

Proposal for Rastafari Social Development Programme

Mission/Vision Statement

The Rastafari Social Development Programme is an initiative which will enable Rastafari globally, to live up to the Creed to its fullness, whereas: the hungry be fed, the naked clothed, the sick nourished, the aged protected and the infants cared for.

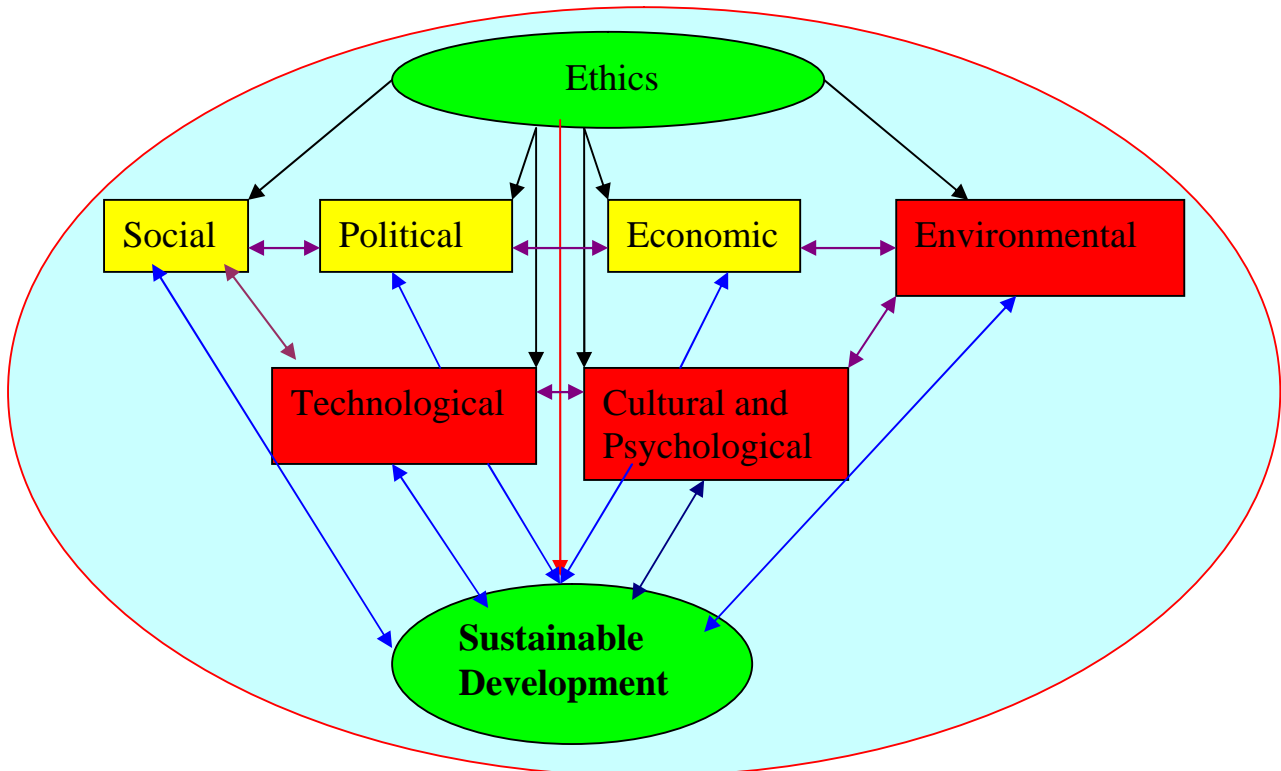
Thus, assuring a solid foundation for the unity of the Rastafari nation.



Sustainable Development – Sustainable Community Development¹

The core ideas of sustainable development have come to the fore as a critical element for consideration in any long term development². Establishing a durable dynamic for community/national/international development thus requires and incorporates these core factors including: economic, social, governance (political), environmental, cultural/psychological and technological factors.

Diagram: Generating a sustained dynamic for development



Most models of development planning have addressed social, economic and political factors. Since the Rio summit in 1992, however, development models have been

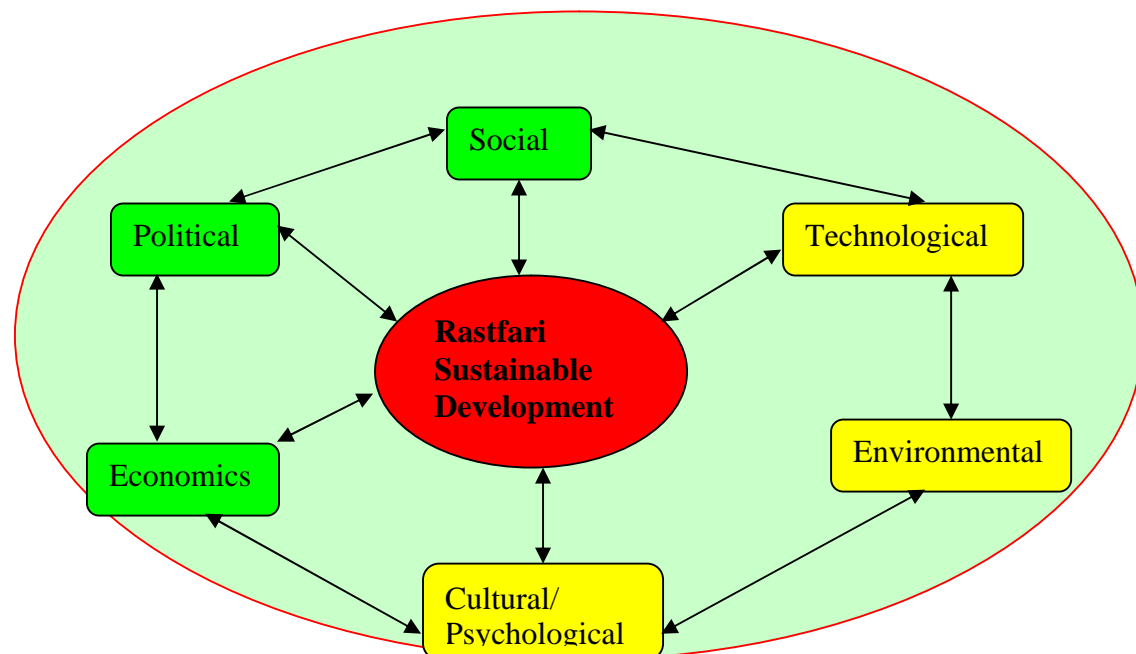
¹ Haile Selassie I, Negus Nagas of 'Kush' (modern day 'Aethiopia') in 1963 in his address to the United Nations emphasised the need to focus on the environment and the human element (human rights violations and the testing and impact of weapons on the environment - Lorne 1997.) as it relates to sustainability. However despite this pronouncement Rastafari nation has been tardy in organising and centralising around a common vision to drive and implement the vital institutional structures and programmes required to incorporate these issues as critical drivers for long term development.

² Here sustainable development is defined as a "dynamic which generates both qualitative and quantitative improvements in the quality of existence among inhabitants in a particular space both now and in the future (Harvey and Clayton 2004)." Note that Bruntland (1982) defined sustainable development as development which, meet the needs of the current generation without compromising the need for future generations to meet their own needs – this definition while incorporating ideas of intergenerational equity does not address the critical element of intra-generational equity. As such Bruntland's definition inadequately captures the imperatives for development especially amongst developing countries that faces the challenges of increasing inequity.

progressively incorporating some of the core ideas of sustainable development, including ethical, cultural/psychological, environmental and technological changes dimensions of the planning process. An influence diagram (Diagram 1 above) can be used to summarize one common interpretation of the inter-relationship among these variables, showing how a general philosophical position or *ethic* can influence the interaction among the other dimensions (social, political, economic, technological, cultural/psychological and environmental) that then shape the process of development, either positively or negatively. This approach can, in principle, be used to design a self-reinforcing process of change towards sustainable development, utilizing positive feedback loops.³

The specific components of these dimensions must be identified so as to unearth what will be the main drivers that determine their impact on the dynamic - whether positive or negative. See Diagram 2 below.

Diagram: Sustainable Community Development



³ Note that there are loops among the elements that can contribute to generating a sustained dynamic for development (indicated by the arrows), although this also depends on the robustness of the planning process. Foresighting and scenario can strengthen the planning process. For the purposes of the analysis (see the main text) social, economic and political factors are collapsed into two subgroups; socio-economic and socio-political factors.

Sustainable Community Development: Dimensions and Determinants

- **Political** – community base organisation, increase communication with governing bodies and organisations within the Rastafari Nation and other relevant national and international institutions.

- **Social** – welfare programmes (children and adult) based on the Creed - “the



hungry be fed, the naked clothed, the sick be nourished, the aged protected and the infants cared for” - including but not limited to, health services, early childhood education, retirement programmes.

- **Economic** – entrepreneurial partnerships (with a focus on regional and international trade – South- South Sustainable Development) job creation, community business, access to venture capital funding, institutional support services and capacity building.

- **Environmental** – Water, food, health and energy security – with a focus on sanitation, waste management and disposal, pest control, greening and beautification employing environmental best practices.

- **Cultural** – regional and international summits and conferences, visual art, dances, music, drama, **Ital Livivity** – generating economics through cultural enterprise.

- **Technology** – IT literacy, electronic database and networking; Rastafari Social Development Network.

- **Ethical factors** – this is a critical factor as the ethics that prevails will directly impact on how the members of the community view themselves and the development of the community as well – the overarching ethic is captured within the creed of Rastafari expressed within the livivity of Negus Nagast Haile Selassie I and Impress Menen.



Rastafari Social Development presents and submits strategic framework as a medium through which Rastafari nation can establish a dynamic for sustainable development for Africa and the African Diaspora.



Opening the O.A.U. Summit at Africa Hall

RASTAFARI SOCIAL DEVELOPMENT PROGRAMME

Haile Selassie I points out:

“Let Us not be too proud to face honestly and frankly the fact that by the standards of the modern world, the African peoples today are poor. Our poverty need not cover Us with shame...But just as We must not be too proud to recognize the facts of Africa’s economic situation as it exists today, so We must not be cast down or discouraged by the magnitude of the problem which faces Us. For Africa is potentially rich. Our task is to improve the economic lot of all African peoples, to raise them to a standard of living comparable to that enjoyed in the most highly developed regions of the world today. This is a task and a challenge which must be met. And because this touches all of Us, all must labour and work for success in this endeavour. The ultimate resource of a nation is its people. Unless this resource is employed for the benefit of the nation, unless the latent good which it represents is exploited to the maximum extent for the common good, the nation will languish, poor in spirit, lacking in achievement. If a man is sick in one part of his body, his whole constitution is upset. It is the same with a people. Unless each man’s life be complete, displaying education and prosperity, the people as a whole cannot share in common a flourishing existence, nor can it give its government cause for pride. The means of destroying poverty and ignorance are education and work.”

“Wherever there is African blood there is a basis for unity” – Haile Selassie I (1966 - address to the Jamaican government).



The strategic framework is set up in two sections: **Section 1** outlining the objectives; project purpose, scope, deliverables, results means & cost, location and assumptions; and **Section 2** which highlights methodological elements that informs the understanding of the nature of the problem, and ways of meeting the purpose and objectives of the leadership training project (this is done through the use of Foresighting and Scenario planning, Influence Diagrams, Logical Framework Matrix and SWOT analysis).



Section 1:

General Objectives; Project Purpose; Scope; Deliverables; Results; Activities; Means and Costs (Budget); Assumptions; Indicators; and Method of delivery.

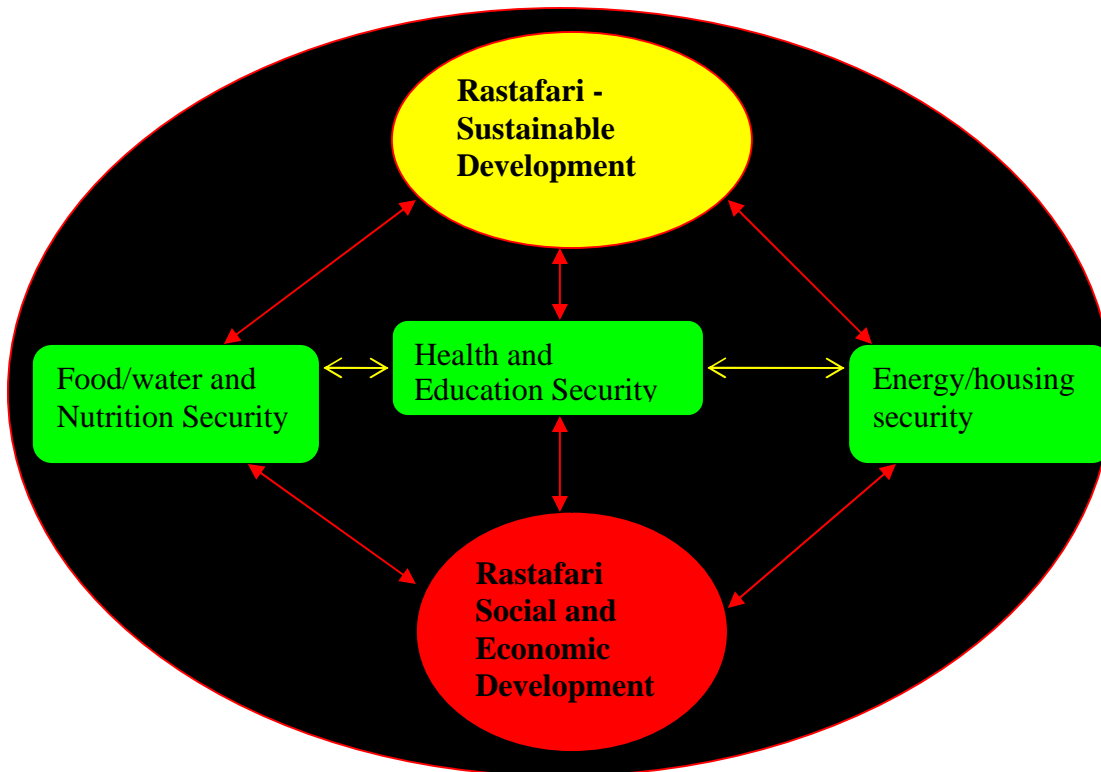
Objectives

The objective is to establish a dynamic which adequately achieves the mandate of the Creed.

- Hungry be fed – food security – establishing sustainable organic agriculture programmes – agro processing.
- Sick nourished – focus on health security programmes
- Naked be clothed/sheltered – establishing programmes that addressed sustainable housing/community development – energy security.
- Aged be protected – retirement programme and old age care, home care.
- Infants cared for – child development programmes – education development fund.

While generating strategic networking that accommodates economic enterprise, information sharing and knowledge transfer.

Objectives diagram:



From the above diagram the focus is on generating a durable dynamic for Rastafari Sustainable Development. Through generating, food, water and nutritional security, Health and Educational Security, energy and housing security, the basis will be established for attaining the overall objective. The **Rastafari Sustainable Development Committee**⁴ is the organ through which this dynamic will be facilitated. The three pillars are also positively interrelated and thus reinforce and bolster each other as well as attaining the overall objective of Rastafari Sustainable Development.

All programmes to attain the objective will be proposed and submitted by the various organisations within Rastafari Nation.

Project Purpose

To establish a Trust/Fund to form the basis through which the development programmes will be sustained. The Fund/Trust will be managed by an independent organization whose directives will be defined by Rastafari. The various programmes will be submitted for consideration for funding through the Trust⁵.

The project purpose assumes the establishment of:

- Body to oversight the operations of the Fund/Trust
- A data bank – providing information on Rastafari and other movements throughout the south-south space.
- A network centre – facilitating networking among movements with similar interest

Scope

Is to detail a strategic framework, which will guide the development of the Trust/. - To best meet the mandates for programme development.

⁴ Note this is only a proposed name, the nature, structure and members of the committee will emerged through further consultation with the Rastafari nation. However it is imperative that a body without the historical lack of accountability be established.

⁵ InI are in dialogue with the UWI endowment Fund and Centre for Caribbean Philanthropy, to aid in guiding the development and structure of the Fund/Trust, based on the directives of the interim Rastafari Sustainable Development Committee.

Project deliverables



- A detail structure of the Fund Trust⁶
- Requisites to operate the Trust/Fund (Established) – observing good governance best practices.
- An established a body/board/committee that oversight the operation and utilization of the Trust/Fund
- Data bank and network centre which facilitate networking among various organizations within the Rastafari nation.

Results: This project should be considered as a process although there will be clear results.

Among these results should be:

- Stronger networking amongst Rastafari locally, regionally and internationally.
- Establishment of programmers through the South-South⁷ which attains the mandate of the Creed.
- A seed bank and seeding centre – secure organic seeds and to facilitate the establishment of food forest areas.
- Organic farming using environmental best practices – some of the produce will be for sale as well as to distribute among the elderly in the surrounding communities.
- Promote Ital-livity... ‘healthy lifestyle’
- A centre/body/organization/secretariat that facilitates/coordinates the enquiries of persons from all institutions (secondary and tertiary – overseas and local) who are conducting research on Rastafari.

Means and Costs (Budget):

Will be ascertained post the discussions with the UWI Endowment Fund and Centre for Caribbean Philanthropy. The proposed initial aim for the fund is US\$50 million.

⁶ Will be produced by the UWI endowment fund, once there is consensus on the establishing of the fund.

⁷ South-South is defined as Africa and its Diaspora including the Asia, Americas and Caribbean...

Section 2: Strategic Framework – For Trust Fund.

The strategic framework outlines the basis and rationale upon which programme development is built – Endowment/Trust Fund. It is developed using a number of dynamic strategic planning techniques – Pre – Foresighting, Influence Diagram, Logical Framework Matrix, SWOT Analysis and Scenario planning.

Methodology⁸

The planning methodology involves four parts, Influence Diagram, SWOT Analysis, Logical Framework Matrix and Scenario. Pre - Foresighting is employed to ascertain the desired future, it relates to the project to be undertaken. The key drivers which will impact the process is identified through the use of influence diagrams, which highlights the interrelationship between the drivers and the project purpose, as well as the interrelationship among the drivers themselves. A SWOT analysis is done and a SWOT matrix produced which is used to inform what are the strengths weaknesses, opportunities and threats relating to the project – the driving forces and the project purpose. This information is further employed to produce a log-matrix which systematically sets out how the success of the project would be achieved. And finally a Scenario is detailed which reflects how the desired future will be manifested. From the above analysis, the project can be successful and the strengths and opportunities outweigh the weaknesses and threats. Note that funding, interfacing with the CBOs, acceptance of proposal for location and commitment to the project are the critical elements for consideration as possible threat factors.



⁸ See Appendix I for details of the tools used in developing the strategic framework.

Strategic planning methodology used in the development of The Creative Industries Development Plan

Logical Framework Matrix

This Log-Frame matrix uses “vertical logic”. This means that the overall objectives, project purpose, results and activities are all presented systematically, arranged in columns, with the cause and effect relationships shown vertically.

It is read like this: when the *means* become available you can undertake the *activities*; through these *activities* you will achieve the *results*; the *results* will achieve the *project purpose*; and the *project purpose* will contribute to the *overall objective(s)*.

Table 1 Generic Log-Frame Matrix

	Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions
Overall objectives				
Project purpose				
Results				
Activities		Means:	Cost:	
				Preconditions:

Key to the Log-Matrix

Column 1, rows 1-4: Intervention logic

Intervention logic is the term generally used by funding agencies. In effect, it means, “What is the point of this project? Why should we do it, and what will it achieve?”

Overall objectives: The overall objectives are bigger than the project. The project should be a contribution towards achieving these overall objectives, but the project is not expected to deliver all of the overall objectives by itself. Other projects might also contribute to the achievement of these same objectives.

Project purpose: The specific objective, which will be achieved through implementation the project.

Results: These are the products of the activities undertaken within the project. The important thing here is to ensure that the results, combined, are sufficient to achieve the stated project purpose.

Activities: These are the actions that are taken in order to achieve the results.

Column 2, rows 1-3: Objectively verifiable indicators.

This column gives an operational, concrete description of the overall objectives, project purpose and results in turn. It specifies *quantities*, *qualities* and *times*, i.e. exactly how *much* of *what* is to be achieved by *when*. It, thereby, gives the measures by which the success or failure of the project can be judged.

Column 2, row 4: Means - *Any physical (or other) resources required to carry out the planned activities are listed here.*

Column 3, rows 1-3: Sources of verification - This column shows where and in what form any necessary information pertaining to the achievement of the project purpose and results can be found, and specifies how everything is to be documented.

Column 3, row 4: Costs & funding - This lists the funding (a) needed and (b) available.

Column 4, rows 1-4: Assumptions - This column lists the factors that are external to the project, and perhaps, outwits the control of the people running the project, but potentially crucial nonetheless. These factors may determine, in practice, whether it is possible to achieve the project's activities, results, purpose and/or the overall objectives.

Column 4, row 5: Preconditions - This is closely related to the assumptions, but specifies the conditions that must be met before the project can even start. A precondition for the above, for example, might be that "tamper-proof electronic voting equipment arrives and is installed before the election".

Acknowledgement: some notes above taken from Log-Matrix prepared by Prof. Anthony Clayton, S.A.L.I.S.E.S U.W.I Mona

Foresighting and Scenario Planning

Foresighting is a systematic way of assessing or obtaining opinion on topics pertaining to the future, in particular those that can impact on wealth creation and the quality of life. Based on experiences, the foresight exercise works best using a holistic approach wherein social, technological, economic, ecological, political as well as values/norms (STEEV) processes are taken into consideration (Manchester 1999). It incorporates scenario planning in its methodology.

Scenario Planning: is "[the] art of creating mental pictures of possible emerging or desired future: Identify what one wants and how to achieve this end"

There are various approaches for creating scenarios – in constructing scenarios it is important to:

- Identify the focal issue – this is the purpose of the scenario.
- Highlight the key forces and rank them – these are the major factors that can impact upon the scenario manifesting.
- Outline the scenario logic and flow – using Backcasting approach – how the scenario plays out over time.
- Selecting leading indicators and sign posts – this highlights the factors which indicate that the scenario is materializing based on the interventions taken.
- Creating the scenario matrix - indicates the level of risk associated with the critical interventions outlined in the drivers.
- Generate feedback from Stakeholders after the scenarios are developed. The stakeholders should respond and make suggestions for adjustments where necessary.

Next Steps:

1. Distribute document and await feed forward from global Rastafari community – 2 Strong (14 lights).
2. Once there is consensus on the establishing of the Fund, A Draft Strategic Framework which details its rationale will be developed and distributed for comments and suggestions.
3. Draft Constitution and By-laws will be produced and distributed for comments and suggestions.

The strategic planning process is inclusive and as such the comments and recommendations on all draft documents are crucial. Only through a consultative process will the accord needs be manifested and the mandate of the creed of Rastafari be generated.

“No person is able to understand and solves one’s own problem better than one’s self. Let us set our goals too high; let us demand more of ourselves than we believe we possess. In our efforts to improve the standard of life of our peoples and to flesh out the bones of assistance and support of others. But this alone will not suffice and, alone, will only perpetuate Africa’s dependence...We have passed the point where prayerful pleading serves any purpose other than to debase those who thereby abdicate any responsibility or power to influence events...We cannot depend always on others” Haile Selassie I – Self Help.

