



IMAGE

APRIL 1983



"Indeed, one might say that the great divide in the world today is not so much between the rich and the poor—or between the educated, healthier and wealthier and the illiterate, malnourished and impoverished—as between those who think that humans can shape their own destiny, and those who still believe that one's fate is decided by outside forces." —Richard Critchfield

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IMAGE

A JOURNAL ON THE HUMAN FACTOR

INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



TABLE OF CONTENTS

- I. THE OVERVIEW
- II. THE NEED
- III. THE PROGRAMME DESCRIPTION
- IV. THE OBJECTIVES
- V. THE ACTIVITIES
- VI. THE ANTICIPATED BENEFITS
- VII. THE SPONSORS

IMAGE

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INTRODUCTION

This issue of *IMAGE* is devoted entirely to the International Exposition of Rural Development, now in its initiating phase, which will include a multi-nation plenary event to be held in New Delhi, India, 5-15 February, 1984. The article which follows was prepared by members of the staff of the Institute of Cultural Affairs International, meeting in Brussels, Belgium, in December 1982. Since its preparation, many of the activities projected for the initiating phase have already been completed or are scheduled. National Steering Committees have been established in many countries, Rural Development Symposiums held, and great interest and excitement expressed about the entire concept. Comments or suggestions regarding projects which might be represented at the India event may be sent to IERD, 4750 N. Sheridan, Chicago, IL 60640.

"For it must be better understood in the richest nations as well as the poorest that without a more equitable sharing of the world's goods —both within nations and between them—the security, stability and progress of all nations is in jeopardy." —Philip H. Coombs, Meeting the Basic Needs of the Rural Poor.

I. THE OVERVIEW

PROGRESS in world development over the last four decades is impressive, but a current mood of pessimism obscures the hard-won achievements in humanity's struggle to overcome hunger, ignorance and disease. *A spotlight needs to be placed on*

success in development. Worldwide, absolute poverty is overwhelmingly concentrated in the rural villages of the developing countries. Least developed nations do not have the preconditions for self-sustaining development. Means must be found for massively accelerating development in the rural villages where the majority of the world's poor live. There have been times when development interests seem to be at cross purposes. There needs to be a comprehensive integrated global development approach that is created out of what has been learned in the past by a coalition of people made up of all the sectors involved in the development process. Such an effort will be valuable for local development everywhere, including urbanized areas.

The Institute of Cultural Affairs International is organizing an **International Exposition of Rural Development (IERD)** to respond to this need for a new approach to the worldwide task of rural development. The Exposition is a three-year series of events in fifty nations. India will be the site of a major plenary event in February, 1984. Participation by large numbers of local people and field staff will be enabled through national programme activities and an implementing framework of concerned individuals and organizations.

The primary intent of the International Exposition of Rural Development is to accelerate the replication of tested methods and models of rural development. Toward this end, the three-year programme of activities (1982-84) has been organized into three phases: I. Formation of a Multi-nation Framework, II. India Event Multi-nation Interchange, III. Initiation of Multi-nation Dissemination. The implementing framework for the Exposition will itself be a demonstration of the multi-level, multi-sector



The participating nations to date.

coalitions which are forming to undertake massive rural development. The product of the India Event will serve as the basis for major policy review and new investment priorities. Phase III activities will produce nation-specific replication plans for multiple-site, local impetus projects for launching in those countries where national consensus indicates implementation potential. Participating nations will benefit by having an opportunity to reassess policies related to national development plans.

Sponsorship of the Exposition is being sought from major multi-lateral and national agencies. Currently committed co-sponsors include the United Nations Development Programme (UNDP), the United Nations Fund for Population Activities (UNFPA), Canara Bank in India, and the Association of Indian Engineering Industry (AIEI). The India Event has the

support of the Government of India, and is being promoted by an Indian Advisory Board and India Steering Committee. Over 100 prominent persons from thirty nations form a Global Advisory Board.

The Institute of Cultural Affairs International (ICAI), the organizing sponsor for the Exposition, is a research, training and demonstration group concerned with the human factor in world development. ICAI has twenty years of experience in the field of local human development. It is currently involved in multiple-site replication projects in several nations.

The coordination centre for this programme is in Brussels, Belgium, where ICAI is chartered by Royal Decree as an association of all the nationally registered and chartered ICAs in thirty-five nations. Sir James Lindsay, President of ICAI, is the Convenor for the IERD.



"More than twenty new jobs have been secured outside the village, and approximately fifty new full- or part-time jobs were created within the village. These include about a dozen part-time tailors, two new kirana shops, three horse cart drivers, a private school teacher, a nurse and a mason." —Sikror Human Development Project Report

II. THE NEED

to celebrate development success

PROGRESS in world development over the last four decades is impressive. The populous nation of India has achieved self-sufficiency in food.¹ Smallpox has been globally eradicated. The average income of people in the developing countries has doubled, their average life expectancy has increased from 42 to 54 years, and the proportion of literate adults has risen from 30% to over 50%.²

These historically important successes have been years in the making and have taken the involvement of millions of people and the expenditure of billions of dollars. Yet, these successes seldom appear on the front page of today's newspapers. In the press of urgent needs today, perspective is lost and genuine accomplishments go unrecognized. In fact, the current pessimism and mood of failure obscure these and many other hard-won achievements.

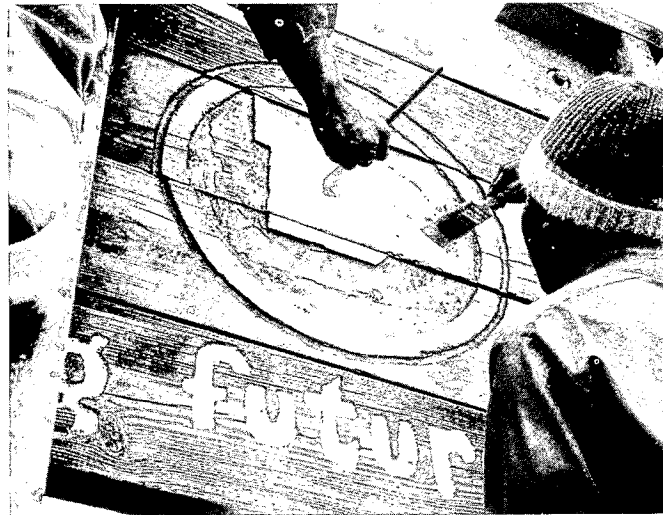
This negative attitude is reflected in the loss of public support for development efforts. "While public opinion on foreign aid varies from country to country, some broad points of similarity emerge; most favour helping poor people in poor countries but feel that current efforts are already sufficient or too large, and that problems 'at home' should take priority. They are sceptical about the effectiveness of official agencies, less sceptical of private ones...A poll taken in the United States indicated that people felt aid went to the wrong countries and did little to relieve poverty. A remarkable 91% felt that 'too much of our foreign assistance is kept by the leaders of poor countries and does not get to the people.'"³

Yet if we look at the broad history of development, each decade has revealed new dimensions of the task: the '40s disclosed the need to transfer skills and technology; the '50s showed the necessity of providing capital; the '60s brought the initiation of local community organization and participation; and the '70s were marked by a movement toward a new international economic order. Development was becoming a global concern which pointed to overall solutions within a framework of new relations between nations.

During the '80s, the pieces of the puzzle are coming together: it is necessary to provide capital; it is necessary to create adequate and appropriate internal and external structures in order for development to take place.⁴ The '80s, marked by a weakened economic base, are providing the occasion to trim costs, to synthesize learnings, and to articulate what works. It is a time of refining development methods into effective tools.

The care for the world which catalysed the significant victories of the last four decades is still present. It has widened to include the entire globe and all suffering peoples. Participation in its fulfillment has shifted from the purview of a few to the involvement of many. The development experience of countless individuals and groups needs to be documented and made available to the public.

A spotlight needs to be placed on the successes in development so that hope in the future can be founded realistically on past experience.



to accelerate development among the poorest

The means of development have been created, but "despite the impressive level of economic growth the developing world has achieved over the past quarter century, some 800 million individuals...remain caught up in absolute poverty, a condition of life so limited by malnutrition, disease, illiteracy, low life expectancy, and high infant mortality as to be beneath any rational definition of human decency."⁵ How do we take what we have learned about development and focus it on the plight of the poorest within each nation and the globe?



Worldwide, absolute poverty is overwhelmingly concentrated in the rural villages of developing countries.⁶ "In many developing countries, the rural sector is commonly not only the largest but also the most depressed part of society."⁷ E. F. Schumacher described their situation in *Small is Beautiful*, "What is the typical condition of the poor in most of the so-called developing countries? Their work opportunities are so restricted that they cannot work their way out of misery. They are underemployed or totally unemployed, and when they do find occasional work their productivity is extremely low. Some of them have land, but often too little. Many have no land and no prospect of ever getting any. There is no hope for them in the rural areas and hence they drift into the big cities. But there is no work for them in the big cities either and, of course, no housing. All the same, they flock into the cities because the chances of finding some work appear to be greater there than in the villages, where they are nil."⁸

What does it take to catalyse development in conditions of absolute poverty, in the rural sector? World Bank experience has demonstrated that investment in the human development of the absolute poor is not merely more equitable social policy, but very sound economics as well.⁹ This particularly involves training, health care, and institution building. Where education and social organization are lacking, programmes can be subject to corruption or create dependency. Development requires a basic social infrastructure, from the village level to that of the broader society. Least developed nations do not yet have these pre-conditions for self-sufficiency. Whereas middle income countries have been able to sustain growth despite the constrained global economy, nations in Africa have actually had a decline in per capita income in recent years.¹⁰

Those who have laboured long in the task of development now seek to generate momentum within the rural villages of each nation. They seek to release a nation's greatest resource—its own people. As Mr. Tarzie Vittachi points out, "It will no longer work to try to spread any message from the top down...The messages that work are messages spread horizontally from village to village...If something works in this village, you don't need a newspaper to spread it to the next village. It spreads because it works. The real test of our work is whether it is spreading laterally."¹¹

Means must be found for massively accelerating the development in the rural villages where the majority of the world's poor live. "The necessary resources already exist or can be found. To mobilize them, however, requires acts of international cooperation and national initiative on an unprecedented scale."¹²





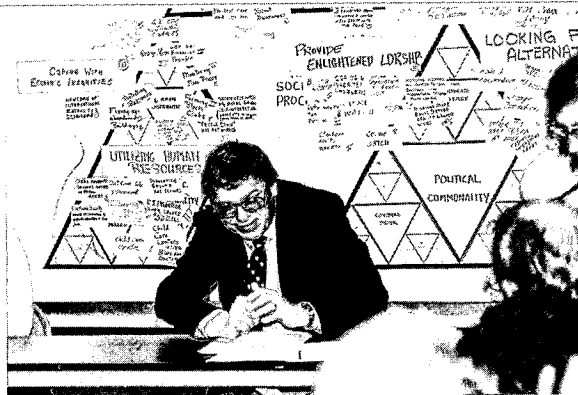
There have been times when development efforts have seemed to be at cross purposes. "Women's access to education is critically important—for their earning power, for determining the number and spacing of their children, and for the well-being of their children. But opening primary school places for girls may become irrelevant if, at the same time, agricultural development programmes increase the need for family labour on the farm."¹³ A comprehensive, well-integrated plan is needed for local development.¹⁴

It appears to be time to get all the players around the same "global table." This particularly applies to the local population concerned. Indeed without the organized participation of the poor, no community development project has more than the dimmest hope of lasting success. As Denis Goulet has observed: "Development is not a cluster of benefits 'given' to people in need but rather a process by which a populace acquires mastery over its own destiny."¹⁵ The "global table" certainly includes local people.

Dr. Robert Holland maintains that, "Within a locality the single most important characteristic that could be generated is an approach that I'll call the Public/Private Partnership...a willingness for elements of the public sector to look for areas of agreement, and to work together as closely as they can to try to attack the common problems."¹⁶

The need for collaboration

There needs to be an integrated global approach to development that is created out of what has been learned in the past by a coalition of people from all the sectors involved in the development process.



III. THE PROGRAMME DESCRIPTION

THE International Exposition of Rural Development is a response to the need for a new approach to the worldwide task of rural development. The primary aim of the Exposition is to accelerate the replication of tested methods and models of rural development.

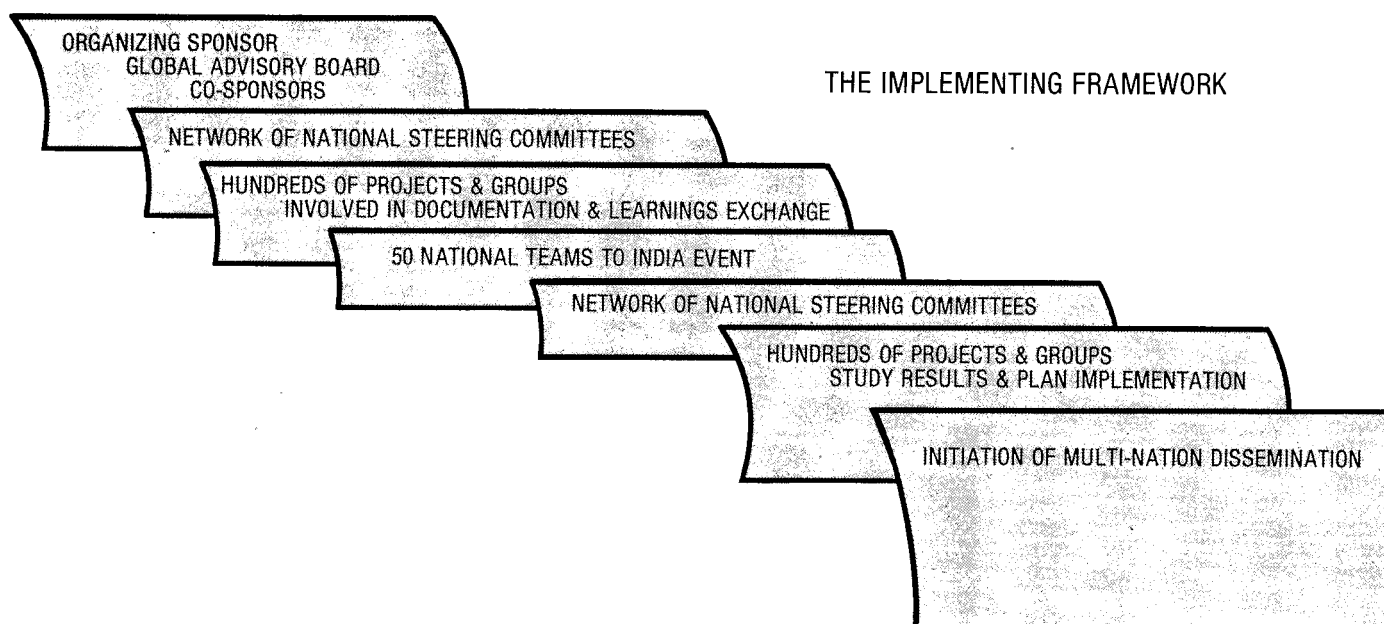
The format of the Exposition is a three-year series of events in fifty nations with a major plenary in India in February, 1984. It was chosen to provide a global process within which field workers, community leaders, and representatives from finance, business, government and non-government organizations might disseminate their knowledge of rural development. With the theme "SHARING APPROACHES THAT WORK," each nation will produce multi-media exhibits on effective rural development programmes.

The major plenary in New Delhi will provide a focus for the three-year programme and a practical means of interchanging models. The diversity provided by local documentation from fifty nations will allow a rich data base for

discerning common factors of success and new policy alternatives. This interchange will be effected by means of workshop methods rather than speeches.

The Exposition is cosponsored and implemented by a diverse group of private, public, and voluntary organizations. Nations are recommended by co-sponsors and advisors and selected to ensure geographic spread, a mix of developed, developing and least developed nations, and potential for replication programmes. National Steering Committees are being formed with representation from government, business, local communities and voluntary groups.

Hundreds of community residents and agency people will document and present their learnings in health, housing, agriculture, small industry, sanitation, and nutrition. The majority of those attending national activities and the India Event will be local workers involved in significant projects. Using actual field experience as the primary source of data, they will exchange effective methods, tools, and models. This interchange of practical wisdom will be an informal educational experience for all who participate.



IV. THE OBJECTIVES

THE three phases of the Exposition are the formation of a multi-nation framework, the India event and multi-nation dissemination.

1. The primary objective of Phase I is the formation of an implementing framework for the Exposition which is itself a demonstration of the multi-level, multi-sector coalitions needed to undertake massive rural development.

Investment 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. Organizations such as those co-sponsoring and advising the International Exposition of Rural Development play an important role in linking local development to available resources. By joining together in a process of documentation and evaluation of locally based rural development programmes, they provide interchange which will accelerate the exchange of methods, approaches, and technology among development efforts. The accompanying diagram shows the critical linkage function played by the implementing framework.

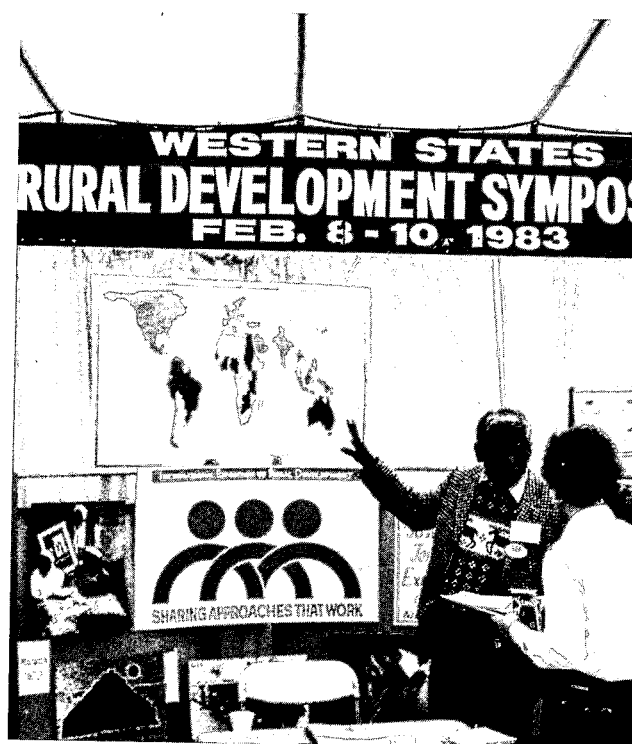
2. The primary objective of the plenary event in India is to create the basis for major policy review and new investment priorities.

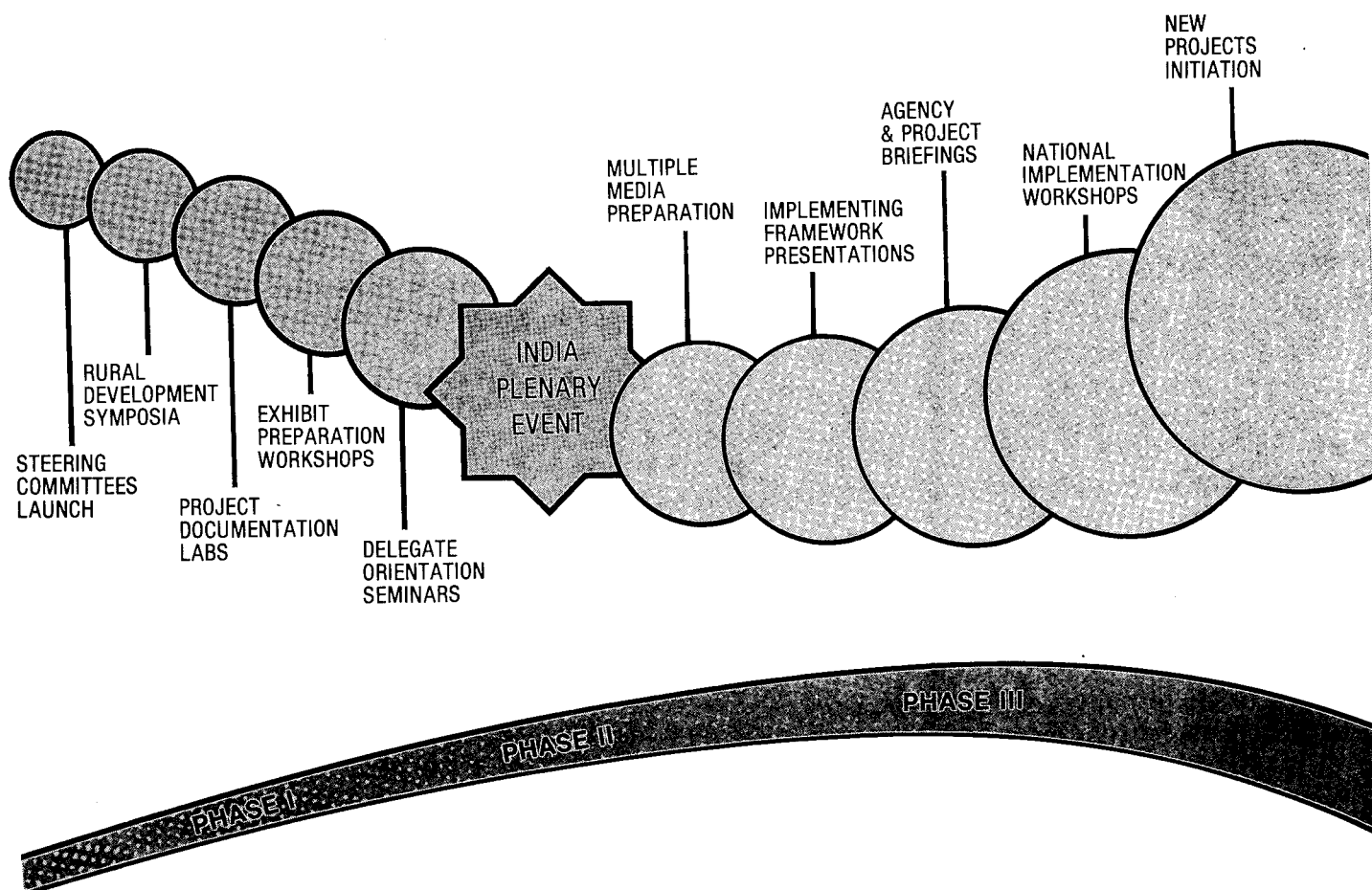
There is a growing consensus among prominent practitioners and policy makers in rural development that an international review of experience and policies is needed. Using the theme of the India plenary event, "SHARING APPROACHES THAT WORK," and by combining the documentation carried out in the fifty participating nations with first-hand experience of successful projects in India,

local field staff will be able to assess the real possibilities for rural technology. The results will provide material for influencing policy and creating training opportunities on a community and district basis.

3. The major objective of Phase III activities is to launch new programmes on the basis of models and ideas produced by Phase II.

United Nations agencies have found that a key factor in effective development is the participation of local people in determining the objectives of development. The fifty diversely composed national teams attending the India Event will use its results to acquaint those concerned in their own countries with new technical and organizational skills for launching multiple-site, local impetus projects. The decision to launch projects using new policy and investment priorities rests with each nation. International programmes such as the UN Decade of Women will be given new momentum through the replication process.





V. THE ACTIVITIES

THE Institute of Cultural Affairs International has been preparing for the Exposition since 1980. This preparation has involved testing the concept and organizing support for the programme. Sir James Lindsay, Convenor, Lady Peggy Lindsay, and ICAI staff have invited international and India co-sponsorship and formed the Global Advisory Board, Indian Advisory Board, and India Steering Committee. Activities from September 1982 through December 1984 have been organized into the following three phases. (See chart.)

1. Formation of Multi-nation Framework (1982-83)

This phase begins in each nation with the establishment of a National Steering Committee which is responsible for that nation's participation in the three-year programme. Activities include:

- *Promotional events and media coverage directed toward increasing awareness and interest in rural development.
- *Rural Development Symposia designed to identify successful development efforts for documentation.
- *Documentation of local initiative projects and their supporting linkages which could accelerate other efforts.
- *Exhibits of such projects prepared for presentation to the India Event.
- *Delegates trained to represent their nation in India.

VI. THE ANTICIPATED BENEFITS

2. India Event: Multi-nation Interchange (5-15 February, 1984)

This phase begins with the assembling of national teams from the fifty participating nations in New Delhi, India for a three-stage event.

- *Global Symposium (5-7 February, 1984) which displays the work of the fifty nations, reviews their documentation, discerns the basic contradictions facing local development, and articulates key directions for the future.

- *Field Workshops (8-12, 1984) provide first-hand experience for the 750 participants through visits to selected local rural development projects across India in teams of 20-25 persons.

- *Documentation Assembly (13-15 February) reassembles the group in New Delhi to compile their learnings into a report which is a compendium of the key factors of successful development and a guidebook for potential projects.

3. Multi-nation Dissemination (1984)

This phase is initiated in each nation after training an implementation team to present the results of the India Event. Activities include:

- *Preparation of a resource book and audio-visual reports on selected items.

- *Presentations to the members of the implementing framework of each nation.

- *Seminars with development agencies and projects to share programme results and solicit input for the implementation planning.

- *Implementation workshops to design national programmes.

- *Initiation of replication programmes.

THE three year programme of activities offers many levels of participation to a variety of people, organizations and nations. Beneficiaries include the following:

- *Local People and Field Workers... will be able to report on their successes, learn more effective ways from other projects, learn new skills in local planning methods, and have direct access to technological and financial support for their projects.

- *Private Voluntary Organizations... will have a forum for their work and experience, play an intensified role within national development plans, reassess their own objectives, and consider the most effective channeling of resources.

- *The Private Sector... will benefit from having an opportunity to share with others its contribution to rural development, from dialogue in a coalition framework on their technological development related to rural development and therefore to gain new access to the appropriate marketing of goods and services.

- *Development Agencies... will be introduced to a global network of field staff who will give local feedback on their programmes, have the occasions to synthesize their learnings, benefit from media coverage focussed on success, and expand rural project opportunities.

- *The Public Sector... will benefit from having a vehicle for promotion of its contribution to total development, have an opportunity to review its own successes, and explore ways of using coalitions to accelerate development in their own nations.

- *Participating Nations... will benefit by having an opportunity to reassess policies related to their national development plans, having a trained leadership core, having local training mechanisms available and ready for service, and having increased experience with global agencies and personnel who are in a position to support their efforts.

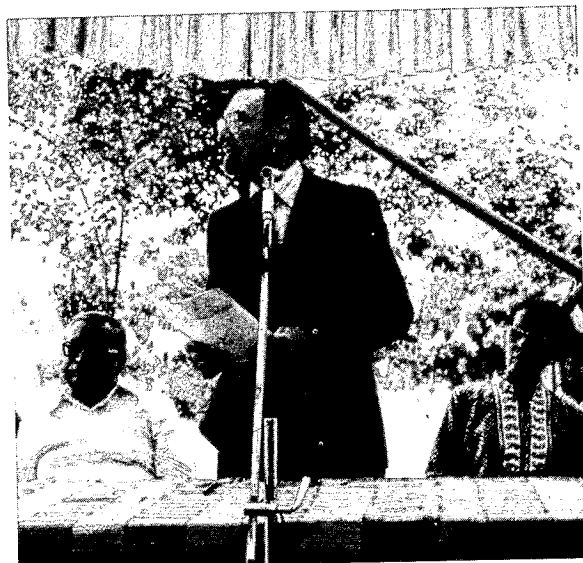
- *The ICA International... will have new opportunities for service within national plans, increased exposure to the contributions of the development community, and the possibility of discovering the critical dynamics for an effective cross-sector coalition and reassessing its priority programmes.

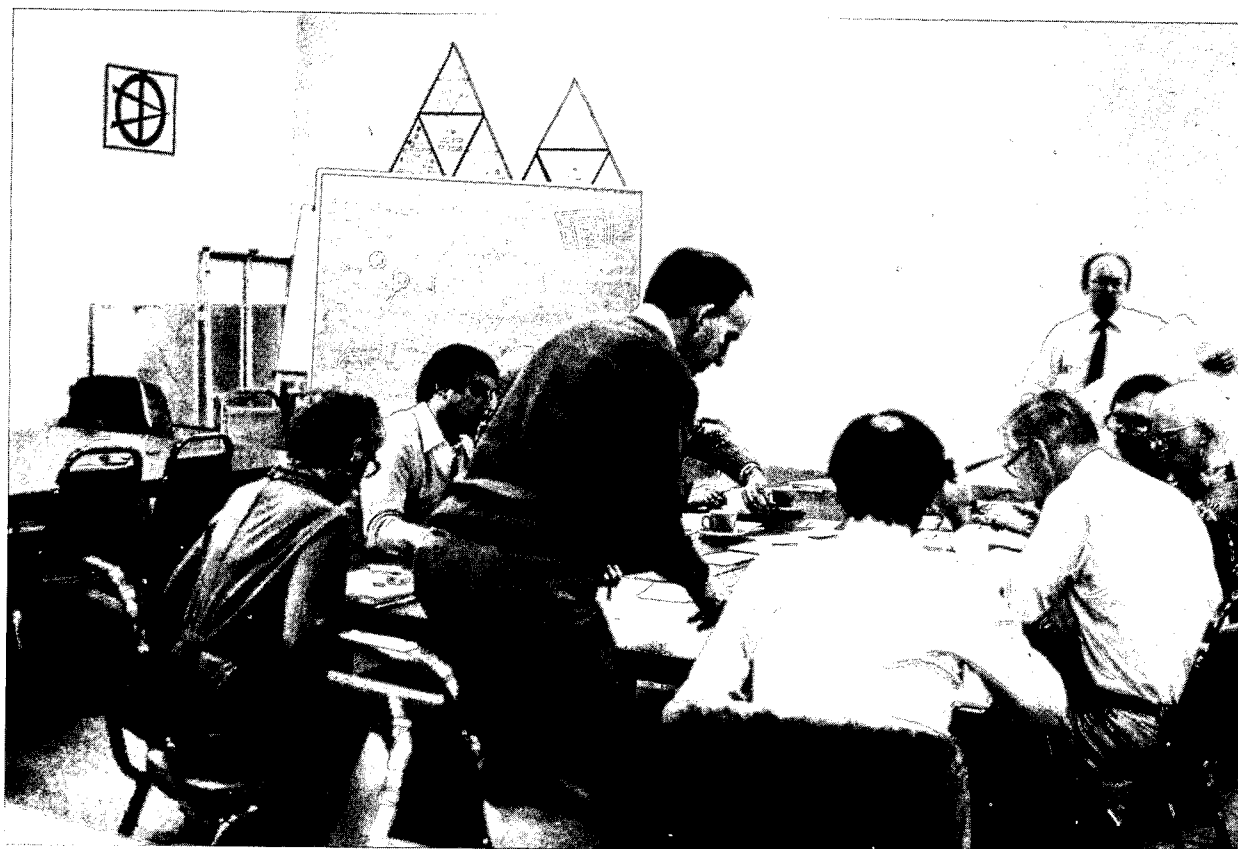
VII. THE SPONSORS

SPONSORSHIP of the International Exposition of Rural Development (IERD) is being sought from major multi-lateral and national agencies. Currently committed co-sponsors include the United Nations Development Programme (UNDP), the United Nations Fund for Population Activities (UNFPA), Canara Bank in India, and the Association of Indian Engineering Industry (AIEI). The India Event has the official approval of the Government of India, and is being promoted by an Indian Advisory Board and an Indian Steering Committee.

Over one hundred prominent persons from thirty nations form a Global Advisory Board. These include such notable persons as Sir John Crawford (Chancellor, Australian National University), Sir Robert Jackson (Special Representative of the Secretary General for Humanitarian Operations arising out of Kampuchea), His Excellency Vice President Adam Malik (Indonesia), The Honorable Robert S. McNamara (Former President, World Bank), Mrs. Violeta Correa de Belaúnde, (First Lady, Republic of Peru), The Honorable Z. Onyonka (Minister of Economic Planning and Development, Kenya), Mr. Takeshi Wabanabe (Japanese Chairman, The Trilateral Commission), Mrs. Aziza Hussein (President, International Planned Parenthood Federation, Arab Republic of Egypt), Dr. M.S. Swaminathan (former member of the Planning Commission, Government of India).

As the organizing sponsor for the Exposition, the Institute of Cultural Affairs International (ICAI) is providing most of the fulltime staff necessary to assure adequate coordination and management. Sir James Lindsay, Kt, CBIM, FInstM, President of the ICAI, the Convenor for the Exposition, is the former President of the Associated Chambers of Commerce and Industry of India and present Chairman of Henley Training, Ltd. of the United Kingdom.





As a research, training, and demonstration group concerned with the human factor in world development, the ICAI conducts programmes in strategic planning, educational methods, and comprehensive community development. Its purpose is to enable communities, individuals, and institutions to become self-sufficient, self-reliant, and self-confident. ICAI expertise in integrated planning, consensus facilitation, leadership training, and participation methods has been created and tested in hundreds of rural villages, business organizations, and government and voluntary agencies.

Early experimentation in an urban ghetto in Chicago, USA, led to the creation of a model of comprehensive, integrated community development. This model for rapid socio-economic change at the local level was tested in over fifty sites

in twenty-eight nations. From 1976-1979, a scheme of "model village replication" was tested in the state of Maharashtra, India. A major product of this experiment was the design for training and managing of the national service corps of village workers. By 1979, in the Philippines, another approach, "village clusters," was found to produce a ripple effect of local development more quickly. This style has now been incorporated into a "Block Development Scheme" involving all of the villages within each of three blocks in the state of Maharashtra, India. The block experiment and a national replication effort in Kenya not only aim at local institution building but at the linkages between villages, the various levels of government, and the larger social institutions of urban areas. The ICAI hopes to learn from the Exposition the necessary factors for massive rural development.



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