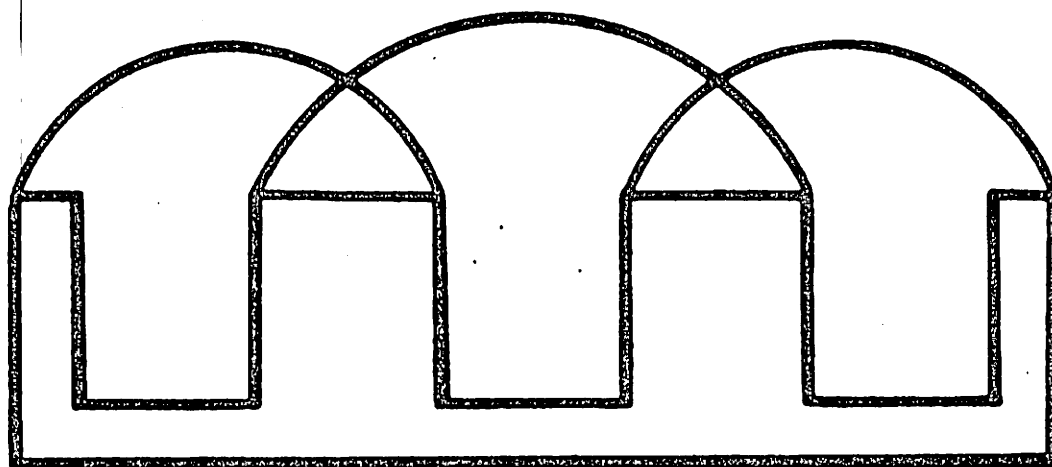


**AREA TOKYO
COUNCIL
REPORT**



AUGUST 1983

FOUR YEAR STRATEGIES

NURTURING THE SPIRIT MOVEMENT OF THOSE WHO CARE		
CATALYTIC SOCIAL SIGNS	VOLUNTEER SERVICE & TRAINING	SERVANT ORDER
I E R D PARTICIPATION SYSTEMS	TRAINING CENTER EXPERIMENTATION	ORDER JOURNEY MODELS
HUMAN DEVELOPMENT ZONES	SERVICE OPPORTUNITIES RECRUITMENT	FUTURIC ECONOMIC FORMS
IMPACT PROGRAMME EXPANSION	VOLUNTEER ORGANIZATION NETWORKING	REGIONAL TEAM STRUCTURES

THE STORY

I. In the book *The Third Wave* by Alvin Toffler he describes the various forces at work in the world shaping a new civilization. New social patterns and forms, changing value systems and technological developments are radically altering the human community through out the globe. The deep social upheaval and creative restructuring taking place today is effecting every social unit and organization from the family to the nation. Out of this struggle, humanity is now building, from the ground up, a remarkable new global civilization which Toffler envisions as the final outcome of our current quantum leap forward.

II. The Institute of Cultural Affairs and its companion organization, The Ecumenical Institute were formed to assist the task of human development in the new global civilization. This work is both practical; promoting social and economic development in local communities, and profound; helping men, women and children live meaningful lives.

III. This movement first began in 1952 on a university campus in Texas, U.S.A. In 1962, the original staff of 12 people became the faculty of the Ecumenical Institute in Chicago and moved to Fifth City in the poor, black ghetto section of the city. In 1968, Institute centers were established in six other cities: 4 in the United States, 1 in Malaysia and 1 in Australia. In 1972, the Institute of Cultural Affairs was formed as a separate organization. The first Japanese center was established in 1969.

IV. The staff of the Institute organized in 1962 as the Order: Ecumenical. This Order is a global community of people engaged in service to society through diverse programs of the two Institutes. Members come from a rich variety of cultural backgrounds and belief systems. Fifty five nationalities and 4 major religions are represented in the nearly 1,000 members. These full time members are known as the Symbolic Order. In addition, thousands of volunteers share in the work of the Institute through commitment of time, energy and resources. Known as the Extended Order they come from all walks of life and participate in planning and implementing practical care for their region and the globe. An even larger number of people known as the Movemental Order are engaged in various programs in their local communities across the globe. All three of these dynamics are critical to the task of effectively caring for human development and building a meaningful future.

V. The Order: Ecumenical is a religious organization. The word "ecumenical" comes from the Greek language and means world-wide, global, or "all the earth". The origins of the Order: Ecumenical are Christian but its growth over the years has been ecumenical in character so that it now includes people from Hindu, Moslem, and Buddhist traditions, and those from no religious background. The common focus of the Order is on the profound depths of the human spirit which underlie every great religion. These depths form the foundation for a new global unity and provide the universal key to genuine human community. The Order is an experiment with a new kind of religious life which is also very secular and fully involved in economic and social issues of the 20th century.

THE STORY

VI. Over the past years the Order: Ecumenical has not been immune from the changes in society. Like similar Orders, major growth in programs and staff have come in 3rd world locations. Thirty years ago, The Order: Ecumenical was western, 1st world and Christian. Operating principles, economic structures, symbolic life and teaching methods were all shaped by these conditions. Now, we are obliged to re-examine those original structures and design fresh ones. These structures must hold the original spirit insights of many cultures and traditions while providing the flexibility and humanly caring conditions that sustain us wherever we are and wherever we come from. From this foundational posture the members of the Order: Ecumenical in Area Tokyo built their 4 year strategy.

VII. Area Tokyo will be focussing its strategy in three key arenas. These include: 1. Establishing Catalytic Social Signs; 2. Promoting Volunteer Service and Training; and 3. Building the Servant Order. The first two strategies are directly related to serving the social needs of the nations to which we are assigned. They are intended to build on the programs and projects of the past 15 years in Japan and Korea, and to open up new opportunities of care. The third strategy is focused on recruiting, training and sustaining the three forms of the symbolic order to be the core of leadership for our missional activities.

VIII. In order to effectively carry out these strategies, the members of the Symbolic Order in Japan have decided to locate themselves in Tokyo and Osaka during the 1983-84 program year. We are recommending that ICA offices be maintained in four regions in Japan. In Korea we will be located in Seoul and Chaong Ju. Configuring in these four locations will make possible a more stable yet flexible income base, lower management costs, and provide large enough units of staff for corporate research and development on new inclusive forms of our Order and its service in society. This configuration also acknowledges the growing strength of the movemental and extended Order in taking responsibility for the activities and programs of the ICA in these nations. Reconfiguration will be phased over a 9 month period. This will allow for the careful planning and participation of the regional colleagues in working through the practical forms for sustaining the regional movement.

IX. As a result of our reconfiguration and the new 4 year strategies we see enhanced service to society and a stronger leadership base in Japan and Korea. Four strongly staffed locations will undergird the training center dynamics. People of both nations who are concerned about volunteer activities will spend varying lengths of time in the centers to be trained for overseas and domestic service. Order staff will circuit into all of the regions to meet and plan with regional colleagues and to implement programs. As new self support ventures mature, economic stability and viability will be demonstrated and attract more national staff. Centers staffed with larger numbers of members will allow more corporate input on crucial issues and models for the Order's future. Finally, the strong regional teams will provide the broad base of national leadership to more effectively serve Japan, Korea and the globe.

I ESTABLISHING CATALYTIC SOCIAL SIGNS

The intent of this strategy is to serve the deep struggles in society that are calling for new forms of care. It also focuses programmes to enable maximum effect in key arenas of need discerned through a geo-socio spirit analysis. The three dynamics of this strategy are IERD participation systems, human development zones and impact program expansion. The IERD PARTICIPATION SYSTEMS are focused on using IERD as a tool for building national and regional networks of agencies and groups working in the field of local development. Through Local Development Symposiums in each region and project selection and documentation a broad base of participation is obtained. Delegates representing each nation will play a major role in Phase III of IERD. HUMAN DEVELOPMENT ZONE dynamics will be discerned through intensified regional circuits, IERD programs and geo-socio-spirit analysis of the Area. IMPACT PROGRAM EXPANSION will focus on community groups, women and youth providing new images and methods for participating in forming the new society that is emerging. Leadership training and Imaginal Education methods will be used to equip individuals and groups who are engaged in practical service to society.

I. Establishing Catalytic Social Signs

Intent

1. Serve the deep struggles in society
2. Focus programs to enable maximum effect

Elements

1. I.E.R.D.
2. Impact programs (community, youth, women)
3. Leadership training
4. Human Development Zone
5. Imaginal Education for teachers and educational groups
6. Local Development Symposiums in all regions

Requirements

1. Curriculum development
2. Models interchange
3. Intensified circuits
4. Network development
5. Work with local development agencies and groups
6. Regional team development

LOCAL DEVELOPMENT SYMPOSIUM



1. Sharing approaches that work in local communities
2. Highlighting successful community projects and methods
3. Discerning key development indices
4. Building interest and support for the IERD

FORMAT FOR THE DAY

I. Project Displays

II. Opening: Welcome and Introductions
Film on IERD

III. Group Conversation: Community Participation in
Local Development

LUNCH

IV. Workshop: Teamwork - Key Elements Required for
Local Development

V. Plenary: Team Reports on Key Elements
Key Learnings Listing

VI. Future Directions Conversation

* This can be done in one day taking 4 - 8 hours or as a 4 hour evening construct.

This is designed for 20 - 50 people. The participants are people concerned about and working in local development programs of all types. This includes local leaders, government personnel, key development organizations, and the regional team.

Participants bring a display of their project to exhibit. Plenary work is pulled together and produced for participants before leaving.

II PROMOTING VOLUNTEER SERVICE AND TRAINING

The intent of this strategy is to awaken and sustain those who care on the long journey of service. The three major dynamics of this strategy are training center experimentation, service opportunities recruitment, and volunteer organisation networking. The TRAINING CENTER EXPERIMENTATION will seek new ways to ensure training of both individuals interested in volunteer service and volunteer organisations and agencies. Large training centers will be located in Tokyo and Seoul with appropriate facilities to train resident volunteer and sojourners as well as classrooms for outside groups. Curriculum will be designed and tested to ensure practical comprehensive training. SERVICE OPPORTUNITIES RECRUITMENT will focus on work camps going to ICA 3rd world projects with training and follow up structures. Longer term volunteer recruitment for one year service in 3rd world countries as well as in local service projects will be emphasized. VOLUNTEER ORGANISATION NETWORKING will be done through Volunteer Symposiums, IERD Programs, and project oriented taskforces. Ongoing training and methods exchange for volunteers will be a key factor in the success of this strategy and provide a foundation for the Human Development Zone.

II. Promoting Volunteer Service and Training

Intent

1. Awakening and sustaining those who care in the long journey of service.

Elements

1. Strong training center in each nation
2. Work camps
3. Volunteer symposia
4. Vocational Journey Lab
5. Curriculum Design
6. Long term volunteer training and service programs
7. I.E.R.D. programs
8. Engagement task forces: Translation guild, Womens groups

Requirements

1. House reconfiguration
2. Large training centers in Tokyo and Seoul (20-30 staff)
3. Curriculum development
4. Active volunteer recruitment
5. Local volunteer projects

PROMOTING VOLUNTEER SERVICE AND TRAINING

I. WORKCAMPS

In order to awaken people to overseas volunteer work and demonstrate effective Japan/Asia development exchanges, the area will sponsor four trips to the Philippines and Korea this year. The trips will be organized, recruited and staffed regionally to maximize participation and lower coordination expenses. The trips will be assigned as follows:

REGION	DESTINATION	DATE	LENGTH
Sapporo	Putsan, Philippines	March	10 days
Tokyo	Zamboanga, Philippines	March	10 days
Osaka	Sudtonggan, Philippines	March	10 days
Fukuoka	Seosan or Cheongju, Korea	? ?	10 days

Sapporo Region will also sponsor a 30 day workcamp to the Philippines to be coordinated with the other workcamps. Whether these trips are simultaneous depends on Japan school vacation schedules and ICA: Philippines input. The trip to Korea will be called a "cultural exchange trip" rather than a "workcamp" to emphasize an image of mutual cooperation.

To prepare for these camps, each regional team should assign a coordinator, camp program leaders, and a practices person to handle finances and ticketing.

Assistance from Osaka and Sapporo on set-up and program learnings will be offered. A task force led by Ruth Riemer and Joan Knutson will refine and develop a common handbook for the workcamps. This task force could meet in early January in Tokyo preferably sometime between 1/3 and 1/8. The meeting could be held concurrently with the Area Council with one or more members from each region not assigned to the area council in Korea.

TACTICS AND STRATEGIES FOR VOLUNTEER PROGRAM

Items needing to be considered:

1. Length of time (3 - 6 months overseas assignment)
 - a. one year b. two years
2. Training Program Steps
 - a. Pre training
 - House structures
 - Round table
 - Overseas Orientation
 - English
 - ICA Village Development Method
 - b. Volunteer in overseas village with ICA
(Philippines, Indonesia, India, Kenya)
 - c. Academy (option)
 - d. Post training
 - Live in the house
 - Share experiences (speaking engagement, tour)
 - ICA program assignment
 - e. Send out or re-enlistment
3. Finance
 - a. Raising money from airlines/sponsorship
 - b. Parents
 - c. Personal savings
 - d. Self support venture
 - e. Negotiate money and time, work part time
4. Audience
 - a. Students
 - b. Young working people
 - c. Retired people
 - d. Volunteer groups (UNESCO, JOVC, Asian Association)
5. Recruitment
 - a. April-March: People started developing one year in advance and finish planning by the New Year. October, November, December is the key time.
 - b. Practical actions
 - Contact groups: University and NGO
 - Publish in University Newsletter and NGO Newsletters
 - Build referral relationships through symposium or other programs, informal discussions
 - Newspapers - piggy back with work camps

FINANCIAL PROJECTION

1. In Japan	45,000 x 6 months	270,000
2. Overseas (Philippines)	15,000 x 6 months	90,000
3. Travel International	95,000	
Domestic	35,000	130,000
4. Insurance	40,000	40,000
	TOTAL	530,000

SUGGESTED RECRUITMENT TIME FLOW

- September: 1. Conversation at September Continental Meeting
coordinating with hosting projects.
2. Developing the brochure
3. Coordinating with other houses
4. Use other publications (Town Journal)
- October: 1. Distribute brochure(one week campaign)
Other public media
NGO (newsletters)
University clubs
Speaking events
- November: 1. Interviews of possible trainees
- January: 1. Researching sponsors
- April: 1. Training starts

GLOBAL VILLAGE VOLUNTEER; GLOBAL CITIZEN PROGRAM

Potential titles:

ICA Overseas Volunteer Youth, Global Volunteer Internship,
One Year Overseas Volunteer, Journey to Global Citizen,
Volunteer Opportunities Unlimited, Overseas Training Journey,
Overseas Village Training Journey

Coordination Staff

Fukuoka	Osaka	Tokyo	Sapporo
Sato	Ariel	Miyata Kawamura	Hinkelman

Teaching Staff

Tokyo	Osaka
Rhodes	Hinkelman
Knutson	Patterson (L)
Butcher (R)	Maruyama

III BUILDING THE SERVANT ORDER

The intent of this strategy is to define who we are as the Order and build the structures that enable stability and continuity. The three major dynamics of this strategy are Order journey models, futuric economic forms, and regional team structures. ORDER JOURNEY MODELS will be built through active participation in the Year of Order Council in every region. This is an opportunity for study and model building of futuric forms of care for the Symbolic, Extended, and Movemental Order. This includes research and experimentation with symbolic life and Order training for all members to ensure creative and sustaining life-long journey care structures. FUTURIC ECONOMIC FORMS will focus on designing practical and comprehensive financial systems to ensure stability and growth of the Order and its programs of service. SELF-SUPPORT VENTURES will be implemented by focusing on total staff participation and assuring national staff control and responsibility for these ventures. REGIONAL TEAM STRUCTURES will be designed at regional councils and implemented by the 3 dynamics of the Order, the Symbolic, the Extended, and the Movemental Order.

III. Building the Servant Order

Intent

1. To define who we are as the Order and build the structures that enable stability and continuity.

Elements

1. Economic care models
2. Symbols, myth, rites
3. Staff training
4. Life-long journey models for Order members
5. Engagement models for extended and movemental order.
6. Year of Order Council programs

Requirements

1. Research
2. Experiments in self-support ventures
3. Sojourn/Intern training models
4. Staff reconfiguration
5. Models interchange
6. Regional, Area, Global Council participation

BUILDING THE SERVANT ORDER STRATEGY

This strategy will take two directions that complement each other. One is sustaining and caring for the Symbolic Order members in Area Tokyo. The second is building and sustaining the extended and movemental order in Area Tokyo.

ACTIONS FOR SYMBOLIC ORDER CARE

1. Each House will choose a resurgence research topic to do research on during Quarters I & II. This will involve the regional team as well as House members. The research is toward the geo-social-spirit analysis of each nation in the area. Research projects will be selected at the regional councils.
2. Representational Area Council in Korea. The council will last for 5 days and occur during the "winter holidays". The council will do work on the geo-social spirit analysis, order care particularly for national staff, review configuration phasing, reflect on the Order's destinal role and symbolic life. Eight from Japan, 1 from Hong Kong, 1 from another Area and as many Seoul region staff as possible will be assigned. Regional team members from all regions will be invited to attend.
3. Order Collegium Series. Each house will conduct the 13 globally recommended collegiums for the Year of Order Council. Each House will do one collegium per month commo to the Area during Quarters I & II.
4. Study Life. Each house will study the book "Shaping the Coming Age of Religious Life" by Cada, et al. during Quarters I & II.
5. Symbolic Life. A national (area) task force will be scheduled for Quarter II to initiate our corporate brooding on the Asian influence in regard to the myths, rites and symbols that will build and sustain the global order and movement.
6. Participation in the Year of Order Council. The collegium dynamic in each House will be the primary mode for participation in the polity dimension of the Year of Order Council. Other events include the 2 Area priors at the SEAPAC check signals meeting in Hong Kong in September, 2 representatives (1 each from Japan and Korea) at IERD in Delhi, the Area Council in January, 1 member to another Area Council in SEAPAC, national and area task forces, Global Research Assembly and Council in Chicago. Participation at this event will be maximized within the limits of our financial constraints and our regional/area commitments.

ACTIONS FOR REGIONAL TEAM CARE

As many key colleagues as possible will be visited within two weeks to report on the work from the Global Council and Tokyo Area Council to allow them to begin thinking through regional implications. Regional Councils will be held in all 5 regions before the end of October to launch the regional teams for the year. All members and colleagues will be sent written invitations well in advance to enable their participation.

A suggested Regional Council Agenda follows:

1. Reports from Global Council and Tokyo Area Council
2. Reflection on Reports
3. Decide Task Forces (Perhaps the following)
 1. Regional Office dynamics - facility, telephone
 2. Membership Campaign
 3. Programs
 4. Interchange (example: Newsletter)
4. Plenary
5. Lunch
6. Spirit Exercise
7. Task Forces (afternoon)
8. Calendar (yearly, quarterly)
9. Budget Task Force
10. Symbol for the Year
11. Celebration

Other Regional Team Care dynamics will include regional circuits from Tokyo and Osaka to Sapporo and Fukuoka. Suggested timing is once a month for one week. The circuits will include participation in regional programs, training and consultation.

Regional eventfulness will be maintained through the work of the Task Forces set up at the October Regional Councils. This will include weekly Round Tables, Quarterly Regional Councils, participation in councils outside the region, membership celebration events, participation in symposiums and other programs scheduled by the region, including the Volunteer Work Camps.

The Budget Task Forces will create Regional Program Operation budgets including: phone, travel, newsletters, regional activities. The question of a percentage of membership fees being used to help cover regional program costs will be discussed at Regional Councils and recommendations made to a National Task Force to meet before or during the January Area Council.

Regional files will be maintained in the Regional Offices and in the Tokyo and Osaka ICA Houses. The colleague lists will be computerized. A simple address and telephone list of 100-200 colleagues will be printed and distributed among the colleagues so they can maintain their relationships.

Area Tokyo

29 August 1983

PHASING CHART FOR JAPAN RECONFIGURATION

Location as of September 30, 1983				Location as of December 31, 1983			Location as of March 31, 1984	
Sapporo	Tokyo	Osaka	Fukuoka	Tokyo	Osaka	Fukuoka	Tokyo	Osaka
R. Butcher	R. Rafos	J. Patterson	D. Reese	R. Rafos	J. Patterson	D. Reese	R. Rafos	J. Patterson
D. Hinkelman	S. Rafos	L. Patterson	J. Reese	S. Rafos	L. Patterson	J. Reese	S. Rafos	L. Patterson
M. Horiuchi	J. Knutson	V. Ariel	J. Hanson	J. Knutson	V. Ariel	J. Hanson	J. Knutson	V. Ariel
M. Le Blanc	M. Butcher	A. Tonosaki	S. Sato	M. Butcher	A. Tonosaki	S. Sato	M. Butcher	A. Tonosaki
	A. Rhodes	S. Yoshikawa		A. Rhodes	S. Yoshikawa		A. Rhodes	D. Hinkelman
				K. Yoneda	D. Hinkelman		K. Yoneda	M. Le Blanc
				R. Butcher	M. Le Blanc		R. Butcher	J. Hanson
				M. Horiuchi			M. Horiuchi	S. Sato
							D. Reese	
							J. Reese	
							S. Yoshikawa	

FINANCIAL DECISIONS

1. Stipend Level

Japan \$120.00 (Y 30,000/Adult)
Korea 78.00 (W 62,400/Adult)

2. Official Exchange Rate for 1983-84

Japan Y 250 = \$1
Korea W 800 = \$1

3. Global Order Council Assessment per month

Area Tokyo = \$975.60

Japan = \$ 731.70 Y 182,925
Korea = \$ 243.90 W 195.120

The assessment is apportioned to each house in Japan
at Y 45,750 per month through December 1983

4. Global Order Travel Monthly Budget

Korea = \$ 667.00 W 533,600
Japan = \$ 1,760.00 Y 440,000

Japan Global Order Travel Budget

All	September Area Council	Y 1,500,000
8	December/January Area Council (Seoul)	500,000
	National Task Forces	750,000
	Area Priors Treks (1-3)	450,000
8	Global Order Council	2,000,000
	Miscellaneous	100,000
	TOTAL	Y 5,300,000

The monthly assessment is apportioned to each House in
Japan at Y 110,000 per month through December 1983.

5. Japan Debt Retirement will continue at Y 20,000 per month through December 1983.

FINANCIAL DECISIONS

6. Order Member Financial Care and Self Support.

Each House in the area is assigned to have local workshops on

- a. futuric self support for all Order members and ventures thoward that.
- b. comprehensive care for national staff needs particularly related to extended family care and financial stability as well as comprehensive care for international Order members.

These workshops will be conducted during Quarter II.

The results will be compiled and reflected on at the Area Council in Seoul during Quarter III.

An Area Task Force will draft a futuric financial care model during Quarter IV to submit to the Global Order Council for consideration in the Year of Order Council.

7. Japan Self Support

Because of the reconfiguration and transitions required this year Japan self-support will operate nationally, and not by Houses. Stipend release will be by nation.

8. Cash Flow

It is recommended that Hong Kong Management Centrum mail the House checks and stipends to Tokyo and Seoul monthly, irregardless of current condition. The checks are to arrive in Seoul and Tokyo by the first day of the new month.

Tokyo and Seoul will distribute the House operations checks to all Houses immediately. Stipends will be released nationally when the required amount of income has been deposited in each nation.

9. Each House in Japan will send a copy of ALL budget forms and RH-100 deposits to Tokyo and Hong Kong Management. Health claims only to Hong Kong.

10. To reduce communication costs the Area House will communicate with Hong Kong in regard to OE/ICA finance for Japan, and Seoul for Korea. The Japan Houses will communicate with Tokyo relative to these matters.

GEO-SOCIAL SPIRIT ANALYSIS
(7 Revolutions)

I. Multinational Corporation Revolution

Contradiction

1. Limited distribution of goods and work
2. Inadequate local skill training
3. National self-interest
4. Unused natural resources

Resurgence Examples

1. Experimentation with solar energy/geo-thermal energy
2. Japanese government loan to Korea, \$400,000
3. Plants in foreign nations
4. Non-western multi-nationals
5. Joint partnerships
6. English communications
7. Retraining manpower

II. Third World Revolution

Contradiction

1. 2nd Class status image
2. Advanced nation dependence
3. Limited technological skills
4. Outside exploitation of resources
5. Devisive decision making mechanisms

Resurgence Examples

1. Saemaul movement training school
2. Japan Asian Friendship Society
3. NHK series: public education; Bangladesh, Tonga
4. J.O.V.C. skilled volunteers
5. 70% AID to 3rd world
6. Relate to ASIAN
7. NGO involvement 3rd world volunteers

III. Minorities Revolution

Contradiction

1. Stereotyped identity
2. Repressed cultural traditions
3. Restricted participation in decision making
4. Unequal distribution of benefits

Resurgence Examples

1. Refugee camps training Vietnamese to enter Japanese society
2. Aliens and new citizens requesting original pronunciation of names and abolition of fingerprinting
3. Handicapped groups open
4. Prince to school in England

GEO SOCIAL SPIRIT ANALYSIS

IV. EDUCATIONAL STRUCTURES RE 'OLUTION

Contradiction

1. Outdated restricted curriculum
2. Overwhelming information access
3. Economically oriented system
4. Uninnovative formalized methods

Resurgence Examples

1. Erimo School opens doors for adult education
2. Sidewalk preschool in Cheong Won
3. New life movement
4. Cultural centers
5. Korea - relaxed university exams and uniforms
6. Radio university

V. WOMEN'S REVOLUTION

Contradiction

1. Restricted engagement opportunities
2. Self-restricting story
3. Stereotyped societal roles
4. Unequal employment opportunities

Resurgence Examples

1. Hokkaido business and professional organization (Soroptimist)
2. Korean legal aid center - built and directed by Lee Tae Young (first woman lawyer in Korea)
3. Women's groups - active environment co-ops, education, training Big Sisters, volunteers
4. Begin to play role in politics
5. Travel and adventure

VI. YOUTH REVOLUTION

Contradiction

1. Unidentified roles of phases
2. Entrenched static world view
3. Unformulated ethical questions
4. Structurally limited engagement

Resurgence Examples

1. Antinuclear movement
2. Developing world engagement
3. Volunteer service
4. Diverse dress style

GEO SOCIAL SPIRIT ANALYSIS

VII. LOCAL COMMUNITY REVOLUTION

Contradiction

1. Unattractive local engagement
2. Unrealized local potential
3. Inadequate linkages between external and local bodies
4. Unfuturistic human resources development

Resurgence Examples

1. Shinseikatsu Undo (New Life Movement) emphasis on local self-reliance.
2. Shimaokoshi Undo (village movement) Okinawa & Kyushu
3. Environmental movement
4. U-turn movement, people return back to local community because new jobs are created and community celebrations held.
5. J.C. program - community image.
6. Duplex housing - extended family