Preparation of preliminary follow-up plans for each nation by the delegates from that nation with a focus on presenting the results to all who were included in the preparation.

III. THE FOLLOW-UP PROGRAMME

6. The Implementation Team Training February 1984

Immediately following the Exposition the Implementation Team Training will occur in New Delhi for 100 selected delegates who will be responsible for presenting the results of the Exposition in the 50 nations. This team will prepare formats for a variety of presentations. They will do a critical review of the materials to be sure that they are easily communicable to all audiences and make specific recommendations for those portions or items to be included in the audio-visual products.

7. The Resource Book and Media Team February and March 1984

Following the Exposition an editing and media production team will be designated to prepare script and materials for the Resource Book publisher and the multi-media materials producer. The Resource Book will be both a summary of the pillars of successful local rural development methodologies and a directory of replicable ideas, tested projects, and effective technologies from the 50 countries.

8. The International Follow-up Planning Conference

The International Follow-up Planning Conference will be held in July 1984 with delegates from the 50 nations to prepare for and coordinate the follow-up activities. The designs and formats for the follow-up programmes and events to be held in the 50 nations will be created at this time. These formats will include the National Implementation Workshops, the Development Agency Seminars, the Co-sponsors Briefing Sessions and the Project Study Labs. Manuals will be prepared and delegates trained to lead these events.

9. The Co-sponsors Briefing Sessions August to December 1984

The IERD coordination team will be responsible for presenting the results of the Exposition to the international and India Co-sponsors from April to June 1984. These sessions will include viewing the multi-media products, a briefing on the Resource Book and workshops on implications for acceleration of existing projects, initiation of new projects and future policies and funding in relation to locally initiated development efforts.

10. The International Interchange Systems 1985 and following

Interchange systems to facilitate ongoing documentation and interchange of development learnings and models will be created to service the new networks of people and projects which evolve out of the four years of the IERD.

CENTRUM FUNCTIONS RELATIVE TO THE IERD FOR 82/83.

GLOBAL DEVELOPMENT: Securing co-sponsors; working with regions on supporting organisations; central cost coverage through large major proposals; media and publications co-ordination; continued authorisation and framing; authorisation and framing interchange.

GLOBAL RESEARCH: Orient NSC's in selection processes to build with them the project selection screen; field research with regions on 4 sector participation in local development; build rural symposium construct; facilitate rural symposium; pull together the regional symposia; create delegates orientation seminar; Brussels would be responsible for overall co-ordination.

GLOBAL OPERATIONS: Creating story of IERD as part of regional strategies with regions; pilot documentation and exhibit of one ICA project for each continent; interchange relative to models, regional event reports, breakthroughs etc.; organisation of planning events in preparation and follow-up; project support especially in preparation stages.

GLOBAL MANAGEMENT: Create regional manual to mesh IERD \$ with international funding; accounting for designated funds; funds distribution models; track IERD income and expenses over against budget; recommendations to finance commission for disbursement; co-ordinate budget revisions with centnums and houses; Brussels assume responsibility for ICA International account.

CROSS CENTRUM & OVERALL COORDINATION: Treks to complete GAB; treks to non-resident nations, (1 GAB, 1 Area Prior, 1 Nexus); high level authorisation and interchange; working with nations and regions on establishing the NSC's; update of NSC's manuals.

We recommend that each centrum designates who are the ones who will be on top of the IERD and that in Chicago this include one of the priors from each centrum. These people would meet frequently as a cross-centrum task force in each Nexus location.

IERD

Selection Process and Criteria of the 50 Nations

1. A total of 750 participants will be invited from approximately 50 Nations in most cases as unofficial delegations from their respective countries. It is intended that the 35 countries where the ICA is working will participate in the IERD.
2. A minimum of 15 other nations will participate in the IERD. The selection of these 15 nations will be done by:
 - A.) Creating a priority list from this Research Council.
 - B.) Conversations with Co-Sponsoring Organizations.
3. The 15 nations will be screened according to:
 - A.) geographical coverage
 - B.) high development activities
 - C.) ICA missional future. This might include nations that have extended invitations or ICA has contacts in the country.
 - D.) Nations that have key international development agencies or high profile (ie poorest of the poor nations).

The involvement of the 15 nations would be activated through the following process:

1. Gaining access through Global Advisory Board members or other contacts.
2. Visiting the nation with the GAB member to enlist an advisor from the targeted nation.
3. Use the now enlisted "in nation" advisor to create a National Steering Committee and follow the normal process of training project selection, documentation, delegate selection, and orientation. A total of 5 trips by ICA staff would be required to develop full participation.

Nations that have at present some contact developed are:
Sri Lanka, Thailand, Bangladesh, Senegal, Zimbabwe,
New Guinea, Upper Volta. However, only Sri Lanka has a member of the Advisory Board and the selection of the 15 nations is yet to be made.

China

Initial contacts have indicated that the presence of an official delegation from the Peoples Republic of China would require a disproportionate amount of time and effort. In addition countries in SEAPAC have indicated that they would be discouraged from participation by the presence of an official delegation. However, the participation of an unofficial delegation under UN aegis would be welcomed.

ICA RECOMMENDATIONS FOR PARTICIPATING NATIONS

NORTH AMERICA

United States
Canada

EUROPE

United Kingdom
Germany
Belgium
Netherlands
Italy
Spain
Portugal
France
Denmark

Sweden
Norway

EURASIA

Austria

Yugoslavia

LATIN AMERICA

Mexico
Guatemala
Jamaica
Venezuela
Peru
Brazil
Chile

Surinam
Trinidad
Ecuador

BLACK AFRICA

Ivory Coast
Nigeria
Kenya
Zambia

Ghana
Senegal
Zimbabwe
Upper Volta
Cameroon

SEAPAC

Japan
Korea
Hong Kong
Taiwan
Philippines
Malaysia
Indonesia
Micronesia
Australia

Thailand
New Guinea
New Zealand

SUB CONTINENT

India

Bangladesh
Sri Lanka
Pakistan

NAME

Egypt

Saudi Arabia
Tunisia
Turkey

DELEGATES GUIDELINES FOR DELHI EVENT: We recommend the current image for numbers be 5 - 15 people per country. This will be altered during the year and finalised July 1983, taking into consideration population numbers, balance of continental representatives, etc. We recommend the make-up of delegate teams be imaged as 80% local residents and local development workers, with 20% other.

QUESTION	RESPONSE	STRUCTURE/DATE
1. What centrum functions relate to specific Nexus?	The Bands will put the specificity on the Nexus responsibilities during their Band Meetings, 26/27 July. However, Brussels Nexus will be responsible for overall co-ordination while the major work of the co-sponsorship will fall on Brussels and Chicago and the major responsibility for the 10-day event be Bombay's for this year.	Band Meetings, 26/27 July, 1982.
2. How can people have their way paid who won't get institutional sponsorship?	The responsibility of delegates' fees and travel falls on the NSC. Institutions are only one source of funds. Companies, individuals and maybe "sister" regions are some of the others. Approaches to air lines have already yielded in kind or discount tickets.	National Steering Committees
3. What does the conference fee include?	Details of the total costs of the conference are on the Event Expenses page in the Manual. Costs include materials, travel in India, food, lodgings, staff expenses, etc. The fee is comparable to similar conferences.	See Manual.
4. Delhi office staffing - who, task?	At the moment, IERD co-ordination in India will be done from Bombay Nexus. This will be re-evaluated in July 1983.	Bombay Nexus.

QUESTION	RESPONSE	STRUCTURE/DATE
5. What is happening with regard to the Travel Agent Consortium?	A coalition of two travel agents in Delhi have submitted a bid for covering all ground travel in India, facilities, translation, etc. Final decision will be made between Global Management Centrum and the Finance Commission.	Global Management Centrum and Finance Commission.
6. How many ICA staff will be needed on practice to ensure that the India event happens, and where are they going to be needed?	This team will be decided on during July 1983 Council when we have more clarity on tasks, timing and numbers.	July 1983
7. Image of cash flow expected for ICA relative to large monies from international sources.	Initial work is shown in the financial section of the Manual appendix. Brussels Global Management Centrum will submit a firm recommendation to the Global Finance Commission by October 1982.	October 1982.

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