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SOL DE SEPTIEMBRE HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prologomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical System
- V. The Actuating Programs

Epilogue

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## PROLEGOMENA

### I

#### THE LOCATION

SHDP

The Sol de Septiembre Human Development Consultation was the initial step in a comprehensive development demonstration project being undertaken by the people of Sol de Septiembre, a rural community located 39 kilometers northwest of Santiago, Chile. Sol de Septiembre, which means "the sun of September", or broadly interpreted as "the sun of spring", is surrounded by the brush dotted foothills of the coastal and interior ranges, and commands a stunning view of the snow capped peaks of the distant Andes. The project involves both the social and economic development of the community. It was begun through the cooperative efforts of village residents and concerned citizens of the county (comuna) of Lampa and the city of Santiago with the knowledge and encouragement of various government officials. The aim of the project is to expand and diversify village economic enterprises, to release the creative potential of the community and its individual residents, and to provide the basic services now lacking in the village. This effort is viewed as a pilot program, the methods of which can be employed in other rural communities in the nation and throughout the continent.

CHILE

Chile, the seventh largest country of South America, extends along the Pacific coast for more than 4,000 kilometers in a narrow ribbon which averages 160 kilometers in width. Anchored in the north by desert which covers abundant mineral wealth, and on the south by virtually unexplored glaciers, fjords, islands and wild forests, Chile's interior is a kaleidoscope of fertile farmlands, rivers, lakes and timberland. Past centuries have been the backdrop for the rise of the civilization of the indomitable Araucanian Indians, Spanish settlement, and later waves of immigration from many European countries, today marking Chile with a national character unique to South America. Throughout its history Chile has pioneered creative responses to the need for citizen care. It has transcended its geographic isolation in providing pace-setting leadership for the whole continent. The seat of the United Nations Economic Committee for Latin America, the Latin American Demography Center, and the Regional Program for Employment in Latin America and the Caribbean are all located

in Chile. Its political history has been marked by 150 years of democracy and active participation in the world in the arenas of culture, education and art. Like many other nations of the continent, Chile has experienced a process of social, political and economic change during the past 20 years. Along with making impressive advances in social infrastructure (ports, airports, roads and other modes of transportation, services, education, health and housing), it also has faced a deep economic challenge. Chile's economic development today is based on intermediate and long range strategies; and adequate forms of economic development at the community level are needing to be invented. In this concern, the Human Development Project in Sol de Septiembre could have great importance as a pilot effort for development in rural communities.

The Metropolitan Region of Santiago has historically been the most important in the country, providing direction and support for the others. It has been the seat of government, business, church and social agencies; it has been the point of confluence for diverse geographic, philosophical and economic dynamics; it has been the central node of transportation and communication for the nation. Like every other major city in the world, Santiago has experienced a massive influx of rural people in search of employment and a better way of life. The city itself reflects the wide diversity of its inhabitants. Rings of "callampas", or squatters shanty-towns, and government housing projects encircle a downtown area which offers the modern benefits of a new metro system and chains of shops, restaurants and supermarkets. The city, and the nation, now face the extremely complex questions of how the resources and vitality that have attracted 40% of the nation's population to the city can be made available to all the nation's regions, and how services and opportunities can extend beyond the metropolitan center. Those who wrestle with these crucial issues seek means by which the rural communities and municipalities of the wider area can authentically relate to the urban center without being wholly dependent upon it.

Sol de Septiembre is located 3 kilometers south of its county center, Lampa. Originally the site of an Araucanian Indian settlement, and more recently part of "Lampa Fundo", a large dairy ranch, the present village settlement was first established a decade ago as part of the land reform. At that time 150 families established the village's three areas of settlement: Chile Nuevo, Flor de Chile and Sol de Septiembre. Some moved from dispersed locations on the old fundo and many others came from

SOL DE  
SEPTIEMBRE

the Santiago area and as far as 400 km south. The village and its larger municipality is representative of both the needs and the possibilities of many agricultural areas in the nation. It contains both marginal and very poor land. Productive in vegetables, its major challenges have been to harvest adequate water and to expand the use of its highly alkaline soil. The villagers know that the future requires a diversification of agriculture and the development of expanded employment options which will reverse the trend of families selling out and moving away.

BASELINE

The project area covers approximately 1,1000 hectares of land marked on the southwest edge by a small but prominent hill covered with "espino" brush. The village is so designed that its streets radiate outwards from the half circle entrance road, giving the appearance of a rising sun. The present population consists of 108 families, or approximately 637 people, 30% of whom are landless laborers who work within the village and the surrounding area. The average size of one farmer's holding, or "parcela", is between 8 and 15 hectares. The residents have simple basic services available locally and others are available in Lampa, but many are available only in Santiago. There is one small store stocked with a limited inventory of basic items. Three direct buses to Santiago stop at the village each day; eight or ten others which run daily between Lampa and Santiago provide alternative travel options. The roads are constructed from earth and clay. Electricity is connected to homes, but there are no street lights. Most houses are wooden with zinc or eternite roofs and wood floors and are equipped with a water tap in the kitchen or the yard. Cooking is done either at a stove in the kitchen or over a charcoal fire outside. Sanitation is provided by outdoor privies. A three room building is set aside for the Health Clinic which is serviced by a nurse and a nutritionist from Lampa periodically. One hundred fifty students attend the local grammar school which offers four classes. Sixty travel to Lampa for grades 5-8ñ three students attend high school in Lampa. The village literacy rate reflects the national average of close to 90%. Many families own a television set. There is a Mother's Club which meets monthly and a Sports Club which plays football every Sunday. The monthly income ranges from 1,000-5,000 pesos according to seasons and markets with an average family income of 18,000 pesos per year. This income often provides for an extended family. Eighty per cent of the landholding families live on a low income scale. The cost of living for families who own land is supplemented by food stuffs which they produce. The gross village income for one year is approximately one and three-quarter million pesos. The total land available for cultivation is about 700 hectares, of which 40% is now

under cultivation. The basic crops grown in the village are onions, carrots, lettuce, spinach and wheat. Other crops are raised in smaller quantity. Approximate numbers of livestock in the village: 50 cows, 250 horses, 150 pigs, 2,000 chickens, 50 sheep and several hutches of rabbits. Fourteen trucks, seven of which are out of commission, and six tractors are individually rented. Most fields are plowed with implements pulled by a horse. Seven wells, equipped with electric pumps, deliver irrigation water through open ditches on a rotational basis to each parcel of land only once every eight days.

## II

### THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. The Institute is in the process of registration in the Republic of Chile as a not-for-profit corporation. Convinced that effective human development begins at the local level, the ICA is engaged in planning and implementing community development projects in various parts of the world. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving twenty-nine nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the national, regional and local levels and from private foundations, corporations, trusts and concerned individuals.

The ICA has been working in Latin America with people concerned for the renewal of local community life since 1973. Until recently the work on the continent has consisted of seminars, consultative services and training programs provided by consultant teams composed of Latin Americans and internationals based in Caracas, Venezuela. Through these programs and particularly the International Training Institute which brought together delegates from across the continent, a request was made by Chilean participants to place resident personnel in Chile. Early this year discussion between ICA staff and both public and private sector representatives in Chile encouraged the establishment of a human development project in a rural area. Following extensive visitation of villages in almost every county of the Metropolitan Region and in surrounding regions

ORIGIN

seven villages were selected and prioritized as potential project locations. Sol de Septiembre was deemed the most feasible demonstration site and was approached in consultation with the Regional "Intendente" and the Municipal Mayor. Following two meetings with community leaders, the Institute was invited to initiate a development project in Sol de Septiembre. The community selected 10 delegates to represent the village in an eight week Human Development Training School held in Caracas during April and May, 1978. This program, also attended by Chileans from the metropolitan Santiago area and delegates from other continental project locations (Brazil, Guatemala, Jamaica and Venezuela), provided village development methods training to those who will work to support the actuation of the projects. One week prior to the consultation the ICA staff took temporary residence in Lampa. The residents' gracious reception and the helpful support of the local leadership made apparent the village's readiness for an intensive development project.

PARTICIPANTS

The Consult took place in Sol de Septiembre from June 5 - 11, 1978. There were 75 consultants of whom half were residents of the project area. These consultants participated on a full time basis often at the expense of working in their fields. Approximately 150 more residents participated on a part time basis, and many more were indirectly involved through the fieldwork contacts. Of the non-resident consultants, half came from the Santiago metropolitan area and the balance came from other nations, including Venezuela, Colombia, Australia, Sweden, Canada, Germany and the United States. They represented both the public and private sectors and attended the Consult at their own expense. Their professional expertise included all aspects of education, architecture, veterinary medicine, agronomy, sociology, office administration, psychology, secretarial science, community planning, small business, transportation, nutrition, social work, public health, art, leadership methods, nursing, cultural development, and agricultural extension. The Sol de Septiembre residents who attended likewise represented a wide range of occupations and expertise including farming, animal husbandry, handicrafts, teaching, carpentry, mechanics, transportation and construction.

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Sol de Septiembre. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized.

Finally, they discerned the Actuating Programs which would allow the application of the tactical systems. The time of the consultants was divided between work as teams in the field interviewing residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist local residents in accelerating the impact and empowering the expansion of the project in the community.

IMPACT

The readiness of Sol de Septiembre for the Consult was evidenced in many ways. In anticipation of the Consult the men of the community constructed a large building to serve as a general meeting space and eventually as a community center. The women took major responsibility for preparing meals for the whole week and village families donated food from their fields. The local grammar school readjusted its schedule to make the space of two classrooms available each day. Through the week with consistency and increasing numbers residents participated in the work of the teams. Community youth attended sessions after school and wrote up the articles for the first edition of the community newspaper which was distributed to every household at the end of the week. As he spoke of the event of the Consult one villager said, "It has been like the sun of springtime rising in the winter". Another, reflecting on the work ahead commented, "Where there is a willingness, nothing is impossible." The visiting consultants not only injected fresh hope and new ideas but were visibly impacted by the dedication and commitment of the local people. An excerpt from a poem written by a resident during the Consult expresses the hope of the whole community for its future role: "Sol de Septiembre is your name, sun and light, love and hope; Sol de Septiembre is my village, full of love and hope for a new world."

FOLLOW-UP

The task following the Consult is to implement the tactics which are focused on community needs through the programs reported in this document. First this will involve the ongoing work of Sol de Septiembre residents as they plan and implement the specific programs. Second, special training sessions will be needed for residents who will bear responsibility for major aspects of the Project. Third, doing the project will require continuing and expanding relations with the public sector. Support systems in the private sector will also need to be developed with the Santiago business community and with professional and business contacts beyond the nation. Finally, project actuation requires that a catalytic staff reside in the community to train local people and to support the community initiative necessary to create a signal demonstration project.

### III

#### THE PRESUPPOSITIONS

##### FORMATION

Virtually any local community provides the elements required for a Human Development Project. In the past 20 years the work of the Institute of Cultural Affairs in inner city neighborhoods, suburban towns and rural villages across the globe has confirmed that wherever there is a local community, there is readiness and need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by an understanding that the project is a demonstration of possibility for comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, visible and accessible. The use of effective social methods in widely diverse situations demonstrates possibility for development in every local situation. Second, a potential location is characterized by apparent hopelessness and an absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of systematic replication of the pilot across a more inclusive geographical area. These five guides provide a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

##### ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be a self-contained, independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold to outside areas, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using state and federal funds and, in some instances, by

soliciting special cash grants and donations in kind. Third, funds injected into the community must be retained as long as possible. This can be done by producing locally as many consumable goods and services as feasible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for to be of maximum benefit money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, state, regional, national and international levels.

SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in daily practicalities of the project; thus, they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish support systems for effective implementation. First, the coordinated effort of both public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provide sustained support for the project as a whole as well as for its specific part. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to

engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community, thereby building the cooperation vital to effective results in every program arena within a period of six to twelve months. Although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

#### IV

#### THE APPLICATION

#### DOCUMENT

The body of the following summary document contains the detailed findings of the Consult. It is divided into five parts. Part I deals with the Operating Vision; Part II, the Underlying Contradictions; Part III, the Practical Proposals; Part IV, the Tactical Systems; Part V, the Actuating Programs. The first two paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the particular findings of each phase. Each part of the document also contains one or more holding charts which illustrate specific aspects of the narrative and provide an overview for the entire section. The concluding section offers insights and recommendations about matters such as project funding, phasing designs, staff requirements and replication possibilities and procedures.

#### PRACTICALITY

This summary report is intended to be a highly practical tool. It summarizes the results of the Consultation research which provided an occasion for local citizens to creatively focus their concerns, their hopes and their dreams on the task of reshaping community. This document, therefore, symbolizes the participation of the people of Sol de Septiembre in practical decision-making about their future. In so doing, the report itself is the incentive needed for actuation of the project. The document will also function as an educational tool for rapidly training local leaders in principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Sol de Septiembre putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

## PART ONE

### THE OPERATING VISION

#### I

#### VISION

The first task of the Consult was to objectify the Operating Vision shared by the people of Sol de Septiembre about their future. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures, and suggested by their style, symbols and dreams. All these concepts form who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to it can local community development occur. The process of objectifying the vision in a formal model is lengthy. This is explained in part by the fact that no community by itself can grasp its own vision. It was only when the residents' perception of the future was impacted by the outside presence of the guest consultants that the operating vision of the community emerged.

#### PROCESS

In order to discern the local vision, the consultants were divided into five teams and spent a day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to closely investigate a specific aspect of community life -- agriculture, business, services, social development and education. The teams covered the entire community, talking informally with people they met, visiting local residences and surveying community facilities. Through these activities the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 150 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational, objective form to the Operating Vision that exists in Sol de Septiembre. In relationship to this model the underlying contradictions could be discerned in the subsequent phase of the Consultation.

RESULT.

The Operating Vision Chart (Plate I) is the result of the first phase of the Consult. The three major sections indicate the overarching dimensions of the vision of the residents of Sol de Septiembre. Section A, Toward Developing Village Enterprises, encompasses the residents concern for expanding agriculture, developing commerce and securing full employment. Section B, Toward Releasing Village Potential, points to the need for broadened functional education and increased citizen well-being. Section C, Toward Extending Village Care, reveals a deep concern for upgrading the environment, undergirding essential services and revitalizing community life. The chart is further broken down into eight master categories in which the 24 components and 96 subcomponents reflect the practical substance of the vision.

ENTERPRISES

The residents of Sol de Septiembre clearly see the necessity for expanding village enterprises to ensure local self-sufficiency. They understand the cruciality of supporting the community's agricultural foundation through upgraded crop production, water and land resource development, agro-industry initiation and new animal husbandry efforts. Their hopes for commerce lie in realizing reliable produce marketing designs that assure dependable prices and product outlets, and in securing a capital base that provides credit flexibility. They also envision retail services that will bring expanded general inventories into the village. The residents indicated that a broadened base of employment options was particularly important to both youth and adults, and hope for a variety of new local industries and the creation of intentional job placement efforts.

POTENTIAL

A major theme emerging in the Operating Vision of the people of Sol de Septiembre is the desire of the community to release village potential through forms of functional education and citizen care. They see the early grammar school training, which traditionally has been available to most villagers, expanded to include advanced formal and technical training opportunities. They also look forward to educational support efforts, including scholarships, trips and the establishment of a local library. The people envision a new level of citizen well-being in the form of regularized health services, and domestic improvements such as upgraded housing, village washing facilities and nutrition education to assure the physical vitality of all residents.

Finally, the people placed emphasis on the need for extended structural care through upgraded village services and intentional social forms. They indicated their deep concern for an effective

CARE

transportation network that would link them to Lampa and Santiago. They expressed a desire for improved roads, drains and public lighting that would facilitate mobility within the village itself. The residents' concern for improving the physical appearance of the village and marking the uniqueness of Sol de Septiembre with visible symbols and social events, reflected their yearning for ways to dramatize a new sense of local identity. They included in their vision the hope for vital community organizations and relationships with outside agencies which would cooperate in the creation of total village welfare.

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## PART TWO

### UNDERLYING CONTRADICTIONS

#### CONTRADICTIONS

The second task of the Consult was to locate the basic contradictions in Sol de Septiembre. The term "contradictions", as it is used here, does not refer to obvious problems but to coagulations of underlying blocks to the operating vision. Contradictions are closely related to relatively invisible deep currents of history and, therefore, are difficult to discern. They cannot be located directly but must be approached indirectly by identifying the deterrents and blocks to the operating vision. It is by looking through the blocks in relation to the objective historical trends that the underlying contradictions can be located. If the underlying contradictions are not at least roughly discerned there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the operating vision in a direct fashion. Rather, social change occurs indirectly by creating practical proposals which deal with the underlying contradictions to the operating vision. For this reason, contradictions are not negative categories but are bearers of significant creativity.

#### PROCESS

In order to obtain local data relating to the contradictions, the consultants continued to work as teams in the field. Each team attempted to discern the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total Consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field each team listed its data and built a prioritized list of blocks to the total vision. The 148 pieces of data were then organized into a comprehensive set of twelve underlying contradictions facing the people of Sol de Septiembre.

RESULTS

As the accompanying chart (Plate 2) indicates, twelve foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. They are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision, but is an informative and, therefore, an important step in holding the entire matrix of contradictions present in a situation. The bottom of the chart delineates the number of responses in each column and the four overarching groups of contradictions. The first contradiction stands alone with 23 items which constitute 16% of the total number of 148 separate items on the whole chart. The next five contradictions combined drew 53% of the total responses. Contradictions seven through nine taken together accounted for 19% of the total; and ten through twelve drew 12%. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping indicates the total program must concern itself with a unified effort to establish a community identity. The second grouping reflects the need to discern the necessary goods and services which will support the community's development and to establish the means to provide them. The third grouping calls for ways in which the community can create the foundational undergirding for its existence. The fourth, and last grouping, underlines the importance of providing ways that the community can act effectively to determine the systems to manage its economic resources. The entire set of twelve contradictions provides a basis for proposals. The following pages contain a concise, one paragraph statement of each contradiction.

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## CONTRADICTION I

### THE FRAGMENTED STRUCTURES OF COMMUNITY IDENTITY

The first underlying contradiction discerned by the consult is in the arena of community identity. Across the globe an increasing awareness of the importance of community symbolic life is generating a renewed emphasis upon the rehearsal of heritage and the creation of appropriate ways by which a community can relate to its future. Most of the adult population of Sol de Septiembre have the active memory of the creation of this community some twelve years ago. Many of the residents moved here in anticipation of economic prosperity and the availability of services. The unique physical design of the community is a constant reminder of the intention with which this community was brought into being. The dysfunctional drainage system, the unused farm land, the espiña growing at random throughout the village, one of two entrance bridges remaining unrepaired for approximately four years, all undergird the stories of local attempts at cooperative efforts which have failed. Having no community gathering place and few community celebrations, the people have little opportunity to develop a sense of commonness. People are left with the impression that nothing significant happens here. Their allegiance reverts to the smaller clusters of farms based on a past system of land settlement. Added to this is a radical style of individualism necessary for subsistence agriculture which, first, places economic priority on land and agricultural operations rather than residence or community style and, secondly, scarcely prepares people for new unified ventures. While macro-structures move creatively through a new period of transition, the local residents experience deep uncertainty about the economic feasibility of current operations; the consequence is a foreshortening of their grasp of the future. Without both a new story which embraces the richness and diversity of the heritage within this community and visible, physical signs of common possibility for all residents, Sol de Septiembre will remain a fragmented community immobilized in both social and economic development.

## CONTRADICTION II

### THE UNFOCUSED METHODS OF LOCAL DECISION-MAKING

The second contradiction lies in the arena of local decision-making. In a time when there is a concern for community participation in decision-making, communities around the globe have become more complex, placing greater demands upon local decision-

making processes. The people of Sol de Septiembre have clearly sensed the necessity of coordinated decision in their farming and marketing practices. However, no agricultural plan has arisen among the parcela owners or between the owners and landless workers. Within community decision-making structures few methods exist for creating or discerning broad community consensus. Work on parcela roads, the village plaza, and a drainage system which would benefit the whole community remain undone, awaiting a decision for action. Inoperative accountability structures for water usage result in a wide disparity of costs to individual families. A sense of powerlessness to significantly change the local situation prevails and undermines the vitality of Sol de Septiembre. Without a new dramatization and implementation of effective local decision-making, the community will remain in an atrophied state giving the appearance of local apathy.

### CONTRADICTION III

#### THE ISOLATED FORMS OF VILLAGE SERVICES

The third contradiction is related to basic village services. As the world moves to greater interdependence between local and regional entities, a local community needs the basic internal structures which will strengthen it and allow it to creatively relate to its surrounding context. There are no existing structures within Sol de Septiembre to deal with health emergencies or fires, and the residents are daily inconvenienced by the lack of telephone communication, mail service and effective school transport. Projects relating to the installation of septic tanks, the building of a community-wide drainage system, and the organizing of school transport have been talked about, and some have begun, but none have been sustained or completed. The village images itself as an extension of the community of Lampa, and therefore dependent on that community's services, rather than able to create its own structures to care for its 700 residents. Unless Sol de Septiembre creates systems for the delivery of basic services, the community will continue to experience itself as cut off from the basic care essential to its daily operation.

#### CONTRADICTION IV

##### THE LIMITED UTILIZATION OF FUNCTIONAL EDUCATION

The fourth contradiction has to do with the utilization of functional education in Sol de Septiembre. Across the world today educational structures increasingly emphasize practical education with particular focus on technological training. Like their counterparts elsewhere, the people in Sol de Septiembre now, more than ever before, find that they must supplement the wisdom and knowledge provided by their parents and previous schooling. The repetition of old patterns of planting and marketing and the exclusive dependence on the agricultural economy reflect the reliance of the community on old forms of wisdom. Instances of malnutrition and haphazard systems of sanitation and health care indicate the need for practical skills training across the community. Educational possibilities currently being offered in the village are limited to the first four grades. This may be followed by further formal schooling in the neighboring community of Lampa. Various resources are available for the types of practical training required, but the community has only limited knowledge of ways to make such training accessible. Furthermore, it is not entirely clear what specific kinds of training would best meet the community's needs. Unless new options are made available, past oriented learning forms will sustain the status quo, and the people will continue to lack the appropriate technological skills required for rapid futuristic change.

#### CONTRADICTION V

##### THE UNREALIZED POTENTIAL OF EXTERNAL RELATIONSHIPS

The fifth contradiction lies in the arena of external relationships. Many nations across the globe are participating in new village efforts. In part this has resulted from both the demand of local communities for a more effective delivery of needed resources on the regional level and an equal insistence on creating a mode of local self-reliance. Sol de Septiembre has experienced that its relationships with the public and private sectors have shifted over the past ten years. The community's present knowledge of available resources is out of date and its grasp of the means of acquiring resources and services is unclear. There is confusion as to where to ask questions concerning the availability of additional public transport, public lighting and the surfacing

of roads. The people's attempts at linking regional health services with the village needs have produced few visible results, leaving the community discouraged. Until the community of Sol de Septiembre takes the initiative to create the local structures that will link it with the regional resources, the new cooperative efforts of the public and private sectors to boost community development will remain unrealized.

#### CONTRADICTION VI

##### THE RESTRICTED BASE OF CAPITAL RESOURCES

The sixth contradiction has to do with capital resources. Effective economic development today is directly related to the availability of a substantial base of investment capital. This fact increasingly has resulted in the practice of pooling resources for the sake of underwriting expansion and new ventures. In Sol de Septiembre income levels are marginal, based primarily on small farm agriculture. Available natural and human resources are not readily convertible into capital funds. The limited cash income of village families is quickly consumed by water costs and land and credit repayments. After these priority expenses, the balance available to the small farmer as discretionary income useable for savings is extremely limited. Further, in spite of the need for capital, there is no place to profitably invest such limited resources. Thus capital investment funds must be borrowed from outside the community. As a result, each year the community experiences the intensification of greater indebtedness and shrinking capital reserves. Until the people of Sol de Septiembre move to establish a common Village base of capital and long-term, low interest credit lines at reasonable interest rates, the community will not be able to shift the downward economic spiral.

#### CONTRADICTION VII

##### THE INEFFECTIVE PATTERNS OF MARKETING PRACTICES

The seventh contradiction has to do with patterns of village marketing. In recent decades marketing practices around the world have accelerated in the arenas of bulk buying and advertising which have radically altered the methods of selling goods. In Sol de Septiembre the expertise required to sell produce in the highly competitive markets of Santiago has led to the development of a middleman structure. The farmer is dependent on the services which the middleman provides in harvesting, preparing, and transporting produce to market. In an open market the prices received vary markedly from day

to day, yet the cost of the middleman's services remain much the same whether or not goods are sold. Without storage facilities the timing of the harvest, transport, and sale of perishable goods is extremely critical and unpredictable and often is based on the farmer's understandably limited knowledge of the market conditions. The quantity of goods produced by any one farmer gives no bargaining leverage in the complex large scale market situation. With virtually no influence on cash returns, and frequently not receiving enough to pay middleman expenses, farmers are forced to allow land to lie fallow or plow under crops which cannot be used for family needs. Unless these patterns are significantly dealt with in the local context, a subsistence level life style will be reinforced and the farmer will be deprived of making a creative contribution to human society.

#### CONTRADICTION VIII

##### THE NARROW OPTIONS OF EMPLOYMENT OPPORTUNITY

The eighth contradiction has to do with the options for employment in Sol de Septiembre. Since the industrial revolution, the job markets throughout the world have increasingly focused on industrial skills generated in urban areas. Within Sol de Septiembre there is an untapped reserve of human resources. In the area immediately surrounding the village, however, there is virtually no industry that can employ the people. The practical skills possessed by community people are largely agricultural. With a leveling off of agricultural expansion, employment of non-land owners is seriously curtailed. People are powerfully drawn to seek employment in Santiago, but few jobs are available for untrained and industrially inexperienced workers. Women in the community have already expressed their willingness to alter traditional domestic roles and to engage in new work patterns. A recent attempt in crafts production failed, however, and serves now to reinforce the sense of impossibility and to deaden a creative approach. Furthermore, the prevailing concept is that industry is extremely large, costly, and complex. Unless a way is created to diversify the base of employment with industry appropriate to the village, there will be little possibility of employing the full power of human resources, or breaking through the daily rehearsal of insignificant expenditure to create a diversified economic base.

## CONTRADICTION IX

### THE UNREALIZED DELIVERY OF HEALTH CARE

The ninth contradiction lies in the arena of community health. At a time when highly developed resources for effective health care exist in urban centers, the people of Sol de Septiembre lack even rudimentary health care that effectively reaches every member of the village on a regular basis. Within the community there is evidence of malnutrition and irregular vaccination among those children not enrolled in school. Preventive health and nutrition education is not available within the community. There is clear evidence of poor dental hygiene, especially among the adult population. Effective emergency care is only available in Lampa or Santiago, with no guarantee of reliable transportation to either location. Unless the community of Sol de Septiembre creates a structure for delivering the health care resources that exist in the Metropolitan Region to the village population on a regular basis, the vitality of the people will continue to be drained and their creative potential further compromised.

## CONTRADICTION X

### THE UNDIVERSIFIED SYSTEM OF WATER DISTRIBUTION

The tenth contradiction lies in the arena of water distribution. While the whole world is employing a variety of techniques and scientific developments for the harvesting, storage and distribution of water resources, the people of Sol de Septiembre rely solely on the water supplied by its drilled wells and dirt ditch irrigation system. The seven wells of the community, each provided with an electric pump, are used for household needs and irrigation. Water shortage is especially experienced during the dry season when the well supply does not meet the requirements of both domestic life and agriculture. Irrigation water is normally delivered to each plot once every eight days, and is barely sufficient for the more arid parcels. The addition of another well would require considerable capital outlay which the village presently lacks. The cost of operating the pumps has burdened the community with electric bills, accumulating in a sizable debt. Fields of soil lie fallow as the community has found it increasingly necessary to exclude acreage from the irrigation scheme. While the village finds itself

hindered by excessive water from the heavy rains during the winter months, it has developed no system for harvesting the flood waters. Nor has it designed a plan for future water use. Unless Sol de Septiembre finds creative alternatives to the current delivery system, the inadequate distribution of water will continue to victimize the residents and prevent the expansion and development of the community.

#### CONTRADICTION XI

##### THE OVERWHELMING IMMEDIACY OF INCOME MANAGEMENT

The eleventh contradiction has to do with income management within the village. In a time of an ever increasing cash economy, management skills are needed to provide basic family care services of health, education and home maintenance. In Sol de Septiembre the fluctuating and irregular agricultural income necessitate reliance on makeshift survival arrangements. The villagers find themselves responding to immediate needs. Electric bills are left unpaid. The compromise of health care can be clearly seen in extensive dental problems within the community. Children are kept out of school because of the expense of uniforms. Homes are overcrowded and inadequately maintained. People find it painful to think expansively and futurically and have little experience in setting priorities, planning budgets and managing income. The families experience themselves consumed by economic forces outside of their control. Unless the people of Sol de Septiembre develop the skills of family and business income management, they will continue to live out of ever-increasing immediacies and be denied creative participation in the present day cash economy.

#### CONTRADICTION XII

##### THE RUDIMENTARY METHODS OF CROP PRODUCTION

The twelfth contradiction has to do with crop production. Today farmers across the world are looking for a workable equilibrium between large-scale agricultural production and the economic viability of the small farm. Farmers in Sol de Septiembre find themselves for the first time holding titles to their own land, yet having to compromise their potential for diversified and full production. They grow the same crops year after year and duplicate production within the

community. They hesitate to risk new crops in unknown markets. Increased and better production requires investment in machinery, new seeds, fertilizers, pesticides and technical assistance which, although available, would be difficult to obtain. The farmers' decision to rely on their own resources and to farm individually, limits their own potential for maximum production. The futility of their attempts to make it on their own throws them into a shrinking cycle of subsistence operation. Without experimentation in corporate methods of crop production and the introduction of technical and scientific agricultural approaches, the farmers of Sol de Septiembre will continue to find themselves unable to meet the demand for expanded, dependable production.

### PART THREE

#### THE PRACTICAL PROPOSALS

##### PROPOSALS

The third task of the Consult consisted of building practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation rather than being abstracted or superimposed as ideals or goals. While the Operating Vision reveals the conscious and unconscious images out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgments or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

##### PROCESS

In order to create proposals the consultant continued to work as teams organized according to broad arenas of expertise. Following further opportunities for field visits, each team forged a series of detailed proposals which articulated major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for Sol de Septiembre. Finally, the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting proposal model became the basis for developing the tactics required by the Sol de Septiembre community to shape its destiny.

##### RESULT

The Practical Proposals Chart, Plate 3, contains 24 proposals referred to as projects. They are categorized under nine Master Proposals which reflect the community's decisional responses to the major contradictions. Four of the proposals directly address the economic condition of Sol de Septiembre, proposing the intensification of agriculture and the development of basic resources which support it. Also included are two proposals directed toward initiating light industry and developing commerce. The second Master Proposal Arena focused exclusively on the village environment and aims at bringing into being a public works dynamic which serves to upgrade the physical setting of the village. The last set of Master Proposals focuses on the

social development of the village and addresses the need for various kinds of community education and organizational forms which will lend unity and direction to village efforts. Also included here is a proposal which calls for improved health and security services to assure village well-being. Separate charts with descriptive phrases containing 96 sub-proposals add detail and clarity to the major categories of the Practical Proposals Chart. The proposals do not indicate what to do. They point to the arenas within which decisions must be made about corporate actions. The specific tactical activities which describe what to do are the concern of the next phase.

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I

ECONOMIC SUSTENANCE PROPOSALS

The Economic Sustenance Proposals are concerned with laying the foundation for community self-sufficiency. There are four basic proposal arenas which delineate the intent of this overarching proposal category. The first deals with upgrading and diversifying the agricultural enterprises of the community; the second seeks to provide the practical support systems which will undergird the farm expansion; the third is directed toward breaking open light industry in the village; the fourth calls for commerce systems designed to increase the total village income level. The future of Sol de Septiembre depends heavily upon making agricultural production and its related commercial by-products generate a steady profit margin for the village as a whole.

A  
AGRICULTURAL  
ENTERPRISE

Ingenuity and improved methods of production are crucial to agricultural expansion. The Agricultural Enterprise Proposal seeks to enable this through three major projects. The Crop Expansion Project will emphasize expanding the local income base by developing new export crops which can supply ready markets and provide the marketing flexibility that protects farmers from arbitrary supply and demand responses. The Technical Assistance Project is directed toward introducing the basic technology and consultative advice that maximizes land productivity and supports diversification efforts. The Income Animals Project emphasizes the expansion of husbandry efforts to develop marketable products and provide a more nutritious diet.

B  
SUPPORT  
SYSTEM

Farm productivity in Sol de Septiembre depends upon the effective use of natural resources and mechanical tools. The Support System Proposal will allow for the employment of these foundational aspects through two projects. The Equipment Pool Project will maximize the use of existing farm vehicles and ensure reliable produce transport to market. The Water Access Project will seek to increase water storage capacity through the provision of wells and reservoirs and will allow for a more equitable distribution of irrigation waters through canal management. The corporate efforts which both projects call for will catalyze a new spirit of cooperation in the economic life of the village.

The Light Industry Proposal is directed toward stimulating appropriate production ventures within the village. The Small Manufacturing Project will solicit assembly contracts and encourage outside consumer buying of goods produced on a small scale by

C           village women. The Product Processing Project will preserve  
and package produce presently sold in fresh form, and will  
LIGHT       also explore the development of new processed varieties such  
INDUSTRY   as pork products and baked goods.

D           Full participation in the markets of Santiago and the world are  
key to Sol de Septiembre's future. The Village Commerce Proposal  
seeks to enable this through three basic projects. The Market  
Ventures Project is an attempt to assure secure sales channels  
through locating contracts, ensuring flexible market schedules,  
VILLAGE     establishing a Santiago outlet and creating beneficial consultant  
COMMERCE   contacts. The Corporate Systems Project will provide for locally  
based production coordination and expanded local economic control  
through bulk buying and community goods transport. The Capital  
Base Project will expand sources of capital and credit by  
encouraging both local and outside investment.

## II

### ENVIRONMENTAL CARE PROPOSALS

A revitalized community environment will both practically and  
imaginably sustain the residents' continued efforts in social  
and economic development. One master proposal holds the thrust  
of a cluster of projects which represent a major public works  
effort. This proposal is concerned with completing basic con-  
struction which has been partially undertaken in the past but  
which presently exists in a minimally servicable state. It  
also outlines new arenas of work which can be undertaken fairly  
simply by the residents themselves and which will visibly trans-  
form the public space of the whole village.

E           A community's physical facilities reveal its life style as well  
as its dream for the future. Sol de Septiembre looks to the  
improvement and construction of public works as a means of  
affirming new socio-economic possibilities. The Roads Exten-  
sion Project will generate new engagement options through the  
construction of all-weather traffic arteries, sidewalks and  
village street lights. The Village Sanitation Project will  
improve the general hygiene of the village by increasing potable  
water, installing septic tanks and rechanneling standing water  
PUB         pools. The Home Improvement Projects will upgrade family living  
WORKS       units and structure effective neighborhood space care. These  
efforts will also enable the planting of trees to generally  
enhance the design of Sol de Septiembre.

III

SOCIAL DEVELOPMENT PROPOSALS

The third proposal arena calls for the cooperative efforts of the village and the development of a new social prowess among the people of Sol de Septiembre. It includes four Master Proposals which enable self-dependence and common focus. The first seeks to expand the present forms of training and broaden the practical skills required for participation in the development of the community and the nation. The second proposal calls for intentionally ordering the local and extended relationships that are crucial to human engagement in the project. The third intends to provide the care structures that minimize the degree to which residents experience themselves as victims of circumstance or accident. The fourth is aimed at relating the cultural forms to the common experience of the total village population. The creation of these social structures will not only serve Sol de Septiembre, but will also stand as a sign to other communities in the area.

F  
COMMUNITY  
EDUCATION

A significant factor in the social development of any community is the preparation of all citizens for participation in a world that poses constantly shifting challenges. The Community Education Proposal involves three projects which make educational opportunities accessible to all village people. The Functional Skills Project addresses the need for increased employable skills through both formal and practical training situations. Leadership development and health education will also equip residents to directly serve in voluntary community efforts. The Adult Training Project is intended to provide practical learning structures whereby village residents can develop new skills and the broad knowledge needed for creative, responsible leadership. The Children's Schooling Project is focused on expanding local school enrollment through establishing a Day Care Center for young children, extending the grammar school beyond grade four, and providing scholarships for needy students.

G  
COMMON  
SUPPORT

The reconstruction of the social fabric in the community is key to the engagement and decision-making process that finally shapes the future of Sol de Septiembre. The Common Support Proposal involves two projects directed toward activating local care. The Local Organization Project sets forth broad new images of responsible care effected through local action and neighborhood care, and proposes regular planning meetings open to the whole community. The External Network Project seeks to honor wider planning contexts and engage expertise located beyond the village in the deliberations of project implementation.

H  
VILLAGE  
WELL-BEING

The Village Well-being Proposal calls for the development of structures to ensure the physical care of the residents of Sol de Septiembre. The Common Security Project will provide a multipurpose village microbus for routine local travel to Lampa, and an emergency vehicle to guarantee immediate rapid transport to Santiago when necessary. This project will also ensure an available basic drug supply in the village dispensary, and will secure a mobile hose and pump for use in the case of brush fires in the fields. The Comprehensive Health Project proposes the training of local health personnel to ensure that increased medical and dental services are available to every resident. In addition, a system of medical records will be established to ensure treatment follow-up, and a village-wide information campaign will apprise residents of available services.

I  
CULTURAL  
FORMS

The Cultural Forms Proposal calls for the self-conscious development of the symbolic life of the community by forging a meaningful story of its origin and by rehearsing its future vision. The Social Activities Project will allow for total village celebrations, fairs and recreational events such as sports competitions and rodeos which are already popular among all residents. Through the Symbol Impact project residents will have regular opportunities to articulate traditional music and dramatic forms, and forge new ways of expressing village identity. The Village Communication Project will strengthen the information network within the community and link it to the nation and world through postal and telephone service.

I. ECONOMIC SUSTENANCE

A. Agricultural Enterprise Proposal

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Plate 3A

1. CROP EXPANSION PROJECT	1. Horticulture Diversity	varying basic vegetable production
	2. Non-perishable Crops	developing produce marketing flexibility
	3. Fruit Trees	demonstrating viable new harvests
	4. Export Crops	expanding local income base
2. TECHNICAL ASSISTANCE PROJECT	5. Soil Supplements	employing enriching fertilizer mixtures
	6. Pest Control	eliminating unnecessary produce loss
	7. Consultant Advice	assuring required technical expertise
	8. Improved Seeds	increasing food crop productivity
3. INCOME ANIMALS PROJECT	9. Rabbit Farm	supplementing family meat supply
	10. Chicken Industry	supplying marketable poultry products
	11. Village Piggery	providing saleable pork varieties
	12. Local Apiary	exploring profitable honey production

I. ECONOMIC SUSTENANCE  
 B. Support System Proposal

4.  
 EQUIPMENT  
 POOL  
 PROJECT

13. Machinery  
 Pool

maximizing farm vehicle use

14. Service  
 Station

supplying local fuel costs

15. Village Truck

ensuring reliable produce transport

16. Repair Shop

ensuring operative village machines

5.  
 WATER  
 ACCESS  
 PROJECT

17. New Wells

maximizing existing water table

18. Local  
 Reservoirs

increasing water storage capacity

19. Canal Schedule

enabling effective equitable distribution.

20. Industrial  
 Tariff

reducing electric pump costs

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I. ECONOMIC SUSTENANCE  
C. Light Industry Proposal

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Plate 3C

6. SMALL MANUFACTURING PROJECT	21. Cabaña Factory	demonstrating new production units
	22. Sewing Industry	encouraging outside consumer buying
	23. Handicraft Production	providing unique traditional wares
	24. Contract Assembling	soliciting new economic enterprises
7. PRODUCT PROCESSING PROJECT	25. Packaging Plant	controlling quality goods export
	26. Pork Processing	expanding saleable animal products
	27. Fruit Preserving	exploiting local agro produce
	28. Local Bakery	offering available break varieties

I. ECONOMIC SUSTENANCE  
D. Village Commerce Proposal

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Plate 3D

8. MARKET VENTURES PROJECT	29. Export Liaison	creating beneficial consultant contacts
	30. Santiago Outlet	renting urban market space
	31. Market Contracts	assuring secure sales channels
	3 32. Village Warehouse	ensuring flexible market schedules
9. CORPORATE SYSTEMS PROJECT	33. Parcelero Organization	coordinating overall agro production
	34. Agro Group	making feasible export arrangements
	35. Bulk Buying	maximizing local purchasing power
	36. Goods Transport	providing regular trucking service
10. CAPITAL BASE PROJECT	37. Credit Co-op	creating needed farm capital
	38. Development Plan	obtaining long-term agro credit
	39. Parceleros Sustenance	providing immediate short-term credit
	40. Payment Extension	delaying electric payment deadline

II. ENVIRONMENTAL CARE  
E. Public Works Proposal

11. ROADS EXTENSION PROJECT	41. Paved Roads	providing all-weather traffic arteries
	42. Village Sidewalks	facilitating resident pedestrian travel
	43. Street Lighting	illuminating local public space
	44. Work Force	generating new engagement options
12. VILLAGE SANITATION PROJECT	45. New Pump	increasing potable water supply
	46. Septic Tanks	eliminating infectious disease spread
	47. Drain System	rechannelling standing water pools
	48. Maintenance Corps	ensuring regular functioning systems
13. HOME IMPROVEMENT PROJECT	49. Resident Property	upgrading family living units
	50. Electrical Extension	supplying adequate power access
	51. Street Gutters	enhancing interior roads design
	52. Clean-up Campaigns	structuring effective neighborhood care
14. VILLAGE BEAUTIFICATION PROJECT	53. Village Plaza	providing attractive central node
	54. Parks Design	creating useful public space
	55. Trees Plantation	enhancing functional land use
	56. Community Projects	engaging neighborhood work forces

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III. SOCIAL DEVELOPMENT  
F. Community Education Proposal

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Plate 3F

15. FUNCTIONAL SKILLS PROJECT	57. Agriculture Training	upgrading local farm technology
	58. Services Program	supplying essential maintenance skills
	59. Leadership Development	providing effective methods training
	60. Health Education	learning basic preventive measures
16. ADULT TRAINING PROJECT	61. Basic Courses	fostering capable adult leadership
	62. Government Seminars	tapping practical information sources
	63. Basic Survey	determining actual skills requirements
	64. Night School	establishing continuing education classes
17. CHILDREN'S SCHOOLING PROJECT	65. Student Scholarships	expanding local school enrollment
	66. Day-Care Center	releasing village mothers' engagement
	67. First Aid	equipping community school facility
	68. Grammar Classes	extending community learning options

III. SOCIAL DEVELOPMENT  
F. Common Support Proposal

18. LOCAL ORGANIZATION PROJECT	69. Community Meetings	allowing village decision making
	70. Guild System	structuring effective development action
	71. Sector Network	releasing authentic neighborhood care
	72. Family Visitation	inviting broad community participation
19. EXTERNAL NETWORK PROJECT	73. Communa Liaison	honoring wider planning contexts
	74. Government Advice	securing practical education assistance
	75. Professional Consultants	enlisting voluntary expertise corps
	76. Agency Support	ensuring basic services resources

III. SOCIAL DEVELOPMENT  
H. Village Well-Being Proposals

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Plate 3H

20.  
COMMUNITY  
SECURITY  
PROJECT

77. Fire  
Prevention

securing portable extinguishing hose

78. Medical  
Dispensary

ensuring available drug supply

79. Emergency  
Vehicle

guaranteeing immediate rapid transport

80. Transport  
Service

providing accessible village microbus

21.  
COMPREHENSIVE  
HEALTH  
PROJECT

81. Information  
Campaign

encouraging citizen service awareness

82. Dental  
Program

providing preventive dental care

83. Health  
Workers

training local health personnel

84. Medical  
Records

ensuring comprehensive treatment  
follow-up

III. SOCIAL DEVELOPMENT  
I. Cultural Forms Proposal

ICA Consultants

Plate 3I

22. SOCIAL ACTIVITIES PROJECT	85. Fiesta Series	enabling total village celebrations
	86. Sports Competition	providing village recreation events
	87. Local Rodeo	exhibiting local riding skill
	88. Communa Fair	generating additional local funds
23. SYMBOL IMPACT PROJECT	89. Welcome Signs	signifying human development project
	90. Community Symbols	forging unique village identity
	91. Folkloric Group	displaying traditional music forms
	92. Community Theater	articulating local historical greatness
24. VILLAGE COMMUNICATION PROJECT	93. Postal Station	serving daily mailing needs
	94. Public Telephone	enabling regular outside contact
	95. Emergency Radio	allowing immediate communication route
	96. Information Service	disseminating regularly needed data

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## PART FOUR

### THE TACTICAL SYSTEMS

#### TACTICS

The fourth task of the Consult was to create Tactical Systems. Tactics are practical actions which become concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the practical proposals chart. At this point the operating vision and the underlying contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

#### PROCESS

In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups each team created an inclusive list of the concrete actions required to effect its proposals. Each team then organized its list of actions into basic tactics for each proposal. Finally, the work of all teams was gathered and organized to formulate the tactical systems illustrated by Plate 4.

#### RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, 32 basic tactics and 264 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The paratactics, under which the basic tactics and sub-tactics are grouped, point to major aspects of the tactical arenas which are set into motion when basic tactics are implemented. The tactical arenas hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings and detailed descriptions of each tactic follow.

ARENA A

Tactical Arena A, Securing Local Economic Sustenance, consists of two paratactics and ten basic tactics. The intent of this tactical arena is to insure that a stable local economy is brought into being by diversifying agricultural production, accelerating light industry, development and developing community-wide supporting services for these enterprises. The agricultural thrust concentrates on diversification, increased production and food processing. Low cost loans will be obtained to secure capital needed to accelerate industrial development. Water access, transportation and financing methods will be improved to facilitate increased cash flow into the community.

ARENA B

Tactical Arena B, Providing Inclusive Citizen Care, consists of two paratactics and six basic tactics. It is the intent of this arena to release citizen vitality through functional skills, good health and village communication services. Access to medical services and adequate nutrition will be provided. Information about community events and services will be increased. Educational opportunities will be expanded to include areas of technical skills and preschool education. Leadership skills will sustain village leaders in the process of caring for the total village.

ARENA C

Tactical Arena C consists of two paratactics and ten basic tactics. The intent of this arena is to create a pleasant environment through the involvement of people in designing, planning and carrying out activities for the welfare of the village. The improvement of the road system will allow it to be functional in all weather. New facilities will enhance economic life, educational processes and aid health care and sanitation. Village design will play an important part in making the physical environment functional. Certain basic materials and equipment will be acquired so that the community can move quickly toward social and economic improvement. Housing will be renovated for hygiene and comfort. The social function of human engagement will complement the physical improvements. Local organization will sustain people in necessary tasks. External relationships with those outside the community will give village residents an opportunity to interact with public and private agencies to secure assistance and knowledge from consultants.

Tactical Arena D, Recreating Community Identity Systems, consists of one paratactic and six basic tactics. It is the intent of this tactical arena to recapture the stories, symbols and history of the village and build them into community engagement

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ARENA D

and recreation. Symbols will be created and displayed to uniquely identify the community's commitment to human and physical development. Celebrative events will be held to signify important times in the rhythm of community life. Recreational activities will be amplified to include all residents. Rich regional heritage will be revitalized through resource gathering and recovery of contemporary and traditional folk arts. Public space will be recreated to enhance community pride and identity.

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TACTICAL ARENA A: Securing Local Economic Sustenance

Paratactic I: Agricultural Production

To stabilize the community's agricultural base, agricultural production will be expanded and diversified. New crops will buffer seasonal price fluctuations. Local processing of produce will introduce a greater variety of products for local consumption as well as for marketing. The promotion of livestock will increase profits and add meat to local diets. Irrigation will be amplified to utilize more arable land. Maximum use will be made of available agricultural resources and equipment and new acquisitions will be made as necessary.

Tactic 1: Planting Profitable New Crops

- Subtactics In order to increase the community's income and to protect it from seasonal price fluctuations, crop growing will be expanded and diversified.
- 1 New annual crops will produce profitable vegetables such as scallions, cocktail onions, popcorn and garlic, as well as flowers, which will be planted
  - 2 at times so that they ripen when the market is not flooded. Perennial vegetables, such as artichokes and asparagus, will put high paying crops in the
  - 3 ground with little or no return in the first years, but will bring a high price for several years. Non-perishable crops such as alfalfa and corn will
  - 4 be grown for sale and for local use. Quality strawberries will be grown, harvested and packaged for sale in Santiago markets and for export.
  - 5 Lemon, orange, avocado and other fruit trees will be planted the first year for full production in three to five years time on land which is not
  - 6 under cultivation at present. Animal feeds will be grown by a few farmers to supply the whole community's need.

Tactic 2: Processing Saleable Farm Products

- Subtactics Improved methods for processing farm products will increase the amount of produce available for consumption in the community and for marketing.
- 7 A vegetable washing station will be built on the bank of the irrigation canal which will allow washing to be done in raised tubs, thus preventing workers
  - 8 from having to stand in the water. A drying plant will be operated so that scallions, popcorn and

9 other foods are sent to market in processed form  
and thus bring higher prices. Home preserving of  
10 tomatoes, carrots, and fruits will be arranged so  
that a few women, working together in a local  
11 kitchen, can comply with government regulations of  
quality control in order to increase their food  
supply and to have products to sell. A packaging  
12 warehouse which will allow for more efficient ma-  
marketing will operate in the industrial shed.  
Honey extraction from existing and expanded  
13 apiaries will be increased. Cheese production  
will expand and families will send their production  
to market together in lots of a hundred packages  
14 since larger quantities are more easily sold.  
Alfalfa will be chopped to provide feed for small  
15 animals such as rabbits. A grist mill will be  
started to grind wheat. A small bakery will be  
opened to supply the community adequately with  
bread.

**Tactic 3: Encouraging Supplementary Livestock Husbandry**

**Subtactics** In order to increase profits and meat from the  
local livestock industry, breeding and raising  
16 of large and small animals will be promoted.  
Dairy production will be pooled so that the  
farmers together can determine the economically  
17 optimal time to produce milk and cheese. Veter-  
inary services will be provided for the care of  
animals and to assist with the planning of timely  
18 insemination so that cows calve at the beginning  
of winter when the milk prices are high. Small  
piggeries will increase the amount of pork,  
19 thereby enabling the farmers to provide more  
locally grown food for the village. Expanded  
domestic poultry production consisting of chickens,  
20 ducks, turkeys and geese will increase the amount  
of eggs and meat available for community consump-  
tion. Angora rabbits will be raised for their  
21 fur which has a high market value. The apiaries  
will be expanded to increase the family income.  
Breeding stock will be obtained to improve the  
22 quality of the animals being raised.

**Tactic 4: Increasing Present Water Resources**

**Subtactics** In order to increase the supply of water for  
irrigation and household use, adaptations will be  
made on the present system. Water reservoirs will

23 be dug near each well to increase water flow in  
canals. Canal reconstruction will be done by  
24 cleaning and repairing the canals, cementing them  
in parts, improving watergates and possibly putting  
a plastic bottom in them. An extension canal will  
25 be excavated so that the canal which now runs from  
the river to Chile Nuevo can reach other parcelas.  
Modernized equipment will be adopted for water  
26 distribution, such as siphons, hoses and trickle  
pipes. Windmills will be installed as a way to  
provide supplementary water at comparatively low  
27 cost from small new wells during the dry and windy  
season. Land leveling will be accomplished to  
increase the flow of water and decrease excess water  
28 and electricity needed to pump it. Town water will  
be provided independently from the irrigation, so  
that waste is avoided and confusion over respon-  
29 sibility for costs can be ended.

Tactic 5: Expanding Practical Agricultural Options

Subtactics In order to increase the total community income  
30 from the soil which is still its basic resource,  
practical options for profitable agricultural  
production will be expanded. An agricultural map  
31 will be drawn showing the location of fields and  
crops. Fiscal projections will be prepared of  
the incomes and expenditures of the total agricul-  
32 tural activity of the village. A prices chart for  
important products will record the month-by-month  
market prices, both the average and the highest and  
33 lowest extremes. Labor costs will be estimated  
to inform a comparison of the return from alternative  
crops. Crop rationalization will plan for the  
34 rotation of crops and will assure adequate location  
for crops requiring large plots such as alfalfa.  
Soil matching will determine the enrichment required  
35 for each crop, using data from soil testing and  
considering fertilizer cost. Planting time will be  
scheduled so that crops ripen at times of best  
36 projected market prices. Water allotments will be  
determined to allow for variations in required well  
use of the crops which are grown. A phased plan for  
37 excavating three new wells over the next few years  
(one for each sector) will be adopted in the light  
38 of a careful economic assessment. Agricultural  
equipment priorities will be established according  
39 to the needs indicated by the fiscal projections.

- 40 Demonstration plots will be created to test new  
varieties and to determine what will grow best on  
alkaline and dry soil. Field reclamation will  
41 increase the area of land under cultivation from any  
reserve lands which may be released for farm use.

TACTICAL ARENA B: Providing Inclusive Citizen Care

Paratactic II: Fundamental Well-being

Resident physical well-being will be sustained through developing access to medical services and preventive health education. The coordination of village information services will enable citizen welfare. Physical vitality will be improved through adequate nutritional habits, safe water and disease prevention.

Tactic 6: Introducing Improved Medical Services

- Subtactic In order to increase the well-being of citizens  
in Sol de Septiembre, improved local medical services  
42 will be introduced. The times and types of services  
of the present health outpost will be expanded to  
meet the total community's medical needs. A visiting  
43 doctor will attend the community weekly. Dental,  
eye and upper respiratory health screening will be  
provided regularly to the community with referrals  
44 elsewhere as needed. A referral system will be  
established to coordinate local services with  
medical resources accessible outside the community.  
45 Home visits will be made by sector health care  
workers to inform families and to provide follow-up  
care. Emergency first-aid will be provided through  
46 trained local residents. Basic medicines will be  
dispensed locally so that most prescriptions can be  
available without the need for a trip to Lampa or  
47 Santiago. Health records will be systematized and  
expanded by trained health care workers to include  
48 all villagers. An information campaign will be  
launched to create citizen awareness of existing  
49 medical services, including health cards, to which  
they are entitled within the village, in Lampa  
50 and in Santiago.

Tactic 7: Reinforcing Preventive Health Measures

- Subtactic The vitality of the village depends on a satisfactory  
level of general health which is protected by  
reinforcing preventive health measures. Local health

51 volunteers will be trained in arenas of nutrition  
and sanitation to work with individual families as  
52 needed. The outreach program will take information  
on basic health practices to all families. Mass  
53 immunizations will be given through schools and  
outreach programs to arrest the spread of common  
54 diseases. Health information classes will be  
taught to enable residents to recognize illness and  
become aware of good health habits. Personal dental  
55 care, including proper tooth brushing and food  
habits, will be emphasized through dental education.  
56 Comprehensive nutrition education will teach the impor-  
tance of a balanced diet which includes all food groups.  
57 Menu planning will be explained with recipes collected  
to meet special nutrition needs. The use of nutritional  
58 supplements such as soy-bean flour and powdered milk  
will be encouraged with suggestions for palatable  
59 recipes. Water analysis will be conducted regularly to  
anticipate the growth of disease-producing bacteria and  
to determine health measures needed at any time.

#### Tactic 8: Coordinating Citizen Information Services

Subtactics In order to coordinate the internal village communication  
and to provide the citizens with local and outside news,  
information services will be established. A bulletin  
60 board will be erected on the plaza to inform residents  
of news, announcements and transportation schedules. A  
61 bi-weekly newsletter will be published and will include  
local news events, announcements, recreational and  
62 social activities, and special accomplishments in the  
development of the community. Mail delivery service  
will be provided by picking up the mail in Lampa and  
63 bringing it to Sol de Septiembre. Library services  
will be established with a wide-range of reading  
64 material including education, technical and recreation-  
al subjects. An information center will house current  
pamphlets, brochures and records available for com-  
65 munity-wide use. A public telephone will be installed  
in Sol de Septiembre.

#### TACTICAL ARENA C: Assuring Adequate Village Systems

##### Paratactic III: Physical Construction

In order to provide adequate village structures, the construction  
of facilities, roads and housing will take place. The village road

network will be improved through new construction, upgrading and maintenance efforts. The construction of public facilities will provide space for improved education, increased agricultural production and industrial storage. A comprehensive village design will improve community appearance. Basic equipment will be acquired for community use. Housing will be renovated for comfort, functional needs and hygiene.

Tactic 9: Improving Village Road Network

Subtactics For better transportation within the community in all weathers, existing roads will be improved using rocks and gravel to fill holes and ruts. Road maintenance will be performed on an on-going basis. All farm roads will be upgraded to permit wet-weather truck access to the fields. Canal crossings will be repaired and new ones built from undressed timber. The second entrance-way to the village will be reopened by the construction of a cement bridge. The village streets will be improved with gravel and sand. Township sidewalks built of concrete or gravel will provide walkways throughout the community. A complete drainage survey will be conducted to locate problems and decide where to channel the excess run-off. A drainage system will be constructed to keep all streets, driveways, and open areas free from flooding .

Tactic 10: Building Necessary Public Facilities

Subtactics In order to meet the community's need for economic development and increased standards of education, health and sanitation, and to encourage community gatherings, new facilities will be obtained. A multi-purpose building with access to the water supply will be constructed as an agricultural warehouse and an industrial shed. Added to the present elementary school will be the director's office. A structure for grades 1-8 will be procured or rooms added to the present school facility. A pre-school location will be obtained in the community. The septic tank begun at the elementary school will be completed. The community center built during the consult will be finished by painting, installing a floor and constructing additional space for meeting areas. A hot water center, with facilities for bathing and washing clothes will be located in the village.

Tactic 11: Actualizing Harmonious Village Design

Subtactics In order to demonstrate attractive functional public areas, the original village design will be enhanced by identifying the areas, plantings and providing appropriate equipment. A land use plan will be published which includes all roads, irrigation canals, houses, farm lots and the public space of the village settlement. A large illustrated map of the village will be painted on a panel approximately three meters by two meters to be permanently mounted in the Central Plaza. The Central Plaza will be constructed and will include strawberries, trees and flower beds planted in soil prepared with humus and fertilizer. Wooden park benches will be strategically placed about the plaza. In the plaza there will be a well equipped playground for children with facilities such as swings, slides and jungle gyms. Street lights will be installed where it is deemed necessary or decorative. An industrial site will be located on level ground which is accessible to electricity and water.

Tactic 12: Acquiring Needed Basic Equipment

Subtactics In order to enable the necessary economic growth, Sol de Septiembre will acquire basic materials and equipment. The agro-industry will obtain washing tubs for the vegetables, drying racks for the fruit, and a chaff cutter for alfalfa for small animals. Raw materials for new industry, such as cloth of suitable quality, will be procured at economical prices. When the women's industry begins full production, sewing machines will be obtained. A mini-bus or van will be secured for transportation of school children attending in Lampa and will also be used as an emergency vehicle. Construction materials will be delivered, such as gravel and cement for roads and streets. Essential tools such as rakes, shovels, picks and electric saws will be obtained. A community kitchen will be supplied with a stove, pots, pans and knives. Dairy sterilizers will be installed for use with the milk and cheese vessels. Workbenches and shelving for the agro-industry will be bought or procured in kind. The laundry equipment for the public laundry will be secured. Purchasing contracts will be arranged so that good prices can be obtained and a regular supply assured.

Tactic 13: Renovating Comfortable Family Homes

Subtactics In order to improve family living conditions in Sol de Septiembre, homes will be renovated to a higher standard of comfort. Wooden floors will be built in homes with earth floors. Electric wiring will be installed in those homes which lack it, and existing fixtures will be checked for safety. Housing maintenance will apply continuous upkeep and repair to roofs, walls, floors and porches. Living space will be expanded by enclosing porches and adding rooms to relieve over-crowding. Concrete entranceways will be poured in front of house doorways. Kitchen upgrading will provide more space for food preparation, serving, storage, shelving and work areas. Heating alternatives for charcoal braziers will be imaginatively presented and families who prefer other types will install them. Septic tanks will be installed and may be shared by several families. Back-door toilets, connected to septic tanks, will be located conveniently close to the home. Houses will be painted on the interior and sealed with oil or paint on the exterior yearly.

TACTICAL ARENA D: Recreating Community Identity Systems

Paratactic IV: Identity Systems

In order to build community identity and enable social interaction, a variety of occasions will be planned to elicit appreciation of the uniqueness of the village and its surrounding areas. Symbols will be created to dramatize the village decision to participate in human development. Celebrative events will release the community to affirm its gifts and its willingness to work together. The rich mix of cultural traditions will be recovered through legends, folk arts and religious traditions. Recreational activities for all ages will be increased and public space will be cared for intentionally.

Tactic 14: Displaying Meaningful Identifying Symbols

Subtactics Meaningful symbols will be created and displayed in order to identify the community of Sol de Septiembre and dramatize its commitment to human development.

109 An attractive community logo will be designed by the community incorporating elements of the village's understanding of key images which represent Sol de Septiembre.

110 A local flag will be created based on the community's logo and using the community colors.

- 111 A lapel symbol of the logo will be made into a badge
- 112 and used by the school pupils and other community
- 113 persons. A village slogan will be used as a motivating
- 114 and marketing device. A symbolic sculpture holding the
- 115 basic elements of the community logo will be shaped and
- 116 crafted by the community. Colorful outdoor murals will
- 117 be painted in central locations. A song book compiled
- 118 by people from all age groups and containing popular,
- folk and original songs will be published and used at
- gatherings in the community. A road sign will be
- placed at the Lampa town limits to give directions and
- distance from Lampa to Sol de Septiembre. Similar
- welcome signs will be designed and constructed for the
- entrances to Sol de Septiembre, Chile Nuevo and Flor
- de Chile. Street names will be identified and signs
- erected.

Tactic 15: Creating Significant Celebrative Events

- Subtactics Celebrative events in Sol de Septiembre will provide opportunities to enjoy and participate in the significance of community happenings. Community fiestas will occur with dances, music, games, jokes and informal performances at important times in the rhythm of community life. An annual rodeo will be held which will draw people from the Santiago to Sol de Septiembre. Religious services will be held locally for both Catholics and Evangelicals. National holidays including Independence Day and the Naval Battle of Iquique will be observed with a flag-raising ceremony in the school grounds followed by sports and other festivities. A weekly celebration will be marked by reporting of the week's events, discussion of future plans, singing and the fellowship of a meal. A variety of exhibitions including arts and crafts will be presented in an arts fair. Popular and educational films will be shown once a month in the community center.
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  - 120
  - 121
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  - 125

Tactic 16: Amplifying Popular Recreational Activities

- Subtactics Village-wide recreational activities will overcome the feeling of isolation and build a sense of common identity essential to cooperative social action.
- 126 Youth happenings will impact the community by engaging youth in mural creation, song writing, poetry reading, drama presentations and local task forces to facilitate village care. For boys and girls under 14 years of

- 127 age a children's sports club will be organized,  
128 providing opportunities for sports competition in  
129 soccer and other team sports. Out-of-school activities  
130 such as Girl Guides and Boy Scouts, crafts and trips  
131 will be initiated to increase creative interaction of  
132 the emerging generation to improve basic skills.  
133 A recreation center using existing indoor facilities  
134 will be created to stimulate participation of all ages  
135 in various organized recreational activities such as  
136 table tennis, chess, and taca-taca. Recreation  
137 equipment will be procured for use in sports activities,  
138 the recreation center and community play areas.  
139 A Rayuela Club will be created for the men of the village  
140 with periodic tournaments scheduled throughout the year.

Tactic 17: Recovering Regional Heritage Patterns

- Subtactics To revitalize appreciation of the rich mixing of  
traditions in Sol de Septiembre, and to confirm national  
pride, the forms and resources of the heritage will be  
132 made available in the community. A history book of  
133 the region will be published with information gathered  
134 from area residents, regional libraries and the San-  
135 tiago Historical Society. A folklore collection will  
136 be compiled of local and regional songs, dances, legends,  
137 poetry, traditional sayings and home remedies. Heritage  
138 trips will be taken by residents of all ages to his-  
139 torical museums and cultural places in nearby communities.  
140 Regional food festivals will be held to share favorite  
141 dishes from different areas of Chile represented in the  
142 community. The rich religious traditions will be cele-  
143 brated at appropriate seasons such as the Christmas  
144 Feast or Mary's Month. The Trilla celebration will  
145 be held to honor the wheat harvest in January or  
146 February of each year. A curriculum unit on heritage  
147 will be taught in schools or in special weekend events.

Tactic 18: Stimulating Performing Folk Arts

- Subtactics In order to release residents to participate in the  
richness of their cultural traditions, folk perform-  
139 ances of the arts will be stimulated. Music lessons  
140 will be offered on instruments such as guitar and  
141 accordion. Musical instruments will be procured for use  
142 in music lessons and group presentations through in-kind  
143 contributions and fund raising concerts. A folk band  
144 of local people with a varied repertoire of folk and  
145 popular music will perform at celebrations in Sol de

- 142 Septiembre and surrounding communities. A community  
chorus will perform for local and regional celebrations.  
143 A village dance troupe will dance in modern and folk  
dance traditions, including the Cuenca. An arts and  
144 crafts program will provide arts and crafts workshops,  
a small theater, music lessons and other arts activities.  
145 Guest artists will visit various community groups to  
give local people the opportunity to explore a variety of  
146 performing and graphic arts. Visiting lecturers with  
interests in historical and traditional arts of this  
region will be scheduled for the whole community.  
147 Trips will be scheduled for the whole community to  
cultural events and exhibitions in the area. A public  
148 address system will be obtained in order to provide an  
adequate means of amplifying sound for community  
meetings, performances and other public events.

Tactic 19: Maintaining Public Space Beautification

- Subtactics In order to enhance the quality of life in Sol de  
Septiembre and to maintain an attractive living environ-  
ment, regular and careful maintaining of the public  
149 space areas will be ensured. Public landscaping  
will present an attractive general appearance by  
straightening paths, providing greenery and planting  
150 flowers in public areas. The village entranceway will  
be planted with trees, shrubs and flowers in properly  
prepared beds. Eucalyptus, poplar and pine trees will  
151 be planted as shade trees along the streets. House-  
152 hold gardens will be planted with attractive flowers  
and vegetables. House fences will be repaired or  
153 replaced so that each street has a neat, uniform  
154 appearance. White rocks, painted for night visibility,  
will line the principle streets. Regular litter  
155 campaigns will remove trash from streets and public areas.  
A community dump, located at a convenient distance, will  
156 receive solid waste material so that it does not  
clutter community or private space. A compost heap  
157 will supply humus to improve the quality of the soil.  
Care of the external and internal appearance of public  
158 buildings will be maintained.

TACTICAL ARENA C: Assuring Adequate Village Structures

Paratactic V: Human Engagement

Effective human engagement requires the intentional interaction of local expertise with special expertise from outside the community. An inclusive local organization will plan carefully to sustain both short-term and extended periods of work. Neighborhood structures will be organized to care for small geographic arenas of the community. Task forces will be responsible for community space, social concerns, economic problems and the coordination of activities. Relationships with external authorities will be coordinated to promote smooth working relationships. Consultants will be enlisted to volunteer their expertise and provide technical advice and contacts which will facilitate the projects to be undertaken.

Tactic 20: Promoting Participatory Local Organization

Subtactics In order to enable people to understand, be informed, and to participate in the decisions affecting them, local organization will be created. Community assemblies  
159 will be held quarterly to promote the welfare of the total  
160 community. An attractively decorated local office will be  
161 located at a central point and will contain needed  
162 information. Regular village planning will be done from  
163 a detailed quarterly plan. Specific commissions in economic  
164 and social development will monitor the project  
activities, collect data and information, and prepare  
units within the commissions will be assigned specific  
tasks which require action. The public calendar will be  
posted weekly listing public events and meetings of the  
commissions and other community groups.

Tactic 21: Instituting Systematic Neighborhood Care

Subtactics In order to attend to the needs and interests of all community residents, systematic neighborhood care will be instituted through small geographic sections of  
165 the community. Neighborhood associations will be or-  
166 ganized, meeting regularly to plan and involve people in  
167 ordering physical space and in structuring social inter-  
action. A catalytic core will be trained to provide  
leadership. Work days will be organized to repair roads  
and drains, build and maintain bridges and other public  
works and generally beautify the village.

- 168 Maintenance campaigns will be conducted to care for  
public lighting, roads, walkways and public spaces.  
169 Regular trash collection will be scheduled to clear  
health hazards and unsightly litter. Animal control  
170 will be extended to protect public and private pro-  
perty from free roaming stock. A public washing  
171 center will be maintained with hot water available for  
laundry and bathing. Women's events will be organized  
172 as an opportunity to share common interests and to  
build toward cooperative effort in child care, village  
and home maintenance, preschool teaching and recreational  
173 programs. Family socials will be held to engage all ages  
in celebrating their care for a particular sector of  
the village.

**Tactic 22: Forming Engaged Community Forces**

- Subtactics** In order to provide on-going direction and to sustain  
Sol de Septiembre development programs, forces of  
local people will be formed who understand themselves as  
fully responsible for the development of their community.
- 174 Guild formation will be initiated to take responsibility  
for specific services and projects. Enlistment systems  
175 will be executed by visiting homes, telling of the  
accomplishments of the project, and seeking participation  
176 in the tasks. Weekly meetings will be held to coor-  
dinate the work of the guilds and task forces, giving  
accomplishments of the last week and making plans for the  
177 future. Quarterly forums will be carried out to co-  
ordinate the work of the guilds and other structures in  
the community and to evaluate past efforts and plan  
178 future work. A meeting design will be developed and  
distributed providing a common operating framework for  
the guilds that includes songs, conversations, studies  
workshops and practice in leading meetings.

**Tactic 23: Sustaining Sufficient External Authorization**

- Subtactics** To ensure adequate support for the redevelopment of  
the village, the authorization of the public sector  
and other public agencies will be cultivated. A two  
179 to four year industrial development plan will be for-  
mulated as part of a comprehensive growth scheme of Sol  
180 de Septiembre. Municipal authorization will be obtained  
for intended industrial and agricultural use of public  
181 lands. Public agencies such as the Ministry of Agri-  
culture and the National Planning office will be in-  
vited to make their programs, expertise and equipment  
available to the village as needed. Approval from

182 authorities will be secured for local processing  
of fruits and vegetables raised in the community.  
183 Transportation companies will extend bus service  
to include better service between Sol de Sep-  
tiembre and Lampa at time intervals which meet  
needs of workers and school children. Utility  
184 suppliers will be approached to provide services  
at the reduced industrial and agricultural rates  
for village industry and agro-business, thereby  
encouraging continued economic development.

Tactic 24: Employing Effective Consultant Network

A network of consultants will be created to permit  
Sol de Septiembre to best employ local, national,  
and global expertise. Consultants will be drawn  
185 together through regular meetings to report on  
issues of concern to Sol de Septiembre and to  
ascertain future support. Agronomy assistance will  
186 be secured to advise farmers on means to protect  
crops and animals from disease, to improve the  
quality of their production, and to assure the  
187 best use of water. To upgrade necessary  
local skills, such as agri-mechanics, training  
courses will be organized through available  
resources including those of the National Training  
Institute and the Institute of Rural Education.  
188 Contacts in the fields of health and sanitation in  
Santiago and Lampa will be arranged to provide the  
necessary back-up to the village health outpost.  
189 Legal advice will be procured to clarify the  
community legal status and obtain clear home  
ownership titles. Administrative advice and support  
190 will be solicited from business groups such as  
the Social Union of Christian Businessmen. A  
191 willing guarantor will be located to guarantee  
repayment of agricultural and industrial loans  
needed in the community. Financial sources will  
192 be obtained to initiate and expand the social and  
economic programs of the project. An "ambassadors'  
193 guild" will be created to allow local residents  
to be village representatives in other communities  
within Chile and the world.

# Sol de Septiembre HDP Budget Outline 1979-80

CATEGORIES	NEEDED NOW FOR CRITICAL EXPANSION		NEEDED IN JUNE 1979 FOR ACCELERATION		NEEDED IN 1980 FOR AMPLIFICATION - Consolidation		SUB TOTALS
	ITEMS	Amount	ITEMS	Amount	ITEMS	Amount	Category Amount
I COMMUNITY SOCIAL SYSTEM	COMMUNITY CTR	22000	TRAINING CTR	10000	"Niños del Sol" After School Prog Fes	1500	
	COMMUNITY GARDEN MANCT'NG	500	NUTRITION TRNG	2000	Village Transp Sys	10000	
		7500	Cultural Club	3000	Com. Beautif. Proj	4000	
	SUB TOTAL	24000	Community Center	2000	Neighborhood Club	2000	631500
II VILLAGE COMMERCIAL ENTERPRISES	BAKERY AND BULK BUYING CENTER	8000	GENERAL STORE AND CAFE	6000			
	CONSTRUCTION CAMP WORKSHOPS	2500	CONST. CTR EXP.	500	CONST. CTR.	500	
	SEWING INDUSTRY	2000	SEWING MACH. TRNG Fes	1000			
	VILLAGE HANDMILL AND BOOGEAT	2000			FROG EXP. INT.	5000	
	PIG INDUSTRY	6000	RABBIT IND.	500	BEE PROJECTS	3000	
	RABBIT PROJECT	500					
	21000		8000		8500	37500	
III AGRO DIVERSIFICATION PROJECTS	DEMO CORN PLOT	1500	DEMO WHEAT ALFALFA	1500			
	DEMO BEAN PLOT	2500	STRAWBERRY EXP. INT.	2000	STRAWBERRY EXPANSION	2000	
	RESEARCH + TRNG	1000	FRUIT TREES	5000	FRUIT TREES EXPANSION	3000	
	SUPERVISION AND LABOR	1000	RES. AND TRNG SUPV. + LABOR	1000			
		6000		12000		4000	25000
IV TAVERN ADERO HORTI CULTURE PRODUCTION	GALPONE CONSTY	21000			2nd GALPONE operation	21000	
	OPERATION INSUMOS/LABOR	10000					
	TRANSP. + TRNG	1500					
	LAND RENTAL	500	EXPANDED EQUIP (1000 tiller)	5000			
	ROTO TILLER	3000					
	PULVA DURA SPRAYER	600					
	39200		3000		21000	71500	
V AGRO INFRA STRUCTURE	CANAL Dig + Line	5000	CANAL Dig + Line	5000	CANAL Dig + Line	5000	
	Pump timer Switch	600	Pump timer Switch	800			
	LAND leveler	2000	ROAD REPAIR	5000	ROAD REPAIR	5000	
	ENTRANCEWAY	2500	ENTRANCE I	2500			
	10100		13300		10000	33400	
VI AGRO EQUIP POOL	TRANSPORT TRUCK	15000	CYCLE + RAKE	3000	CYCLE + GRAIN PLANTERS	2000	
	BACK HOE	5000	FRONT END LOADER	5000			
	FLAT BED WAGON	3000	FABRICATED MAY STRICKER	1500	EQUIP RENTAL	1000	
	CHURPER - SILAGE	1500	EQUIPMENT RENTAL	1000			
	24000		10500		3000	38000	
VII AGRO MANUFACTURING SERVICES	Mechanical Shop	5000	OFFICE + COM. ROOM	1000	FOOD PROCESS CTR	5000	
	UTILITY VEH	10000	LEVANDER	2000	RETAIL OUTLET	1000	
	INSUMOS	5000	INSUMOS	5000	TRANS. + TRNG	2000	
	20000		8000		3000	54000	
	141300		711800		107600	329200	
	57300		3000		31600		
	104600		714800		139200		

TACTICAL ARENA B: Providing Inclusive Citizen Care

Paratactic VI: Basic Tooling

Fundamental skills in basic literacy and technical areas will be taught to increase the level of economic self-sufficiency and to create skilled personnel for local business and agriculture. Pre-school education will serve to train children and to release adults into the work force. Technical skills will prepare residents for small industry development in the community. Leadership skills will enable increased engagement of village residents in the social and economic planning for their community.

Tactic 25: Formalizing Early Childhood Education

194 A comprehensive preschool program will formalize  
early learning experiences and skills for young  
children and impact the community through the  
release of parents for employment or community  
engagement. A quality preschool will be established  
in a local facility to ensure adequate education  
development for the children of sol de Septiembre.  
195 A comprehensive curriculum will be taught to  
enable physical and mental development. Teachers  
196 will be trained from village residents to  
facilitate the children's educational program.  
197 Parent participation will be solicited through a  
teacher aides program, parent meetings, and  
198 curriculum preparation and evaluation. Nutritious  
lunches will be prepared by women of the community  
199 to ensure that the preschool children are  
adequately fed. Necessary teaching equipment,  
cooking equipment and appropriate supplies will be  
obtained for pre-school use.

Tactic 26: Providing Enabling Leadership Development

200 To develop sustaining leadership, educational  
and assistance programs will be provided in the  
community. A community survey will be conducted  
to ascertain what skills are already present in  
the village. Leadership methods will be used to aid  
201 villagers in effectively relating to bureaucratic  
and official agencies. Evening classes will be  
202 diversified to offer literacy classes as well as

203 training in health, education, agricultural  
and commercial services. Scholarship programs  
204 will be instituted to support youth and adults  
in continuing education. Educational assistance  
205 in the form of books, clothing or transportation  
will be provided to enable children to remain in  
school as their costs increase for secondary  
education. A service liaison will be trained to  
work with and inform villagers of effective  
procedures for relating to agencies from which they  
receive services such as Social Security,  
marketing assistance and medical services outside  
the community.

Tactic 27: Learning Proficient Functional Skills

In order to foster the villagers' effective  
participation in today's social and economic  
system, functional skills will be learned.  
206 Training materials will be obtained from the  
Institute of Rural Education whose basic courses  
include home economics, food preparation,  
207 gardening, farm management, bee-keeping and  
carpentry. Basic literacy classes will be offered  
208 to all persons who do not read and write. Language  
proficiency will be learned in an advanced course  
209 taught at a convenient time. Additional grades five  
through eight will be added to the school in Sol  
de Septiembre. Home management skill development  
210 will include instruction in cooking, food preserving,  
sewing, budgeting, child care and home care.  
211 Agricultural skills will be developed for soil  
testing, irrigation methods, and crop rotation.  
212 Farm management instruction will consist of basic  
bookkeeping, cost projection, budgeting, leasing, and  
213 decision making. Personnel issues will be discussed  
from the viewpoint of both workers and managers.  
214 Mechanical skills will be taught through instruc-  
tion and practical experience in maintenance of  
215 vehicle and farm equipment. Construction skills  
will be taught to allow local people to do their  
own building. Fire service coordination will be  
216 handled by training volunteers. Emergency first-  
aid training will equip local persons to deal  
217 effectively with emergencies.

TACTICAL ARENA A: Securing Local Economic Sustenance

Paratactic VII: Foundational Support

Realizing the economic potential of the Sol de Septiembre community requires a unified effort within the community as well as support from outside the community. Existing community resources will be coordinated, plans developed and local products aggressively marketed in order to maximize the income of the village. The economic base will be broadened by the development of light industry. Capital will be secured through methods of pooling resources to develop collateral, low-cost credit and outside donations. Transportation will be improved and local, national and international markets will be developed.

Tactic 28: Maximizing Cash Market Returns

218 In order to increase the income of the village  
the cash returns from marketing village products  
will be maximized. A selected marketing team  
of village representatives and experienced out-  
sider friends will be authorized to market local  
219 products. Market analysis will be updated con-  
tinually to reflect shifts that occur in the  
marketing. Intermediary & direct contacts will be made  
with local, regional, national and international  
220 buyers. Advance contracts will be negotiated with  
local buyers and reliable agents of international  
221 export. Buyer calls will be made on potential  
purchasers such as the Army, hotels, hospitals and  
supermarkets on a regular basis to expand sales  
222 opportunities. District outlets such as stores  
in Lampa and market stalls will be obtained for  
cash crops and vegetables to improve cash returns.  
223 Software markets will be found for knitted, woven  
or cloth products produced by the soft-goods  
224 industry. Attractive packaging materials designed  
to impress buyers and marked with the identifying  
logo of Sol de Septiembre and the slogan, "Healthy  
225 Products Watered from Deep Wells", will be  
used as wrappers for fruits and vegetables and  
226 industrial packaging for the products. Production

estimates including delivery schedules and quantity predictions will be prepared. Sample displays will be attractively presented in small lots or by coloured photographs to show typical goods. Producer information will be imparted will be imparted through discussions, pamphlets and visits to places where products are sold.

Tactic 29: Consolidating Available Commercial Resources

In order to promote an effective and unified thrust in the economic efforts of the community and to provide greater bargaining power, the existing commercial resources of the community will be mobilized. An industrial commercial development plan will be composed to insure the feasibility of new local industry based on community skills, interests, initial and long-run costs, and benefits. Regional resources such as "mimbre" fibers, clay, fourds and totora will be evaluated as the raw materials for industry development. Equipment sharing will be coordinated to reduce individual family costs while providing needed equipment for better farming, community landscaping, a sewing industry and other efforts requiring equipment procurement. Corporate buying of items commonly needed in households and the community will be initiated to reduce their costs. A credit union will be formed to make low cost financing available and to encourage savings by village residents. The general store will be expanded as a home market for local goods to keep resources in the community. A festival cafe will sell tea, soft drinks and light refreshments at sports events, dances and celebrations. Packets of information about Sol de Septiembre, including a summary of project programs and a list of national and international contributors, will be compiled to create a community prospectus for use in securing external capital, expertise and support.

Tactic 30: Securing Expanded Growth Capital

In order to finance the improvement of agriculture and industry and to allow for necessary public works, expanded growth capital will be secured. A responsible organization which  
237 represents the common economic purpose of the  
community will be registered as a legal entity.  
238 A title pool will be formed among those land-  
owners who have paid up and to clear titles to  
property to provide collateral without cost.  
239 Low cost loans will be obtained for new ventures.  
With the help of outside consultants a credit  
search will be conducted for the best source  
240 for each loan required. Cash grants will be  
obtained for major needs of the community from  
241 donors of the private sector and appropriate  
public agencies. Timely repayments will be  
242 demonstrated for each loan received in order to  
243 continue successful credit arrangements. Written  
proposals will be submitted for these requests.  
244 Donations in-kind of goods and services, including  
business discounts, will reduce the cash operating  
245 expense of the programs. Local funds will be  
raised through fairs, raffles, dances and other  
social events.

Tactic 31: Designing Adequate Transportation Service

A transportation service will be designed to  
provide better access to and from Sol de Septiembre  
246 for both personal and commercial use. A community  
vehicle with a local driver will be available for  
errands, trips and school transportation.  
247 Emergency trips will be made for medical or other  
crises. A locally-managed shuttle bus service  
between Sol de Septiembre and Lampa will be developed  
248 to meet the needs of the community. A truck pool  
will make sure that there is an available truck  
249 for farmers during the months of April through  
November. Load scheduling will insure that the  
250 truck from the truck pool is used on an equitable  
basis. Trucks hauling produce to markets will have  
251 their trips coordinated for back hauling farm  
supplies, bulky family shopping items, stock for

- 252 the store and other items. A fee schedule will  
be established to charge a reasonable rate for  
the use of the community vehicle and the available  
truck in order to cover maintenance, wages and  
253 other operating expenses. A service garage will  
provide necessary mechanical tools, block and  
tackle and a dug-out pit underneath the vehicle  
to maintain and repair trucks, farm equipment  
and the community vehicle. Fuel supplies, such  
254 as petrol, lubricants and kerosene will be sold  
locally.

actic 32: Accelerating Light Industry Development

- To broaden the base of economic sustenance in  
Sol de Septiembre, development of new local  
industry will be accelerated. With consultant  
255 help a feasibility analysis will be prepared  
including input of local knowledge of practical  
issues to assess and minimize the risks of the  
256 inaugural development phases. Marketing contracts  
will be secured before major production begins to  
257 insure sales at adequate prices. A soft-goods  
industry will produce knitted materials, ponchos  
and blankets using the skills already present  
258 in the community. Handcraft wares will be made  
from clay, wicker, and cat-tail. A manufacturing  
259 sub-contract of sub-assembly for auxiliary  
parts will be written with an industrial plant  
in the Santiago area to provide employment  
opportunities and bring new financial resources  
260 into Sol de Septiembre. Government resources,  
such as agencies concerned with industrial  
decentralization and the municipal authorities of  
Lampa, will be solicited for assistance in  
261 establishing these industries. Facility designs, in-  
cluding the possible use of existing buildings or  
cottage production, will be created to get best  
quality control and community participation at  
262 least cost and most advantage. A local work-force  
will be formed which has the discipline for the

- demands of effective industrial production.
- 263 Employee skills will be developed through  
on-the-job training and visits to other similar
- 264 industries. Total community support will be  
enlisted to ensure continuing engagement and  
confidence in the industrial effort.

## SECURING LOCAL ECONOMIC SUSTENANCE

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Plate 4-I

paratactic I

## Agricultural Production

tactic 1

## New Crops

- |                        |                        |
|------------------------|------------------------|
| 1 Annual Crops         | 4 Quality Strawberries |
| 2 Perennial Vegetables | 5 Fruit Trees          |
| 3 Non-perishable Crops | 6 Animal Feed          |

tactic 2

## Farm Products

- |                        |                      |
|------------------------|----------------------|
| 7 Vegetable Washing    | 12 Cheese Production |
| 8 Drying Plant         | 13 Alfalfa Chopping  |
| 9 Home Preserving      | 14 Crist Mill        |
| 10 Packaging Warehouse | 15 Small Bakery      |
| 11 Honey Extraction    |                      |

tactic 3

## Livestock Husbandry

- |                        |                     |
|------------------------|---------------------|
| 16 Dairy Production    | 20 Angora Rabbits   |
| 17 Veterinary Services | 21 Apiary Expansion |
| 18 Small Piggeries     | 22 Breeding Stock   |
| 19 Domestic Poultry    |                     |

tactic 4

## Water Resources

- |                         |                  |
|-------------------------|------------------|
| 23 Water Reservoirs     | 27 Windmills     |
| 24 Canal Reconstruction | 28 Land Leveling |
| 25 Extension Canal      | 29 Town Water    |
| 26 Modernized Equipment |                  |

tactic 5

## Agricultural Options

- |                         |                         |
|-------------------------|-------------------------|
| 30 Agricultural Map     | 36 Planting Time        |
| 31 Fiscal Projections   | 37 Water Allotments     |
| 32 Prices Chart         | 38 Wells Plan           |
| 33 Labor Costs          | 39 Equipment Priorities |
| 34 Crop Rationalization | 40 Demonstration Plots  |
| 35 Soil Matching        | 41 Field Reclamation    |

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## PROVIDING INCLUSIVE CITIZEN CARE

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Plate 4-II

paratactic II

Fundamental Well-being

tactic 6

Medical Services

42 Health Outpost	47 Emergency First-aid
43 Visiting Doctor	48 Basic Medicines
44 Health Screening	49 Health Records
45 Referral System	50 Information Campaign
46 Home Visits	

tactic 7

Health Measures

51 Health Volunteers	56 Nutrition Education
52 Outreach Program	57 Menu Planning
53 Mass Immunizations	58 Nutritional Supplements
54 Information Classes	59 Water Analysis
55 Dental Care	

tactic 8

Information Services

60 Bulletin Board	63 Library Services
61 News Letter	64 Information Center
62 Mail Delivery	65 Public Telephone

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ASSURING ADEQUATE VILLAGE STRUCTURES

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Plate 4-III

paratactic III

Physical Construction

tactic 9

Road Network

- |                       |                       |
|-----------------------|-----------------------|
| 66 Road Maintenance   | 70 Village Streets    |
| 67 Farm Roads         | 71 Township Sidewalks |
| 68 Canal Crossings    | 72 Drainage Survey    |
| 69 Second Entranceway | 73 Drainage System    |

tactic 10

Public Facilities

- |                           |                     |
|---------------------------|---------------------|
| 74 Agricultural Warehouse | 78 Bus Shelter      |
| 75 Director's Office      | 79 Community Center |
| 76 School Facility        | 80 Hot-water Center |
| 77 Septic Tank            |                     |

tactic 11

Village Design

- |                    |                        |
|--------------------|------------------------|
| 81 Landuse Plan    | 85 Equipped Playground |
| 82 Illustrated Map | 86 Street Lights       |
| 83 Central Plaza   | 87 Industrial Site     |
| 84 Park Benches    |                        |

tactic 12

Basic Equipment

- |                            |                         |
|----------------------------|-------------------------|
| 88 Agro-industry Equipment | 94 Community Kitchen    |
| 89 Raw Materials           | 95 Dairy Sterilizers    |
| 90 Sewing Machines         | 96 Workbench Shelving   |
| 91 Village Mini-bus        | 97 Laundry Equipment    |
| 92 Construction Materials  | 98 Purchasing Contracts |
| 93 Essential Tools         |                         |

tactic 13

Family Homes

- |                           |                          |
|---------------------------|--------------------------|
| 99 Wooden Floors          | 104 Kitchen Upgrading    |
| 100 Electric Wiring       | 105 Heating Alternatives |
| 101 Housing Maintenance   | 106 Septic Tanks         |
| 102 Living Space          | 107 Back-door Toilets    |
| 103 Concrete Entranceways | 108 House Painting       |

## RECREATING COMMUNITY IDENTITY SYSTEMS

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Plate 4-IV

paratactic IV

Identity Systems

tactic 14

Unifying Symbols

109	Community Logo	114	Outdoor Murals
110	Local Flag	115	Song Book
111	Lapel Symbol	116	Road Sign
112	Village Slogan	117	Welcome Signs
113	Symbolic Sculpture	118	Street Names

tactic 15

Celebrative Events

119	Community Fiestas	123	Weekly Celebrations
120	Annual Rodeo	124	Arts Fair
121	Religious Services	125	Film Shows
122	National Holidays		

tactic 16

Recreational Activities

126	Youth Happenings	129	Recreation Center
127	Children's Sports	130	Recreation Equipment
128	Out-of-school Activities	131	Rayuela Club

tactic 17

Heritage Patterns

132	History Book	136	Religious Traditions
133	Folklore Collection	137	Trilla Celebration
134	Heritage Trips	138	Curriculum Unit
135	Food Festivals		

tactic 18

Folk Arts

139	Music Lessons	144	Arts Program
140	Musical Instruments	145	Guest Artists
141	Folk Band	146	Visiting Lecturers
142	Community Chorus	147	Cultural Trips
143	Dance Troupe	148	Public-address System

tactic 19

Space Beautification

149	Public Landscaping	154	White Rocks
150	Village Entranceway	155	Litter Campaigns
151	Shade Trees	156	Community Dump
152	Household Gardens	157	Compost Heap
153	House Fences	158	Public Buildings

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ASSURING ADEQUATE VILLAGE STRUCTURES

Plate 4-V

paratactic V

Human Engagement

tactic 20

Local Organization

- |                          |                           |
|--------------------------|---------------------------|
| 159 Community Assemblies | 162 Specific Commissions  |
| 160 Local Office         | 163 Problem-solving Units |
| 161 Regular Planning     | 164 Public Calendar       |

tactic 21

Neighborhood Care

- |                               |                    |
|-------------------------------|--------------------|
| 165 Neighborhood Associations | 170 Animal Control |
| 166 Catalytic Core            | 171 Washing Center |
| 167 Work Days                 | 172 Women's Event  |
| 168 Maintenance Campaign      | 173 Family Socials |
| 169 Trash Collection          |                    |

tactic 22

Community Forces

- |                        |                      |
|------------------------|----------------------|
| 174 Guild Formation    | 177 Quarterly Forums |
| 175 Enrichment Systems | 178 Meeting Design   |
| 176 Weekly Meetings    |                      |

tactic 23

External Authorization

- |                             |                              |
|-----------------------------|------------------------------|
| 179 Industrial Plan         | 182 Licensing Authorities    |
| 180 Municipal Authorization | 183 Transportation Companies |
| 181 Public Agencies         | 184 Utility Suppliers        |

tactic 24

Consultant's Network

- |                          |                            |
|--------------------------|----------------------------|
| 185 Consultant's Meeting | 190 Administrative Support |
| 186 Agronomy Assistance  | 191 Willing Guarantors     |
| 187 Training Resources   | 192 Financial Sources      |
| 188 Health Back-up       | 193 Ambassador's Guild     |
| 189 Legal Advice         |                            |

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PROVIDING INCLUSIVE CITIZEN CARE

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Plate 4-VI

paratactic VI

Basic Tooling

tactic 25

Childhood Education

- |                              |                          |
|------------------------------|--------------------------|
| 194 Quality Pre-school       | 197 Parent Participation |
| 195 Comprehensive Curriculum | 198 Nutritious Lunches   |
| 196 Village Teachers         | 199 Necessary Equipment  |

tactic 26

Leadership Development

- |                        |                            |
|------------------------|----------------------------|
| 200 Community Survey   | 203 Scholarship Programs   |
| 201 Leadership Methods | 204 Educational Assistance |
| 202 Evening Classes    | 205 Service Liaison        |

tactic 27

Functional Skills

- |                          |                               |
|--------------------------|-------------------------------|
| 206 Training Materials   | 212 Farm Management           |
| 207 Basic Literacy       | 213 Personnel Issues          |
| 208 Language Proficiency | 214 Mechanical Skills         |
| 209 Additional Grades    | 215 Building Construction     |
| 210 Home Management      | 216 Fire-service Coordination |
| 211 Agricultural Skills  | 217 First-aid Training        |

SECURING LOCAL ECONOMIC SUSTENANCE

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Plate 4-VII

paratactic VII

Foundational Support

tactic 28

Market Returns

- |                       |                          |
|-----------------------|--------------------------|
| 218 Marketing Team    | 224 Software Markets     |
| 219 Market Analysis   | 225 Attractive Packaging |
| 220 Direct Contacts   | 226 Production Estimates |
| 221 Advance Contracts | 227 Sample Displays      |
| 222 Buyer Calls       | 228 Producer Information |
| 223 District Outlets  |                          |

tactic 29

Commercial Resources

- |                        |                          |
|------------------------|--------------------------|
| 229 Development Plan   | 233 Credit Union         |
| 230 Regional Resources | 234 General Store        |
| 231 Equipment Sharing  | 235 Festival Cafe        |
| 232 Corporate Buying   | 236 Community Prospectus |

tactic 30

Growth Capital

- |                    |                       |
|--------------------|-----------------------|
| 237 Legal Entity   | 242 Timely Repayments |
| 238 Title Pool     | 243 Written Proposals |
| 239 Low-cost Loans | 244 Donations In-Kind |
| 240 Credit Search  | 245 Local Funds       |
| 241 Cash Grants    |                       |

tactic 31

Transportation Service

- |                       |                    |
|-----------------------|--------------------|
| 246 Community Vehicle | 251 Back Hauling   |
| 247 Emergency Trips   | 252 Fee Schedule   |
| 248 Shuttle Bus       | 253 Service Garage |
| 249 Truck Pool        | 254 Fuel Supplies  |
| 250 Load Scheduling   |                    |

tactic 32

Industry Development

- |                                |                          |
|--------------------------------|--------------------------|
| 255 Feasibility Analysis       | 260 Government Resources |
| 256 Marketing Contracts        | 261 Facility Designs     |
| 257 Soft-goods Industry        | 262 Local Work-force     |
| 258 Handcraft Wares            | 263 Employee Skills      |
| 259 Manufacturing Sub-contract | 264 Community Support    |

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**NO.** 4-~~VII~~-~~VIII~~ of 79-80

PART FIVE

THE ACTUATING PROGRAMS

PROGRAMS

The final task of the consult was organizing the Tactical systems into Actuating Programs. The programs provide precise structures or forms within which specific tasks are carried out. They perform several essential functions. The programs make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

PROCESS

The creation of Actuating Programs first involves organizing the large body of subtactics into rational programs that are feasible in the light of the local situation and practical for effective management. These then are checked and refined in relation to inclusiveness and focus. Certain values are held throughout the process of organizing the programs, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programs is the first step in project actuation for they define the arenas and organize the tactics for concrete steps to be taken by local forces in doing the sub-tactics and programs. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programs of the Sol de Septiembre Human Development Project shown on Plates 5 and 5A are 15 in number. Five of these are related to the social self-reliance of Sol de Septiembre. Three of the five have to do with social advancement and two with local common identity. The social advancement arena includes Comprehensive Health Service, a Formal Education Continuum and an Advanced Skills Institute. The two programs relating to community style are Village Identity Structure and Community

Sociality Network. The second major programmatic division has to do with the human self-confidence of Sol de Septiembre. This arena includes five programs which are the Community Beautification Commission, Village Services Organization, Public Facilities System, Fiscal Resource Administration and Community Leadership Corps. The third group includes five programs which relate to the economic self-sufficiency of Sol de Septiembre. Two of the five are related to village commerce and three to agricultural industry. The agriculture area includes Crop Management Association, Agriculture Infrastructure Project and Market Processing Center. The two programs relating to new industry are Local Industry Complex and Village Business Enterprise.

#### SUMMARIES

A more detailed description of each of the 15 Actuating Programs follows. These summaries are not intended to fully lay out the programs, but to indicate the general focus of each, the relationships among the programs, and the relationship between each program and the whole project. Each summary is comprised of three paragraphs. The first describes the broad, functional nature of the program and explains why it is necessary to the total project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the program. This is in no way a specific effort to do the Timelined Implementaries of the subtactics mentioned earlier. The program summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the program. Accompanying each summary is a four-year cost projection.



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**NO.** 83-85

SELF SUSTENANCE: Actuating Program 1

CROP MANAGEMENT ASSOCIATION

The Crop Management Association will insure a healthier economic base in Sol de Septiembre through a more profitable and more evenly balanced agricultural crop. It is designed to expand the agricultural base of Sol de Septiembre through the further development of the existing farming program and the introduction of new varieties of fruits, vegetables and grains. The economic viability of the community depends upon discovering the best ways to utilize the land resources and to determine the new crops that will guarantee a ready market and the resulting income. This program will be the basis of the agricultural industries and serve the local industries and businesses as a source of new materials. It will involve members of the community in new job opportunities and serve as the arena of training for the technical training program. It is integrally related to the road and transportation systems of the community as it is dependent on them.

Intensified Crop Management consists of four components. First, the Horticulture Intensification Program provides for increased yields from the same land through seed, soil supplements, crop rotations and careful timing of harvesting. Second, the Crop Diversification Program will determine the best mix of existing and new crop use in order to maximize land use and income. Third, the Land Reclamation Program will select additional land to reclaim for production and will include soil testing, compost building and fertilizing as ways of enriching the soil. Fourth, the Farmer Advisory Program will enable farmers to cooperate on the overall plan and provide the needed information on how to implement this on their particular land.

The Crop Management Association has already been initiated with planning meetings in which 60 to 70 of the farmers and farm workers participated. Maps of land ownership quality of soil and water use patterns are being prepared. Several new varieties of grains, vegetables and fruits will be planted this spring. Timely planting patterns will be developed to take maximum advantage of market fluctuations. Perennial vegetables such as artichokes and asparagus, and selected trees, will be planted this year in preparation for harvesting a few years from now. Fertilizers and insecticides will be applied increasingly to the depleted soils under technical advice. Advisory services will guide progress as technical personnel come to the village and the growers visit outside places of interest. Unused land will be reclaimed for appropriate planting. Small areas will be tested as experimental plots for suitable crops and soil treatment.

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FOUR YEAR PLAN  
PROGRAM BUDGETS

Program 1,

Plate 5 B

CROP MANAGEMENT ASSOCIATION

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categories	years	Current FY Budget	Future Estimated Costs		
			All costs as of June 1978		
			FY II	FY III....	FY IV
I  Capital Costs	Greenhouse Construction (2)	3,000	3,000		
	Extra Land Use	10,000	10,000	10,000	5,000
	Office Furnishings	250			
	Office Supplies	400	400	400	400
subtotal - capital		13,650	13,400	10,400	5,400
II  Pay and Allowances	1 Village Manager	1,250			
	2 Village Workers - 1,000	2,000	1,500	1,000	
	2 Apprentices Part.- 500		1,000	500	
	1 Aux. Staff	1,000			
	Professional Consultation	500	100		
subtotal - pay		4,750	2,600	1,500	
III  Current Expenses	Seeds and Seedlings	3,000	3,000	3,000	1,000
	Soil Analysis Kits	200		200	
subtotal - current		3,200	3,000	3,200	1,000
Total Program Cost		21,600	19,000	15,100	7,400

SELF SUSTENANCE: Actuating Program 2

#### AGRICULTURE INFRASTRUCTURE PROJECT

The Agriculture Infrastructure System is the foundation upon which the whole agriculture program is built. The essential nature of water, roads and farm equipment to agriculture underscores the importance of this program. Sol de Septiembre's struggle in the past with obtaining adequate water for irrigation, meeting the costs of electric bills to pay for the well pumps, and providing adequate equipment to cover the acreage in crops, confirms the importance of this program. This program will make modern equipment and more efficient services available to the farmers so that their work returns higher yield and larger profits. It will provide work for many people as well as draw upon the technical and management skills and resources of many programs throughout the community. Many people from Sol de Septiembre will be involved in the activities surrounding the project and will benefit from it.

The Agriculture Infrastructure Project is comprised of four essential components. First, the Irrigation Improvement Program will provide water in sufficient quantity to all usable farmlands so highest usage of land can be obtained. Secondly, an Equipment Pool Program will obtain more farm equipment and machinery and keep it ready for use. This will expedite planting, harvesting and marketing of crops. Third, the Field Road Program will be initiated to repair farm roads, improve the bridges over the irrigation channels and expand the farm road network to more adequately cover the community. Fourth, the Water Development Program is designed to install reservoirs and windmills for supplementing the water supply now available, and to prepare for the future development of deep water wells.

The Agriculture Infrastructure Project will be organized immediately as the road improvement program is initiated. The agriculture roads are vital at this time because of the difficulty in getting winter crops out of the fields. Another task which needs to be started immediately is the canal cleaning. This will enable the flow of water through the canals. The whole irrigation improvement project is critical to the planting of summer crops and needs to be completed before November. This will also be the time that a demonstration windmill will be in operation to augment the water supply from shallow wells. A truck will be arranged that can be used on a daily basis from April through November. During the busy months of November to April, outside and local haulers will be secured through advance bookings so that the trucks necessary each day are available. The local equipment pool will be started with the procurement of a tractor with other essential equipment that can be systematically shared by residents throughout the community.

SHDP

FOUR YEAR PLAN

Program 2

Plate 5C

ICA Consultants

PROGRAM BUDGETS

AGRICULTURE INFRASTRUCTURE PROJECT

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978			
			FY I	FY II	FY III	
I Capital Costs	2 Farm Trucks - 10,00	10,000	10,000			
	2 Tractors - 20,000	20,000	20,000			
	Farm Implements	18,500	5,000			
	3 Reservoirs - 20,000	20,000	20,000	20,000		
	3 Wells - 75,000		75,000	75,000	75,000	
	5 Rototillers - 20,000	6,000	4,000			
	Rototiller implements	2,000	1,000			
subtotal - capital		76,500	135,000	95,000	75,000	
II Pay and Allowances	1 Transport manager	1,250	800			
	3 Drivers - 1000	3,000	2,000	1,000		
	3 Apprentices - 500	1,500	1,000	500		
	1 Auxiliary	1,000				
	Equipment needs consult	500	100			
	subtotal - pay		7,250	3,900	1,500	
III Current Expenses	Supplemental training	2,500	2,500			
	Supplies	2,000	1,000	500		
	Equipment Operation	7,000	6,000	6,000	3,000	
	subtotal - current		11,500	9,500	6,500	3,000
Total Program Cost			95,250	148,400	103,000	78,000

SELF SUSTENANCE: Actuating Program 3

### MARKET PROCESSING CENTER

The Market Processing Center is designed to provide a variety of services that will increase the total income received from raw agricultural resources of the community. It is a bold venture in the face of the despair that the community presently feels over their reduced income in the past few years. The hope for a sounder economic base depends on higher and more regular returns from selling local produce, improving product value through processing for both local use and the national market, and increasing local employment opportunities. These programs will touch many people as jobs in manufacturing and construction are created. Some crops at the time of harvest have such a low market price that they are thrown away, left to rot or fed to the animals. The Market Industry Complex will revitalize the community as they see their crops again as saleable, profitable goods.

The Market Processing Center consists of four distinct components. First, the Market Agency Program will supply and sell to most profitable market areas. This program will influence crop selection, timing of delivery of various commodities, and types of processing and packaging. Second, the Food Processing Program will provide new ways to process crops in order that new market areas can be opened up and delivered with unit costs reduced. The new processing programs will include dehydration, canning, storage and freezing. Third, the Market Packaging Program will provide attractive, varied packaging to enhance the quality and delivered selling price, while reducing spoilage. Fourth, the Storage Warehouse Program will provide for the safe storage of processed foods until delivered market price of local goods warrant selling the product.

The Market Processing Center will be initiated by recruiting a marketing team to investigate the relative merits of alternative markets. The marketing team will make a market analysis using consultants who have experience in agricultural markets. They will make exploratory sales calls and compare the various available markets with the present local market. Purchase contracts will be negotiated by the team. Coordination with production teams will ensure adequate production of the marketable products. The Food Processing Program will begin with vegetable washing, marketing the cleanliness of produce grown with uncontaminated water. It will require the building of waist-high washing tanks through which irrigation water will be diverted. Honey extraction and cheese production will inaugurate the effective marketing of products with attractive packaging and advertising. Food Processing will begin with home preservation, then later freezing. Warehousing facilities will be constructed both for raw materials and marketable goods. Equipment for storing preserved products will also be installed.

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FOUR YEAR PLAN

Program 3

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## PROGRAM BUDGETS

MARKET PROCESSING CENTER

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY I	FY II	FY III
I Capital Costs	Utility Vehicle 1/4 useage dryer	3,000			
	Processing Equip. dehydrat	30,000	25,000	15,000	10,000
	Warehouse/Cooler/Freezer	15,000	30,000	15,000	
	Scale, Ramp, Misc.	10,500	5,500	500	500
subtotal - capital		58,500	60,500	30,500	10,500
II Pay and Allowances	1 Vill. Manager	1,250	1,250	625	
	1 Mgr. Apprentice	1,000	800	400	
	10 Laborers - 1,000	10,000	8,000	4,000	
	1 Aux.	1,000			
	1 Managerial Consultant	1,000	500		
	Technical Consultant	500	250		
subtotal - pay		14,750	10,800	5,025	
III Current Expenses	Machine Operating Cost.	15,000	20,000		
	Market Sales Expense	3,600	4,000	2,000	
	Phone	600	800		
	Misc. Office	1,500	500		
	Materials	10,000		10,000	
subtotal - current		30,700	25,300	12,000	
Total Program Cost		103,950	96,600	47,525	10,500

SELF SUSTENANCE: Actuating Program 4

LOCAL INDUSTRY COMPLEX

The Local Industry Complex recognizes that industries which quickly produce profits are essential to the total development of the village and play an important role in assuring local economic self-sufficiency. This network will initiate industries suitable to available resources and discernible market needs. They will provide employment and increase the income of the village. Although increased income is the principal intention, the trade skills and work experience gained will also help villagers to see themselves as a sign of self-development to others.

The Local Industry Complex consists of four components. First, a Sub-Assembly Contact Program will contract with manufacturing firms in the Santiago area for labor-intensive, simple component assemblies. Second, an Ancillary Services Program will construct simple locally needed products such as boxes for the storage and transport of agricultural produce from Sol de Septiembre farms. Third, a Commercial Sewing Program will undertake profitable sewing, both for local use and outside sale. One example would be manufacturing scarves; another would be to use locally grown angora fur as a raw material for manufacturing gloves or yarn. Fourth, the Animal Development Program will encourage the raising of such animals as dairy cows, poultry, angora rabbits, pigs and honey bees. This program will increase the local food supply as well as provide raw materials for the food processing plant, and other local industries.

The four programs will be initiated by identifying profitable opportunities and markets. The sub-assembly team will canvass the Santiago area manufacturers to determine practically what sub-assemblies can be handled in Sol de Septiembre. They will seek industrial assistance in establishing the sub-assembly process, negotiating and executing contracts and establishing a quality control mechanism. The ancillary services team will canvass the Lampa area to discover opportunities for construction of locally needed products. The Commercial Sewing and Animal Development programs require that markets for products be identified and analyzed. Once this is done, groups of persons interested in producing for the markets available will be formed. The association will develop standards and agree upon methods of manufacture and quality control. Marketing will be patterned upon procedures used in the Market Industry Complex. Families who expand their small animal holdings will be assisted in construction of correctly designed shelters, hives and hutches, and in selecting good quality stock. Winter feed such as grain and chopped alfalfa will be obtained from local growers. Veterinary advice will be provided and adequate disease prevention measures ensured.

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Program 4

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FOUR YEAR PLAN

PROGRAM BUDGETS

LOCAL INDUSTRY COMPLEX

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categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
I Capital Costs	Office Equipment	700	100		
	Utility Vehicle 1/4 use.	3,000			
	Office Furniture	500	100		
	Box Industry Facility	1,000			
	Sewing Facility	2,000			
	subtotal - capital	7,200	200		
II Pay and Allowances	1 vill. Subassembly-1,000	1,000	750	500	
	4 Vill. Box Industry 1,000	4,000	2,000		
	6 Village Sewers	6,000	3,000		
	1 Aur.	1,000			
	1 Manager	1,250			
	Industrial Consultant	300	100		
	subtotal - pay	13,550	5,850	500	
III Current Expenses	Travel	500	300		
	Telephone	120	120		
	Box Supplies	5,000			
	Sewing Supplies	2,000			
	Breeding Stock	4,000			
	subtotal - current	11,620	420		
	Total Program Cost	32,370	6,470	500	

COMMUNITY STRUCTURE: Actuating Program 5

VILLAGE BUSINESS ENTERPRISE

The Village Business Enterprise will provide basic commercial services now available only outside the community. Small local businesses that provide the basic goods and services needed by the community will shift the current economic trend in which money generated by the community has to be spent outside. It anticipates a capacity within the village to convert grains to foodstuffs, and to provide maintenance and supplies for machinery. At the same time, this program will provide two types of employment: minimal skilled jobs, for which there is a labor pool immediately available, and jobs which require additional training. Currently, people who leave the village in order to receive technical training cannot return to the village because there is no way to employ their skills. The Village Business Enterprise program will also help stabilize employment, especially for the non-landed families in the village whose income currently is very seasonal.

Village Business Enterprise consists of four distinct components. First, the Equipment Service Program is designed to operate as a service station and equipment maintenance business. This program also provides training in equipment servicing and maintenance for Sol de Septiembre citizens. Second, a Multi-purpose Store Program will include groceries and general merchandise, as well as barber store facilities. Third, a small Grist Mill Program will provide local service to farmers and villagers for grinding wheat into flour and preparing animal feeds. Fourth, a Cafe/Bakery Program will provide the community with bread and baked goods as well as offer a place where people can gather to enjoy their leisure time together.

The Equipment Maintenance Program will require the allocation of marginal land for an equipment pool. At first, fuel products will be purchased in large containers and pumped by hand. A pit will be dug and its sides reinforced to provide easy access to the under carriages of vehicles. Technical assistance in vehicle maintenance will be available. Tools will be obtained and a manager will be trained. The Multi-purpose Store Program will add children's clothing and hardware to the items already available. Buying for the service station, the store and the bakery store will be consolidated to allow bulk purchasing and common transportation. The grist mill will be installed; this will entail the purchase of a motor, grinding stones and construction of storage area.

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Program 5

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PROGRAM BUDGETS

VILLAGE BUSINESS ENTERPRISE

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY I	FY II	FY III
I Capital Costs	Service Equipment	10,000	2,000	1,000	
	Machine Tools & Parts	10,000	1,000	500	
	Facilities Multipur. store	1,000	500	500	
	Bakery Equipment	2,000	500	500	
	Cafe Equipment	2,000	500	500	
	Utility Vehicle 1/4 use.	3,000			
	subtotal - capital	28,000	4,500	3,000	
II Pay and Allowances	1 Service Center Manager	1,250	800		
	2 Apprentices <sup>part-time 500</sup> Ser. Cen.	1,000	500		
	1 Store Manager	1,250	800		
	2 Par-time Villagers-500	1,000	500		
	2 Grist Mill Operators <sup>1,000</sup>	2,000	1,000		
	2 Bakery Cafe Operators <sup>part time 500</sup>	1,000	500		
	1 Aux.	1,000			
	subtotal - pay	8,500	4,100		
III Current Expenses	Telephone	120	100		
	Lights	120	100		
	Parts Inventory	2,000	1,000		
	Petrol Inventory	5,000			
	Store Inventory	10,000			
	Bakery & Cafe Inventory	2,000	500		
	subtotal - current	19,240	1,700		
Total Program Cost		55,740	10,300	3,000	

SELF DEPENDENCE: Actuating Program 6

### COMMUNITY BEAUTIFICATION COMMISSION

The physical condition of a community is a reflection of its residents' pride and concern for their environment. The Community Beautification Commission is key to the development of a new sense of community identity and pride. Through an intentional landscaping scheme, the whole geography will be systematically transformed. Carefully planned open areas, green spaces, residential areas and delineated streets will create and sustain the new community pride. The power of this program lies in providing a structure on which to place responsibility for the village design. These programs will provide a visible sign that Sol de Septiembre is a community of hope and care.

The Community Beautification Commission consists of four separate components. First, the Community Landscaping Program is designed to plan and implement a comprehensive landscaping design including a model for future use of community land and the delineation of streets. Second, the Plaza Development Program will design, develop and construct the village plaza. Included in the plaza will be the community sculpture, benches, trees, flowers and grass. Third, the Model House Program will demonstrate new housing possibilities for the community, including a model kitchen, a household garden, alternative heating methods, adequate sewage disposal, use of flooring, and back door toilets. Fourth, the Residence Improvement Program will provide for roof repairs, electrical wiring, kitchen upgrading, house painting, fencing of yards, and flooring of houses. This project will be complemented by an ongoing clean-up campaign throughout the village.

The Beautification Commission is now underway with the landscaping of the new community building. During the next six months, the landscaping of other public areas will begin. This will involve obtaining trees, grass seed, and fencing materials. The location for the community plaza will be determined and the design of it created during the next two months. The sculpture for the plaza will be designed and implemented. This coming year will see a model house erected or created through refurbishing an existing house. This will include selecting alternative heating methods and flooring, and designing a model kitchen. Another aspect of the residential beautification will be the upgrading of existing housing. Roofing and fencing materials, electrical supplies and kitchen equipment will be obtained in quantity to enable the residential housing improvement program.

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Program 6

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FOUR YEAR PLAN

COMMUNITY BEAUTIFICATION  
COMMISSION

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PROGRAM BUDGETS

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY I	FY II	FY III
			I	Shade Trees Shrubbery	1,000
Capital Costs	Construction Materials	4,000	1,000		
	Model Home	3,000	500	500	
	subtotal - capital	8,000	1,700	600	
II	4 Vill. laborers part-time	1,440	1,440		
Pay and Allowances	1 Manager 1/4 time	310			
	1 Aux. 1/4 time	250			
	Architectural Designer	300			
	subtotal - pay	2,300	1,440		
III	Truck Cost 100 hrs. -10	1,000			
Current Expenses	Paint	1,000	500	500	
	subtotal - current	2,000	500	500	
	Total Program Cost	12,300	3,640	1,100	

SELF CONFIDENCE: Actuating Program 7

#### 'VILLAGE SERVICES ORGANIZATION

A community concerned with its own development must provide means for effective delivery of services to its citizens. The Village Services Corporation is designed to provide a variety of needed services. Means of transportation is a key to linking outlying families to the community. People are able to participate fully in their community only as they receive adequate information about community events. This program establishes both local and (regional) communication systems which will link the community to national and international events and services. Emergency services will be provided through special vehicle allocation and training of personnel.

The Village Service Organization will provide the community with basic services. The four components are first, Emergency Services Program, which will provide emergency care for the community. These services will be developed to cover the geography of Sol de Septiembre. Second, the Communication Services Program will provide access to telephone and mail service for the community. Third, an Information Center will be established in a strategic area to assist citizens in becoming aware of employment and business opportunities, agriculture and transportation data and other information vital to the community. Fourth, Public Transportation will be organized to give better access to schools, to village events and neighboring communities. An integral part of this program is the procuring of a mini-bus or other suitable vehicles to provide transportation.

The creation of the Information Center will be the first step in launching the Village Services Corporation. Negotiations with the proper officials for mail and telephone service to Sol de Septiembre will be initiated. A Community Newsletter will report on community events. Reliable transportation will be procured within the first 3 months of the project. First-aid supplies will be obtained and health care workers trained in their application and technique. Public Works will construct an announcement board for publicizing village events. In coordination with Village Industry a location will be sought to establish a reading room. Visits will be made to Santiago to secure donations for books, magazines and maps. A subscription to a daily newspaper will be secured for the community.

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Program 7

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Village Services Organization

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categories	year	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
			I	Emergency vehicle	9,000
Capital Costs	2 Shuttle buses - 50%	15,000			
	Water truck fire ext.	3,000			
	4 First aid kits	100		100	
	subtotal - capital	27,100		100	
II	2 Vill. drivers - 1000	2,000	2,000	2,000	2,000
Pay and Allowances	1 Emergency driver P.T.	460	360	150	
	Manager 3/4 time	310			
	Auxiliary 1/2 time	250			
	subtotal - pay	3,020	2,360	2,150	2,000
III	Bus usage	4,000	2,000	1,000	
Current Expenses	Vehicle usage	1,000	750	250	
	Misc. phone office	100	100	100	100
	Supplies & utilities	200	200	200	200
	subtotal - current	5,300	3,050	1,550	300
	Total Program Cost	35,420	5,410	3,800	2,300

SELF DEPENDENCE: Actuating Program 8

#### PUBLIC FACILITIES SYSTEM

The life style of a village is related and motivated by its environment. Sol de Septiembre, like many villages around the world, lacks a local structure for construction, repair, and maintenance of public facilities and utilities. This program is designed to include streets, buildings, sanitation and maintenance. The implementation depends not only on a designed group of people in charge, but also the catalyzation of citizen involvement both on a community wide and neighborhood level. The creation of a clean, functional, and orderly environment will hasten an upsurge in community pride.

The Public Facilities System consists of four distinct components. First, the Street Development Program will improve the streets through filling, grading and paving, and the placement of street lights. The entryway bridges will be repaired or constructed where necessary. Second, the Public Construction Program will provide for the construction of facilities such as a hot water center, a communications center, Lus shelter and a playground. Third, the Village Sanitation Program will implement septic tank construction, create adequate drainage systems and provide garbage pick-up service for the village. Fourth, the Physical Maintenance Program will focus on upkeep and repair of all public property, roads, bridges and sanitation systems. It will work to maintain the appearance and smooth functioning of these village structures.

Street development is a high priority for the Public Facilities System. A comprehensive survey will review the condition of the drainage system, determine the amount of fill, culverts and bridge foundations needed, and create a map of the streets with indications of needed improvements. Public officials will be visited for assistance in procurement of materials, and the community will be organized in work days for the labor. Construction of an office for the school director will begin immediately. Providing an attractive drained entrance to the community will also occur during this winter season. Other construction will be implemented on a timely basis according to community consensus. Investigation will begin immediately to determine the location for a village dump or the feasibility of a village compost heap.

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FOUR YEAR PLAN  
PROGRAM BUDGETS

Program 8

Plate 5I

PHYSICAL FACILITIES SYSTEM

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categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
I Capital Costs	Bridge construction (2)	5,000			
	Gravel Paths	1,000			
	Lighting	2,500			
	Hot water facility	7,000			
	Bus stop shelter	800			
	School Septic tank	1,100			
	Plaza construction	1,200			
subtotal - capital		18,600			
II Pay and Allowances	Manager 1/2 time	630	400	200	
	Construction foreman	1,250	800	400	
	5 Laborers - 1000	5,000	2,800	780	
	Auxiliary 1/2 time	500			
	Engineering Consultant	300			
subtotal - pay		7,680	4,000	1,380	
III Current Expenses	Road Grading 100 hours	2,000			
	Village dump	1,200			
	Small tools	800			
	Truck 100 hrs. @ \$10	1,000			
	Power	1,200	500		
subtotal - current		6,200	500		
Total Program Cost		32,480	4,500	1,380	

SELF CONFIDENCE: Actuating Program 9

#### FINANCIAL RESOURCES ADMINISTRATION

The Financial Resource Administration is a structure vital to effectively guiding and coordinating the use and expansion of the capital resources available to the village. Successfully managed capital is basic to the acquiring of additional capital for ordered expansion and upgrading. This program would both formally and informally provide recommended directives and opportunities for community and family investment and savings and attract further outside capital in loans, donations, and goods for the use of the village. It would also provide for the necessary accounting and legal services. It would of necessity work in conjunction with the agricultural and industrial expansion and community programs.

The Financial Resource Administration consists of four unique components. First, the Capital Expansion Program will seek to establish long-term credit to provide for capital improvements through attracting support from the public and private sectors outside the village. It will enable the financing of small businesses and industry in Sol de Septiembre. Second, the Savings Union Program will be established to provide participants with the opportunity to save money and to make available sources for loans. Third, the Corporate Purchasing Program provides for bulk purchasing by the community. Fourth, the Legal/Accounting Services Program provides a framework to strengthen management and planning skills for family and business operations.

Financial Resource Administration has been given the responsibility for development of additional capital resources for the community. Grants will be written, donations will be solicited, and resources will be investigated. All citizens of the community will be enabled to participate through pooling of collateral resources, and savings plans which will begin to provide individual and community-based resources. Effectiveness of community income will be raised by bulk buying of industrial, commercial and agricultural materials. Organization of these community efforts including the securing of legal and accounting services is also the task of the Financial Resource Administration. Community residents will be trained in these responsibilities.

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Program 9

Plate 5J

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FISCAL SERVICES ADMINISTRATION

categories	year	Current FY Budget	Future Estimated Costs		
			All costs as of June 1978		
			FY II	FY III	FY IV
I Capital Costs	Office Construction	500			
	Furnishings	300			
	Office equipment & safe	500	500		
	Utility vehicle 1/4 use	3,000			
	subtotal - capital	4,300	500		
II Pay and Allowances	Village manager - 1250	1,250	800	400	
	Assistant manager - 1000	1,000	640	320	
	1 Auxiliary staff	1,000			
	Professional services	1,000	2,000	500	
	subtotal - pay	4,250	3,440	1,220	
III Current Expenses	Phone	200	200		
	Development contact exp.	500	500	500	500
	Supplies & materials	1,000	1,000	500	
	Travel expenses	2,000	2,000	1,000	500
	subtotal - current	3,700	3,700	2,000	1,000
Total Program Cost		12,250	7,640	3,220	1,000

SELF CONFIDENCE: Actuating Program 10

COMMUNITY LEADERSHIP CORPS

Community Leadership Corps is a key to the revitalization of Sol de Septiembre. The corps acts as the coordinator for the fifteen programs of the Sol de Septiembre Human Development Project. It provides for the dissemination of program results throughout the community and organizes community-wide meetings. The community leadership project coordinates the vital needs of the programs with outside volunteers, both individuals and consultant groups. It provides the structure whereby resources are brought into the community and the community shares its gifts with other villages.

The Community Leadership Corps consists of four components. First, the Local Coordination Program provides for the coordination of the fifteen programs through various team structures. Second, the Community Meeting Program provides the citizens of the community the opportunity to meet together on a regular basis to discuss the challenges facing them and create practical proposals for their solution. Third, the External Authorization Program is designed to relate the community structures to various agencies, bureaus, businesses and organizations in order to elicit support for the programs of the community and open up avenues of access to materials, data, and other types of aid. Fourth, the Intercommunity Liaison Program provides for ambassadors from the community who will carry the story and methods from the project to other communities.

The Human Development Project Consult launched the project coordination component when much of the adult population gathered to create the village development plan. The on-going coordinating structures of the community will be launched immediately. The community meeting structure will enable the effectiveness of the formal leadership structures. by creating opportunities for the on-going formation of community consensus. Through the meeting structure, leadership skills will be introduced and strengthened. Meetings will focus on on-going implementation of the community plan. Leadership will reach beyond the community as representatives make contact with the public and private sector to coordinate available resources and services with community project programs. A specific group of residents will be trained to serve as liaison between the community and its surrounding area. A project brochure will be produced to enable on-going public relations and development work.

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FOUR YEAR PLAN  
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Program 10

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COMMUNITY LEADERSHIP CORPS

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
I Capital Costs	5 Meeting rooms	1,500			
	Tables and chairs	300			
	Office Equipment	500	200	100	100
	Community Bldg. additions	250			
subtotal - capital		2,550	200	100	100
II Pay and Allowances	2 Auxiliary coord. P.T.	1,000	500		
subtotal - pay		1,000	500		
III Current Expenses	Travel	500	500	250	
	Office supplies	300	300	150	
	Mailing	50	50		
	Phone	120	100		
subtotal - current		970	950	400	
Total Program Cost		4,520	1,650	500	100

SELF RELIANCE: Actuating Program 11

#### VILLAGE IDENTITY STRUCTURE

The Village Identity Structure is designed to develop a new understanding of the heritage and the significance of the village of Sol de Septiembre. A twelve year old resettled village has few roots to provide strength and cultural identity. This program will be prominent throughout the community. The chapel will provide yet another focus to the religious and celebrational life of the community. The local artists will build their programs around the traditional as well as modern arts, and thereby provide another way to honor the uniqueness of Sol de Septiembre's heritage. The program will permeate throughout the community and directly touch every individual.

The Village Identity Structure consists of four distinct components. First, the Cultural Promotion Program will provide a structure of timelined cultural events such as guest lecturers, guest artists, concerts, films, and art shows. Second, the Community Chapel Program is designed to provide a structure and location for villagers to worship and provide religious education. Third, the Community Symbol Program will create the symbol system for the community including welcome and road signs, sculptures, badges, flags, murals, and songbooks, all of which have the community logo on them. Fourth, the Local Artists Program will be established through the formation of a community chorus, a village band, a dance troupe, an arts and crafts guild, and the provision of music lessons.

Various ramifications of the Village Identity Structure have already been enacted. Several songs celebrating Sol de Septiembre have been created and will be compiled into a songbook to be used at community gatherings. Also, the story relating Sol de Septiembre's heritage will be compiled and published. The annual Rodéo and Trilla festival will be notable events and offer the opportunity for performances by the dance troupe, the community theater and folk band, art shows and other cultural exhibits. Excursions to places of cultural and historic interest will be organized. Films will be shown monthly. The Community Chapel Program will offer the possibility of regular worship and see to holding the depth dimension in the celebration of religious holidays and on-going events. An entrance sign to the community will be erected and streets will be provided with road signs. A mural, the creation of which will involve all the residents, will be painted on the west wall of the community center.

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FOUR YEAR PLAN  
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Program 11

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VILLAGE IDENTITY STRUCTURE

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
			I	Chapel Construction	3,000
Capital Costs	Chapel furnishings	500	200		
	Community theater	500			
	subtotal - capital	4,000	1,200		
II	1 Vill. coordinator P.T.	300	200	100	
Pay and Allowances	1 Aux. coordinator 1/4 T	250			
	subtotal - pay	550	200	100	
III	Symbolic supplies	200	100		
Current Expenses	Art supplies	600	300		
	subtotal - current	800	400		
	Total Program Cost	5,350	1,800	100	

SELF RELIANCE: Actuating Program 12

COMMUNITY SOCIALITY NETWORK

The Community Sociality Network is a structure vital to the strengthening of community life in Sol de Septiembre. In a time when individualism is strong and yet people are realizing the importance of working together, these programs will begin to establish a new sense of community identity and provide new settings for social interaction. A variety of events will be planned around symbolic occasions to enable total community celebration. Social groupings are also important to the life of the community since they are the basis for sponsorship of community events. The success of the Sports Club in Sol de Septiembre is a good example. Additional groups will be formed around particular common interests and needs. This will catalyze broader participation of families and individuals in the community life.

The Community Sociality Network consists of four components. First, the Community Celebration Program will develop a regular rhythm of celebrations such as rodeos, fiestas, films, and national holidays. Second, the Neighborhood Care Program will structure, organize, and implement a variety of events for neighborhood care. It will also enable a community survey to be conducted in order to determine the community needs and resources. Third, the Community Recreation Program will organize sports for all ages, picnics, trips to nearby historical sites, community service programs, movies and other similar activities. Fourth, the Family Development Program will involve workshops on first aid, sewing, gardening, child care, preventive health, and various other subjects which the citizens of Sol de Septiembre decide are needed.

The first step in launching the Community Sociality Network will be the creation of structures in the community centering around people with particular interests such as agriculture or education. Girl guides, Boy Scouts, a Men's Club and Young Adults' Club will form in the next six months and make their plans for activities and events that they will initiate or sponsor on behalf of the community. An Annual Rodeo will be considered for the spring. Chilean Independence Day will become the focus of a major community celebration. A schedule of community festivals will undergrid the rhythm of community life. Community and area expertise will be obtained to provide family development workshops at regular intervals. Neighborhood groups will be formed to assure care for every individual, undergirding the entire project and ensuring wide-based community participation.

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COMMUNITY SOCIALITY NETWORK

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
			I	Recreation Equipment	250
Capital Costs	Swimming pool (1/2 cost.)			17,500	
	Football uniforms	300			
	subtotal - capital	550	100	17,600	100
II	Social worker (1/2 T.)	2,700	2,700		
Pay and Allowances	Aux. Coordinator 1/4 T.	250			
	Life guard instructor			250	100
	Village worker 1/4 T.	250	125		
	subtotal - pay	3,200	2,825	250	100
III	Supplies	200		800	400
Current Expenses					
	subtotal - current	200		800	400
Total Program Cost		3,950	2,925	18,650	600

SELF RELIANCE: Actuating Program 13

COMPREHENSIVE HEALTH SERVICE

Physical vitality and a sense of health security will release more energy toward the task of community renewal. Comprehensive Health Service will increase the availability of medical care and treatment within the village, including medical, dental and eye services; provide more effective liaison relationships with medical facilities in Lampa and Santiago, and institute within the village the critical component of preventative medicine in both nutrition and health.

Comprehensive Health Service consists of four separate but related components. First, the Medical Services Program will provide the village with regular visits from and access to professional medical personnel. It will also create a pharmaceutical dispensary outlet for the village. Second, the Dental Care Program will develop a systematic visitation schedule and program of dealing with the significant dental health needs of the villagers. Third, a Preventive Care Program will educate villagers in basic hygiene and establish a preventive health visitation schedule. Fourth, a Nutrition Education Program will train families in ways to use local foods most beneficially and will supply supplementary nutritional snacks and meals as is required.

The Medical Services Program will assure effective access to professional medical services. Regular consultation hours will be provided by a doctor from the Lampa Medical Center. Two nurse's aides-in-training will act as liaisons, handling simple procedures indicated by the doctor and coordinating referrals. Dental clinics for diagnostic screenings will be carried out in Sol de Septiembre dental center. Instructions on adequate dental care will be given as part of the school program and neighborhood curriculum. There will be education in hygiene, sanitation, child care, and basic health principles. A health survey to determine general and specific needs will be carried out during July and August. Immunizations will be administered on a systematic basis. The Nutrition Education Program will illuminate varied ways of utilizing local resources to provide balanced nutrition. In cases of malnutrition, supplements to enrich food intake will be made available by the public health service.

S HDP

FOUR YEAR PLAN  
PROGRAM BUDGETS

Program 13 Plate 5N  
COMPREHENSIVE HEALTH SERVICE

ICA Consultants

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY II	FY III	FY IV
I Capital Costs	Pharmacy Equipment	450	200		
	Medical Equipment	300	200		
	File cabinet & desk	100			
subtotal - capital		850	400		
II Pay and Allowances	1 Village salary	1,000	750	500	
	Auxiliary 1/2 time	600			
	Professional consultant	500	100	100	100
subtotal - pay		2,100	850	600	100
III Current Expenses	Health education supplies	600	150	150	150
subtotal - current		600	150	150	150
Total Program Cost		3,550	1,400	750	250

SELF RELIANCE: Actuating Program 14

FORMAL EDUCATION CONTINUUM

In a community where the full potential of education has not been realized, the Formal Education Continuum will provide structures to enable children and young adults to receive a broader educational experience than is presently available. Early childhood is a critical period in the physical, social, emotional and intellectual growth of children. The elementary aged children will also be provided easier access to educational opportunities. It is also important to provide both direct access to technical schooling and indirect enablement for university training through scholarships. These programs will serve the community through providing the educational framework which will benefit every citizen.

The Formal Education Continuum consists of four components. First, the Early Learning Program will enable preschool aged children to have learning and recreational experiences as well as provide a care structure which will release the mothers for engagement in the economic or social life of the community. Second, the Complementary Education Program will provide after school and vacation time educational structures which will include tutorials, musical training, cultural expansion, community service experiences, recreational and educational trips. Third, the Intermediate Schooling Program will provide transportation of students 5th grade and above to the closest school, as well as work on guaranteeing the expansion of the local school to include the eighth grade. Fourth, Advanced Instruction Program will provide a means of raising scholarship funds for local students to encourage their attendance at college. It will also offer training in practical skills required in the village such as carpentry, vehicle operation and maintenance, sewing and training in agricultural skills.

The Early Learning Program will begin its activities during the first week of implementation with registration of children between the ages of two and six. Ten village mothers will be engaged as teachers' aides helping in the preschool, taking part in the training sessions in teaching methods, child care and curriculum-building. As part of the Complementary Education Program, after school recreational and community service activities will be organized for students grades one to eight. To assure maximum participation of Sol de Septiembre children in formal schooling beyond grade four, the Intermediate Schooling Program will arrange regular school transportation to Lampa. Expansion of Sol de Septiembre's school in the near future to additionally encompass grades five through eight and the assignment of teachers required for these has already been solicited. The Advanced Instruction Program will send selected delegates from Sol de Septiembre to receive specifically required practical training and instruction in industrial and agricultural skills.

SHEP

## FOUR YEAR PLAN

Program 14

Plate 50

ICA Consultants

## PROGRAM BUDGETS

FORMAL EDUCATION CONTINUUM

categories	years	Current FY Budget	Future Estimated Costs All costs as of June 1978		
			FY I	FY II	FY III
I Capital Costs	Early Lrng. 3 classrooms	10,000			
	Intermediate School Fac.		12,000		
	2 buses -15,000 1/2 time	15,000			
	Extracurric. Equip. & Supp.	3,000	1,000	500	250
	Physical Educ. Facility	-	2,500	500	
	Audio Visual Equipment	1,000			
	subtotal - capital	29,000	15,500	1,000	250
II Pay and Allowance	6 Vill. Early Lrng. <sup>-1,000</sup> Teach.	6,000	4,500	3,000	
	2 Complementary Ed. Instr. <sup>1/2 time</sup>	5,400	5,400	5,400	5,400
	4 Vill. Teachers <sup>1/2 salary</sup> Aides	2,000	1,500	750	
	3 Gov's part-time	1,200	800	400	
	2 Maintenance Men 1/2 time	1,000	750	300	
	2 Auxiliary - 1,000	2,000	1,000		
	subtotal - pay	17,600	13,950	9,850	5,400
III Current Expenses	Phone	100	100		
	Books, Materials, Supplies	3,000	500	500	500
	Maintenance and Repair	300	500	250	
	subtotal - current	3,400	1,100	750	500
Total Program Cost		50,000	30,550	11,600	6,150

SELF RELIANCE: Actuating Program 15

ADVANCED SKILLS INSTITUTE

A town comes to life when its citizens' capacities are developed and fully used. The Advanced Skills Institute will be the vehicle for assuring the good providers, leaders, and families that modern times require. A village can rapidly move forward when people have the skills needed to keep a modern social and economic system functioning. Equally important are family life and leadership skills that increase effectiveness in daily living. Supplemental native language skills and the opportunity to learn a second language are considered basic to educational advancement. Successfully understanding the world which surrounds Sol de Septiembre will require some residents to participate in an international experience. Bringing to the community the available technical assistance it needs is another way to advance the level of local skills.

The Advanced Skills Institute is comprised of four separate programs. First, a Language Proficiency Program will assist adult members of the community with increased language skills. Second, a Methods Training Program will provide young adults and others with the tools for engaging in leadership roles in the several facets of community life. Third, the International Exchange Program will enrich Sol de Septiembre and other communities around the world with an exchange of ideas, techniques, technology and culture. Fourth, the Technical Assistance Program will provide villagers with appropriate techniques and knowledge to construct and maintain the village economic and social programs.

The Language Proficiency Program will begin immediately with adult basic education classes. Facility in the written and spoken language will be improved through workshops and training sessions preparing participants for job applications, fund-raising visits, sales and marketing interviews, project publicity presentations and other useful skills. Methods Training was initiated eight weeks prior to the Consult when ten selected community delegates went to a Human Development Training School in Venezuela, and was followed by their active participation in the work sessions of the Consult week. Further training in workshop and planning methods, community motivation and consensus-building will be emphasized during the project years. Selected representatives from Sol de Septiembre will participate in Human Development Research Assemblies in other countries and occasionally assist in project initiation in other countries. Technical assistance in the form of practical training will be provided continually in such fields as technology and marketing for small industries and agricultural enterprises, nutrition and sanitation, family budgeting and home economics in order to allow Sol de Septiembre residents to effectively utilize their potential.

FHDP.

FOUR YEAR PLAN  
PROGRAM BUDGETS

Program 15

Plate 5<sup>P</sup>

ADVANCED SKILLS INSTITUTE

ICA Consultants

categories	years	Current FY Budget	Future Estimate Costs		
			All costs as of June 1978		
			FY II	FY III	FY IV
I  Capital Costs	On-site inst. trg. fac.	3,000	1,000		
	Scholarship supplement	5,000	5,000	2,000	
	subtotal - capital	8,000	6,000	2,000	
II  Pay and Allowances	1 Vill coord. 1/2 time	500	300	100	
	1 Aux. coord. 1/2 time	250			
	Prof. instr.	750	500	200	
	subtotal - pay	1,500	800	300	
III  Current Expenses	Supplies	500	500		
	Mailings	200	200		
	subtotal - current	700	700		
Total Program Cost		10,200	7,500	2,300	

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## EPILOGUE

### ACKNOWLEDGEMENTS

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I

ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situation in which they are employed are always unique. Clues to the uniqueness of Sol de Septiembre are found in the five comprehensive charts and accompanying discussions which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programs, together reflect the flow of the Consultation.

FINDINGS

The Operating Vision of Sol de Septiembre, summarized at the beginning of the week, indicated deep concern for community services and the development of economic enterprises. The following day's work on contradictions revealed special stress on village identity and decision making forms. Other issues included the limited range of practical skills and under-developed external relations. Proposals developed on Wednesday highlighted economic sustenance, environmental care and social development. Providing marketing systems and securing adequate capital were also key points. Tactical systems were created Thursday to carry out the proposals. They underscored the need to expand basic local sustenance through tactics in both agricultural production and the foundational support of marketing and industry. The Consult also recommended providing inclusive citizen care, assuring adequate village structures and recreating community identity systems. The final work of the Consult is set forth in the Actuating Program of the Consult is set forth in the Actuating Program Charts. These 15 programs include plans to strengthen economic development through five programs which include crop management, agricultural support infrastructure, marketing, industry and business. Five other programs to strengthen the social self-reliance of the village include training and health care efforts as well as programs to contribute to community life. Finally, the remaining five programs are directed toward developing village self-confidence and focus on basic services, physical construction and fiscal management efforts.

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programs provide for the four year phasing of the model. During the year of initiating, emphasis will be placed on mobilizing broad community effort in the arenas of agricultural development, local commerce, housing maintenance, economic self-sufficiency and transformation of community space to project a recreated image of Sol de Septiembre to its residents and to the world. By the end of the first year all of the Actuating Programs will have been launched. The dual emphases of the second year are program acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously, the number of local Institute staff is decreased. In effect, the new project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time external assistance is considerably reduced and local leadership is responsible for all of the development programs.

II

PROJECT FINANCING

FUNDING

A comprehensive funding program is required for social demonstration. While the community will move quickly to assume responsibility for the cost of its own development, outside financial input is necessary to initiate programs and build momentum. Sources for such funds are grants, long-term loans at favorable rates, lines of credit and in-kind contributions of goods, services, facilities and time.

COSTS

The 15 actuating programs provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6A shows the estimated cost of the first year of each program and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project itself. As program actuation continues, costs will be

absorbed into the on-going socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs. More than 16% of the first year costs fall in the local salaries column. This outlay will gradually be felt as an investment in the project as the material resources of the citizens of Sol de Septiembre are applied to the socio-economic programs. With efforts aimed at developing self-sufficiency and self-dependence over the four years, increasingly less direct funding will be needed to support salaries as programs begin to generate their own incomes. Thus, direct costs are reduced in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of agriculture and services within the community, a stable economic base will be established which will help to maintain the project's efforts in the future.

### III

#### IMPLEMENTING FORCES

##### GUILDS

The Actuating Programs provide the framework for local participation and give direction to necessary organization of community residents who will do the work of implementation. Interested residents of all ages who are involved in these programs could organize themselves into groups which constitute a contemporary form of the traditional guild. These groups could work together on community-wide projects or sub-divide into task forces to do particular jobs related to varied aspects of program implementation. Through the guild structures citizens could also do on-going planning and evaluation.

##### COMMISSIONS

This organizational format would provide the structure through which all the residents could participate in making decisions to determine the future of the community. The fifteen programs of the Sol de Septiembre Human Development Project could be grouped in relation to two commissions responsible for coordinating the unified focus of the project. One commission could deal primarily with economic development, the other more with the social. Such commissions, comprised of the guild and other community residents, would include both men and women, youth and elders, so that there would be a representational cross-section of

the community. Cooperation on such a broad basis is vital to the success of effective community development. The commissions would also need to have participation from the auxiliary staff and the guardians, who catalyze and support the project.

GUARDIANS

The guardian and patron networks assure the continuation of external support to the Human Development Project. Such a supportive network would allow for the participation and assistance of governmental agencies as well as private forces within and beyond the community. In addition to funding, outside support would include information sources, advocacy and access to services and expertise not presently available within the community. To date, these networks have been invaluable to Sol de Septiembre. The acceleration of the Project will make the guardian and patron networks even more important in the future.

AUXILIARY

Finally, the Actuating Programs indicate the form of the catalytic force referred to here as the Auxiliary. This auxiliary group, made up of Institute staff and local people, provides a motivating force which helps speed up program implementation and leadership development across the community. The presence of the auxiliary, providing a fresh perspective for the task at hand, coupled with the practical wisdom on long-time community residents, provides a reservoir of energy and insight for creative action. To most effectively meet the needs of Sol de Septiembre, the auxiliary should include specialists in the fields of health care, education, agriculture, construction and business management. Each auxiliary member will teach his particular expertise to appropriate local persons, thus equipping the community to assume total responsibility for the project.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Sol de Septiembre intends to be a signal community which people will come to visit in the future as a demonstration of rural development. It is important, therefore, that the benefits of the project be clearly evident. The variety of things a visitor might observe on a tour through the community some six months after the Consult are presented in the following paragraphs through seven simple sketches.

IDENTITY

As the visitor turns off the Pan American highway he notices a colorful sign indicating directions to Sol de Septiembre. Traveling further, he finds that there are similar indications at various points along the road. When he approaches the village he encounters a large yellow billboard welcoming him to Sol de Septiembre Human Development Project. The residents' pride in their community is evident from the design and appearance of the village. The village roads, radiating outward from the half-circle central road, are paved and lined with painted rocks that dramatize the sunrise design which reflects the meaning of the village's name, "Sun of Spring". The guardrails on the two bridges which span the irrigation ditches at the edge of the entrance way are painted in complementary shades and clusters of local residents stand ready to receive the arriving guest.

SPACE

As he proceeds across the bridge, the visitor is struck by the magnificent double boulevard in the distance lined with trees and checkered with benches, shrubs, flowers and grass. He learns that the local residents recently transformed this space in a series of community workdays during which they contributed their efforts to planting the greenery donated to the project by a Santiago nursery. Moving toward the village center, he notices the clusters of brightly trimmed houses, each bearing a plaque on which is printed the house number and resident family's name. On inquiry he discovers that the color of the plaque indicates the neighborhood grouping within which the residents work to take mutual responsibility for each other's welfare.

As the visitor stops at the Community Center he becomes aware of the variety of activities and events posted on the bulletin board to one side of the doorway. His guide informs him that the

ORGANIZATION

residents worked together for several days to construct the original portion of the Center, and have recently expanded it to accommodate the variety of community groups which regularly meet to plan, work and celebrate together. His eye catches an historical display just inside the doorway which graphically depicts the history of the area and recounts the varied origins of the residents who came together from a number of different locations to form the village just a decade ago. In the main meeting hall of the Center he is impacted by the maps of the world, and continent and the nation which serve as permanent decor. He notices a detailed design of projected village construction and is told that a stylized form of the village map, called a grid, has become an important symbol to the people of the project area. His inquiries further reveal that each resident belongs to one of six guilds, or task force groups, functionally related to the socio-economic development of the whole village. He is told that the villagers do their planning as well as their work together, and he surmises that the spirit of cooperation and the vitality of the people have been important in the transformation of the village.

TRAINING

As he approaches the school he notices a full schedule of educational events posted in clear view. He learns that four additional classes have been added to the grammar school and that during the evening the facility is used by adults for classes in basic and practical courses. His guide informs him that the most helpful training for the men of the community has occurred "on the job" in the arenas of agriculture, husbandry, mechanics and marketing management. He also mentions the vocational training which is available to many of the village youth through schools and agencies in the Santiago area. Not far away the visitor spots the Sol de Septiembre Early Learning Center and is particularly attracted by the children's singing. As he enters the facility he is struck by the number of very young children involved in the daily curriculum, and learns that many mothers serve as the teaching staff. The visitor quickly grasps that whether indirect or formal, continuing education is taken very seriously throughout the village.

SERVICES

The visitor is struck by the sense of well-being present in the community. This sense is evident in the bustle around the expanded school kitchen where women and students of the village provide a daily demonstration of nutritious meal planning, modern cooking techniques, hygienic kitchen practices and effective methods for preserving locally grown food. The sense of well-being is evident as one visits the health center, where medical staff cheerfully care for minor illnesses and teach preventive medical care to resident health aides. The sense of well-being is there as one passes the recently constructed produce washing area where the farmers clean heads of cabbage, lettuce and cauliflower in preparation for trucking them to market in Santiago. There is a sense of well-being in the women who chat together at the public bathing and laundry facility which has become a major community node. The visitor appreciates the well-kept outdoor lavatories and learns that the system of septic tanks and the refurbished drain system has greatly improved the level of hygiene in the community. He remarks about the busy schedule of the community minibus, which has just returned from its third round-trip to Lampa, and is informed that the bus, like the public lighting, has greatly increased the amount of time available to work in project efforts.

AGRICULTURE

Perhaps the most impressive aspect of village life is the community's agricultural efforts. The visitor learns of the past difficulties with insufficient water and highly alkaline soil which forced many families to sell their land and move away. He is astonished by the innovations which appear to have shifted the direction of local farming, as illustrated by the new experimental crop varieties and diversified vegetable types. As he is shown an onion the size of a melon, he is told of how the farmers are now working together to expand animal husbandry efforts as well, and have begun to export pork products and eggs as well as processed varieties of field crops. He is shown the orchards of fruit trees, many already bearing fruit which he learns are sold fresh and also preserved by the women as jams and marmalades. He observes the reservoir, the new wells and expanded irrigation canals and grasps the importance to the community of its decision to extend water to a large percentage of the arable village land. As a tractor

rounds the bend he hears of the equipment pool established by the farmers to relieve the burden of animal-driven plows, and discovers that the mechanical skills developed by a core of village men assures the dependable operation of farm machinery.

BUSINESS

Returning to the village center, the visitor notices a series of small shops located in the homes of residents: a general store, a small bakery, a cafe--each marked by an attractive sign at the roadside. He is told of the village's plan to expand these efforts, as well as the processing, assembling and handicrafts industries, into separate facilities as business permits in the near future. At that moment a large truck pulls across the road bearing the motto: "Sol de Septiembre--Fine Products Watered By Deep Wells." He learns that the industrial transport effort has been tremendously effective in allowing the village to meet produce orders from new outlets in the city. He is told about the new credit lines and the community savings schemes which have boosted the capital base of the village and generated investment.

IMPRESSIONS

As the visitor leaves Sol de Septiembre, he realizes that he has been most deeply impressed by the people themselves--a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vigor and surety of the youth and their eagerness to participate in new activities. He senses the pride among the adults as they see new production in the village. He knows that something profound has happened to the people. Perhaps he will say that the people displayed a new kind of community spirit. He wonders, "If this can happen in Sol de Septiembre, why not in other communities across Chile and the rest of the world?"

## REPLICATION SCHEMES

**NATIONAL**

The Sol de Septiembre Human Development Project is a model project in comprehensive socio-economic development at the rural level. Replication of the project elsewhere in Chile might include such initial steps as inviting other interested persons to observe or participate in the current project; sending local leaders to other communities to discuss the feasibility of replication and offering training to those interested in the methods newly utilized in demonstration projects. Finally, replication could be initiated with the assistance of residents of Sol de Septiembre and staff from the Institute in communities deciding to participate.

**CONTINENTAL**

Replication of the Human Development Model could be of tremendous significance to rural communities across Latin America, especially those in the southern zone. Emphasizing, as it does, the move toward local responsibility for initiating social changes, the model could demonstrate a viable approach to rural socio-economic revitalization. It could make available methods that encourage wide community participation in decision-making and improve both the number and quality of services available. In order to accomplish such replication, a broad network of support and engagement would be required. This could be supplied by project residents and persons from the public and private sectors. Such an expansion of human development projects could demonstrate throughout the southern region of the continent the recovery of the village as a viable socio-economic unit of society.

**PERSONNEL**

Replication would call for an auxiliary staff of approximately ten persons for a two-year period in each designated community. Staff members, equipped with a wide range of skills, would live and work within the community, sharing their expertise with local residents. The staff would be drawn from local, private and public sectors. In addition, graduate level students might be incorporated into the auxiliary staff as part of their field experience requirements. Replication forces could be thoroughly trained in human development methods by the Institute of Cultural Affairs.

FINANCING

Through the structures of an on-going Human Development Project, the Institute of Cultural Affairs can provide training resources at a minimal cost for replication in other locations in Chile and across Latin America. Program budgets for each new project would be built on the basis of local necessity. Financing could be supported by allocated funds from both the normal channels of public and private support and through long-term loans. Community residents could participate directly through contributions of time and effort as well as with donations of cash and goods. Sources of support from the local area and beyond are greatly expanded by the successful accomplishments of Human Development Projects in progress.

SUPPORT SYSTEMS

SOL DE  
SEPTIEMBRE

For many months the Institute of Cultural Affairs surveyed numerous villages within reasonable distance of Santiago in anticipation of establishing a pilot Human Development Project in Chile. Sol de Septiembre was finally chosen for several reasons. First, although it is a rural community, it is located only 20 minutes by car from Pudahuel Airport, and less than an hour's drive from Santiago, thus providing easy access for visitors who wish to see a unique demonstration project in Chile. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in collaborating with such a rural development effort. Fourth, the community's location in the county of Lampa is representative of both the needs and the possibilities of agricultural areas across Chile. It is fitting that a model of renewed community for both rural and urban areas should be located in such a place. Fifth, and perhaps most important, residents and village leaders are ready to move immediately toward the socio-economic development of Sol de Septiembre.

STAFF

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of the Sol de Septiembre Human Development Project in the coming year. Staff have already been assigned to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the world. Assigned staff will live in the village and work full-time in the project. Staff expenses have been written into the various programs in which they will be directly involved.

SUPPORT

The Institute stands ready to assist community leadership in procuring funds and in-kind contributions for program enablement. By working with the Guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for the Project through the gifts and grants of corporations, foundations and interested individuals. At this point in time, it is necessary for the Project to depend on outside funding. Over the long term, however, dependence upon external funds will decrease as the project recreates the economic foundations of the community.

CONCLUSION

The Sol de Septiembre Project is one of 96 local human development efforts initiated over the past three years in consultation with the Institute of Cultural Affairs in Australia, Brazil, Canada, Egypt, Guatemala, India, Indonesia, Italy, Jamaica, Japan, Kenya, Malaysia, the Marshall Islands, Republic of the Philippines, Republic of Korea, United Kingdom, United States, West Germany, Venezuela and Zambia. The Institute of Cultural Affairs anticipates that the Sol de Septiembre Human Development Project will be of service to Chile and Latin America as a whole, as one of many signs already present that local community is being renewed by local people.

SHDP

Plate 6A

BUDGET SUMMARY CHART

ICA Consultants

Fiscal Year 1978

Key: 1.0 = \$1,000

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1. Crop Management Association	13.65	3.25	1.	.5	3.2	0	21.6
2. Agricultural Infrastructure Project	76.50	5.75	1.	.5	11.5	0	95.25
3. Market Processing Center	58.5	12.25	1.	1.5	15.7	15.	103.95
4. Local Industry Complex	7.2	12.25	1.	.3	11.12	.5	32.37
5. Village Business Enterprise	28.0	7.5	1.	0	19.24	0	55.74
6. Community Beautification Commission	8.	1.75	.25	.3	1.	1.	12.3
7. Village Services Organization	27.1	2.77	.25	0	4.3	1.	35.42
8. Public Facilities System	18.6	6.88	.5	.3	5.2	1.	32.48
9. Fiscal Resources Administration	4.3	2.25	1.	1.	1.7	2.	12.25
10. Community Leadership Corps	2.55	0	1.	0	.47	.5	4.52
11. Village Identity Structure	4.0	.3	.25	0	.8	0	5.35
12. Community Sociality Network	.55	2.95	.25	0	.2	0	3.95
13. Comprehensive Health Services	.85	1.	.6	.5	.6	0	3.55
14. Formal Education Continuum	29.0	15.6	2.	0	3.4	0	50.0
15. Advanced Skills Institute	8.	.5	.25	.75	.7	0	10.2
Total	286.80	75.	11.35	5.65	79.13	21.	478.93

PROJECTED COSTS  
over four years

ICA Consultants

Key: 1.0=\$1,000

Programs	years	I	II	III	IV	Total Cost
		FY 1978	FY 1979	FY 1980	FY 1981	
1 Crop Management Association		21.60	19.0	15.1	7.4	63.1
2 Agricultural Infrastructure Project		95.25	148.4	103.	78.	424.65
3 Market Processing center		103.95	96.6	47.525	10.5	258.575
4 Local Industry Complex		32.37	6.47	.5		39.34
5. Village Business Enterprise		55.74	10.3	3.		69.04
6. Community Beautification Commission		12.3	3.64	.1.1		17.04
7. Village Services Organization		35.42	5.41	3.8	2.3	46.93
8. Public Facilities System		32.48	4.5	1.38		38.36
9. Fiscal Resources Administration		12.25	7.64	3.22	1.	24.11
10. Community Leadership Corps		4.52	1.65	.5	.1	6.77
11. Village Identity Structure		5.35	1.8	.1		7.25
12. Community Sociality Network		3.95	2.925	18.65	.6	26.125
13. Comprehensive Health Services		3.55	1.4	.75	.25	5.95
14. Formal Education Continuum		50.	30.55	11.6	6.15	98.30
15. Advanced Skills Institute		10.2	7.5	2.3		20.
Total		478.93	347.785	212.525	106.30	1,145.540

PROJECT FUNDING FLOW CHART

ICA Consultants

toward local self-sufficiency

items	years			year one	year two	year three	year four	Four Year Totals
	Monies Injected and Stimulated	Outside Monies	Public Sector	Local	52.29	42.6	17.05	—
National				97.0	60.13	15.78	5.007	
Private Sector			Individual	43.879	40.1	15.935	1.486	
			Corporate	228.29	107.568	34.12	5.2	
Total			421.459	250.398	82.885	11.693	766.435	
Community Monies		Monies Contributed	Cash	6.2	8.775	17.55	11.9	
			Inkind	42.301	68.46	88.39	68.283	
		Loans Assumed	Long Term	8.07	17.93	21.264	12.424	
			Short Term	.9	2.222	2.436	2.0	
		Total			57.471	97.387	129.64	94.607
Total Monies			478.930	347.785	212.525	106.30	1,145.540	
Community Income Development	Community Annual Income	Project Sponsored Salaries	Current .0	77.75	52.65	23.575	7.5	/
		Est. Business Incl Farm Inc.	Current 78.125	87.5	131.695	186.434	231.28	
	Family Average	Current Per Annum .679	1.436	1.603	1.826	2.076		

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