

INTRODUCTION/METHOD

This research aims to unearthing an etiology of change in the rural community of Macha, Zambia. Findings are theorized into a model through study from within the rural community. Examination of change witnessed in Macha is integrated through an integral perspective. The study reviews tangible and intangible aspects in 5 phases:

1. Empirical Ethnographic Study in Macha
2. Structuring of Information, identifying Actors and Fields of Focus
3. Theory Review (incl. Spiral Dynamics, Integral Model, and others)
4. Development of a Prototype Roadmap
5. Interactive Review and Development of an *Integral Development Model*

ENVIRONMENT



Macha is a small rural community in Zambia. Change between 2003 and 2012 involved evolving of a large, rural internet network, and interventions in education, health, transport, energy, community services, and communications.

CONCLUSION

The approach in Macha is recognized to be *holistic* (transdisciplinary) instead of *particular* (disciplinary). Change elements involve a complex array of conceptual, interdisciplinary and qualitative factors.

ICT networking was synchronized with improvements in education, communication, housing and welfare, *raising the standard of living*. Mentors were 'holding space' for the local talent to gain grounding and develop. Derived *Integral Development Model* can be an effective approach for *social innovation* that addresses local needs in rural Africa.

INTEGRAL DEVELOPMENT MODEL



THINKING

Human Development:

- Human Development goes through identifiable stages, or evolving value systems
- Mentorship
- 3RD Culture Perspective, open to local value systems
- Solutions fitting with local needs, enshrined in local culture

Holistic Approach:

- Mentors operating from integral, interdependent perspective
- Projects set-up *horizontally* instead of *vertically*
- Simultaneous Investment in different disciplines (incl. education, leadership, community)

No challenge or intervention can be addressed in isolation. A holistic approach takes both the exterior and the interior into account and necessitates presence of *trust*. An 'open view' is transdisciplinary *integrally-informed*. Change addresses all denominators: Intentions, Behavior, Culture and Structure. It aims for *sustainable progress*.

PRACTICE

Focus on the *life conditions*, involving the collective and the individual. Transformational change involves the local community to evolve from being *reluctant* (closed), to *willing* (arrested), to *capable of change* (open). Exposure to different value systems cause life conditions to change. Mentors focus on creating conditions that level barriers and transcend conventional thinking into breakthrough action. They are *holding the space* for change to come as everything needed for change is already there, it only needs to be given the space to emerge.

Holding the space:

- Long-Term Vision, involving long-term processes
- *Guiding* instead of *leading*, from 3rd culture perspective, to let local initiative and talent emerge
- Acting upon local initiative, providing 'time and space'
- Acting upon *the part and the whole*, aligning with higher purpose
- *Eehee-feeling*, passionate, authentic, with acceptance by local culture and structures

PROGRESS

The local value system defines 'progress'. In a rural African environment, this includes *acceptance, agency, local ownership*, and to *celebrate contributions*. Mentors align to local life conditions and gain acceptance by **Living the Life:**

- Value Relationships
- Show Commitment
- Focus on *here and now*
- Paucity
- Involving suffering and sacrifice
- Recognizing (local) authority
- Integrating believes and practices

Ownership and Empowerment: Sustainability and 'embracing' necessitate local investment. Not telling *what to do* contributes to local ownership and de-centralization of local knowledge.

Celebrate Contributions: Contributions must be transparent and fully known. People at different levels should be aware of what is happening to be able to provide support. Progress must be shown to the local community in order for them to believe they themselves can be the change.