PN-AEH-897
7/2/2

Aided self-help in communities

1. Community development - LS. 2. Rural develop-
ment - LS. 3. Self-help - LS. I. Voelkner, Harold
E. II. Title.

AIDED SELF-HELP IN COMMUNITIES

Objectives, Process and Inputs

Harold E. Voelkner
Agency for International Development
Community Development Advisor
Laos   1965

CONTENTS

AIDED SELF-HELP IN COMMUNITIES
Objectives, Process & Inputs

Harold E. Voelkner
Agency for International Development

Aided self-help is the most important tool of integrated local or community development -- social-political-economic-physical.

This paper ai..s to define and analyze the objectives, input-factors and the stages involved in aided self-help projects. It attempts to clarify the concept of "self-help" and to look into its mechanics and needs in terms of organization and evaluation at the basic group level -- the traditional village. Problems of the next larger aggregates -- the township, district, province -- are not considered here although relevance to these aggregates becomes evident.

The definitions and graphs presented here are generalizations of the writer's observations of the process of self-help projects which he, over several years, managed and/or observed in Laos, particularly in the Vang Vieng Development Cluster. No quantitative data were collected. However the organization and present-ation of these observations may serve as a first step toward collecting such data. Hopefully, empirical methods can be developed later to test hypotheses stated here. These methods can become valuable tools for the field practitioner.

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I. SUMMARY

1. Community or Local Development is an organized effort to help stagnant traditional or pathological societies move toward modern democratic societies in dynamic equilibrium, i.e., without destructive social and/or political violence. The primary or fundamental organized unit in these societies is the traditional village community. The change process of a traditional society has to emphasize its primary unit at its foundations.

2. Aided Community Self-Help (SH) is the most important tangible tool in this effort. Community self-help projects:

   a) start the change process of material and social progress under control and guidance;

   b) build and teach the use of the proper social institutions essential for the continuing change process which increases in speed and complexity as it goes on;

   c) help to give the proper direction (function) to the change process and its institutions thus contributing to social stability and avoiding violent revolution;

   d) help to bridge the wide gap between modern governments and their traditional communities by establishing patterns of communication and interaction thus effectively linking both at the district and provincial levels;

e) <u>mobilize local economic and social capital</u> thus greatly increasing the national development investment.

3. The SH project follows a definite process pattern which ends anywhere between the range of positive and negative completion. There are numerous factors influencing the outcome of a project.

4. Several positively-completed SH projects are necessary for a community before the objectives of self-help are achieved strongly enough to become functional, to continue without outside help and to become permanently part of the community and national social structure.

5. A net accumulation of negatively completed SH projects will have the opposite effect, i.e., prepare for social disorder or even violent revolution.

6. The most crucial person in a CD-SH program is the community level worker and his organization at district and provincial levels, whose range of action and function should become more clearly defined by applied and theoretical social science, based on extensive field experiences.

7. The action-program organization (bureaucracy)[*] for CD has to be structured to serve the requirements of the SH process and its objectives as well as the action range of the community level worker. The reduced effectiveness (or total failure) of CD programs the world over has been due to the mis-

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[*] The term "bureaucracy" is used strictly in its sociological definition and not in the popular sense of red tape or bad administration.

construction of the organization for CD within the national government bureaucracy. A new approach is needed. The crucial parts of modern government for institutionalized CD are the township, district and provincial governments.

8. A clear distinction has to be made between the relative differences of micro- vs. macro-infra-structure projects. The former should be strictly SH only while the latter should be primarily national responsibility. However, these differences are defined relatively by socio-psychological as well as physical limits of communities.

9. All macro-infra-structure projects not involving SH must still involve local leadership participation in order to strengthen local institutional growth.

10. Special emphasis must be made that the Self-Help Community, by function and objective, is a modern "Task Community" which may or may not involve a "Traditional-Village-Community" or, which often, may involve parts of several villages.

There are fundamental functional and structural differences between these two types of communities -- task and traditional-. The self-help process is the tool with which to change traditional subsistence communities to task communities, thus building functional communities to serve modern needs.

II. DEFINITIONS

1. <u>The Self-Help Community (SHC)</u>

    This community is defined by the self-help project.
    The Self-Help Community (SHC) includes all persons who are
    actually or potentially, directly or indirectly affected by
    or interested in the project. It usually is a traditional
    village. It can also be several villages or it can be a
    sub-community within a village formed in relation to a
    particular project. The SHC is composed of three
    distinguishable groups according to their response to the
    project, namely: support, opposition and neutral groups.

    a) The <u>Neutral Group</u> includes persons who have, either by
       choice or through ignorance of the project, a non-committal
       response. This group is unrealized potential for the
       project but it will exert a negative effect if not reduced
       to a minimum early in the process.

    b) The <u>Support Group</u> includes persons who support the projec
       either actively or passively. Active supporters form a
       most important group since they supply the maximum local
       voluntary resource for the project.

    c) The <u>Opposition Group</u> includes persons who oppose or who
       show an antagonistic attitude toward the project.
       Opposition may be also active or passive. Actively
       opposing persons form a crucial group to the project
       because they are the source of varied resistances and
       barriers and can inhibit the successful operation of
       the project.

In summary, a Self-Help Community may be defined by the following equation:

$$SHC = NG + (ASG + PSG) + (AOG + POG)$$

Symbols:

SHC — Self-Help Community

NG — Neutral Group

ASG — Active-Support Group

PSG — Passive-Support Group

AOG — Active-Opposition Group

POG — Passive-Opposition Group

2. <u>The Self-Help Ratio</u>: $\dfrac{\underline{\text{Voluntary Resource Input}}}{\text{Assistance Resource Input}} = \dfrac{VR}{AR}$

"Self-Help" rests on the principle of community self improvement, i.e., development through local or community effort in various tangible projects. In a project, self-help refers to the voluntary resources available in the community which can be used toward the completion of the project. Most community resources are in a potential state and the specific project stimulates them into realization.

The total resources required for the completion of the project, or the Project Resource Requirements (PRR) amount to 100%. Actually, the 100% mark is rarely reached by a community. Therefore, the balance needed to complete the project has to be supplied by government and/or private organizations or any outside agent, i.e., by an Assistance Resource Input (AR).

$$PRR = VR + AR = 100\%$$

The ratio, VR/AR is the indicator of the degree of self-help in the project.

To improve process-methodology, management, planning and evaluation, it will be essential to investigate various

SH projects, compare their self-help ratios and evaluate their effectiveness toward CD objectives realization. The problem lies in quantifying all inputs, giving them their respective weights according to the objectives of the project and measuring effectiveness.

3. Project Resource Requirements (PRR)

The resources needed for a self-help project fall under five categories:

        a) materials
        b) labor
        c) skill
        d) leadership-management
        e) organization.

a) Materials refer to all raw material such as sand, lumber, cement; tools and equipment such as hand tools, bulldozers, cement mixers and other machinery; typewriters, books, pencils, movie equipment, loudspeakers, etc. Simple materials are usually available in the community itself (VR) while complex ones have to be supplied by some form of Assistance Resource (AR).

b) Labor refers to strictly unskilled manpower and is the most common form of Voluntary Resource input. It should rarely have to be supplied by the Assistance Resource input.

c) Skill refers to any applicable knowledge or technology required for the completion of the project. It ranges from operating tools and machinery to developing project plans and writing requests for assistance. The community has various amounts of skill, actual and potential.

Ideally, the project should have the long-range aim of increasing this resource input requirement toward 100% VR for the next projects by serving as a training medium.

d) <u>Leadership-management</u> are special skills. They refer to all
   necessary organization, supervision and administrative skills
   of an individual or a committee to carry out the project
   from its first stage of interest shown by a few persons
   to its positive completion by a large majority of the
   community. It includes collecting data, planning,
   programming and organizing. The skill to negotiate and
   coordinate for AR and with proper government organizations
   is especially important. Usually, management is initially
   supplied by the Assistance Resource through the village
   worker or the Local Development Advisor.

   By the end of several projects, the community should be
   able to take care of the management of a project and the
   knowledge and skills learned in the process should become
   part of its future Voluntary Resource input

e) <u>Organization</u> requirements are defined by the other
   project inputs which can be utilized most efficiently
   only through an organization. The ability to organize
   and accept various roles in an organization is present
   in a village but is usually used only for traditional
   activities.

   Organization and roles for modern activities have to be
   learned and institutionalized.

   The equation in Section 2 above, PRR=VR+AR, can now be
   stated as:

$$PRR = (VR_{mt + la + sk + lm + or}) + (AR_{mt + la + sk + lm + or})$$

Symbols:
   mt -- materials input
   la -- labor input
   sk -- skills input
   lm -- leadership-management input
   or -- organization input

4. Micro- vs. Macro-Infra-structure Projects: (Mic-Projects vs.
                                              Mac-Projects)

Mic-projects are possible self-help projects with assistance.
Mac-projects are not self-help possible and are primarily
done by the national government or nationally directed
foreign assistance (AID, UN, etc.).

These two categories of projects are defined by the physical
and socio-psychological limits of scale in each community.

Physical limits are set by:
   a) the number of people, and
   b) the physical resources they want to contribute
       to a project which they feel they can accomplish
       as a group (Self-Help Community).

These physical limits may range from involving a small portion
of a village to involving all the people of a district.
These limits are dependent on socio-psychological limits
which are set by the comprehension-horizon of individuals
regarding their own powers and abilities, by community
cohesion (organization) and its leadership and by the
amount of confidence in actually receiving necessary assistance.

   Example 1: A poor, fragmented, suspicious village
               may be able to muster enough people
               for a small SH Community around a
               one-well-project at the village temple:
               a minute Mic-project.
               A six-room-school-building construction
               for this same village: a Mac-project.
               It is too big for the physical and socio-
               psychological limits of the existing
               SH Community.

   Example 2: The same village, united and under able
               leadership, may find the six-room-third-
               grade-school building an easy SH project

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needing only little assistance: a Mic-project.

However, a twelve-room-sixth-grade-school to
include many of the children of the nearest
villages is a Mac-project, unless all the
villages concerned can get together to form
a SH Community and build the school·by
aided self-help.

There are examples where the socio-psychological and organiza-
tional limits were extended to encompass a whole township of
20 villages into a SH Community which built a 40-kilometer
secondary road through dense jungle, connecting all these
villages to the national road system.

All Mac-projects require local participation though not
necessarily SH input. The more the local communities, through
their leadership, participate in planning and adjusting to
local conditions of all Mac-projects in their area (projects
like national roads, secondary schools, hospitals, etc.)
the more these projects contribute towards the solid building
of the CD pyramid of objectives. (See page 12)

III. THE SELF-HELP PROJECT PROCESS

The objectives of a Self-Help Project are:

1) Physical completion of the project according to the
   expectations of the community.
2) Maximum realization and use of Voluntary Resource,
   including skills and leadership-management.
3) Development of a high percentage of the Support Group,
   especially in terms of active support
4) Development of a low percentage and effectiveness of the
   Opposition Group, active and passive, and of the
   Neutral Group.

5) Creating in the community a _feeling of ownership of the project_ and a realization of accomplishment.

6) Development of an _effectively organized and a self-confident community and leadership_ in terms of new self-help projects or other local government endeavors.

7) Growth of a _positive attitude in the community_ and other observing populations _towards their future_ and a _recognition of available resources in themselves and their government_.

8) Awakening of a _desire for improvement_ and its channeling into a productive and continued process.

9) _Minimizing frustrations_ in working towards improvements as a result of experienced physical and psychological successes -- a realization of progress through own efforts.

10) Initiation of _positive change processes_ (non-violent economic and social revolution) within an environment of political stability maintained and strengthened by laying the proper institutional foundations and directions.

The successful physical completion of the project is only one of the objectives. The physical project serves as the training vehicle in the actual experience of finding solutions and organizing (building facilities) for the social, psychological, physical and economic needs of a changing community and its ever increasing new problems caused by the solution of old ones.
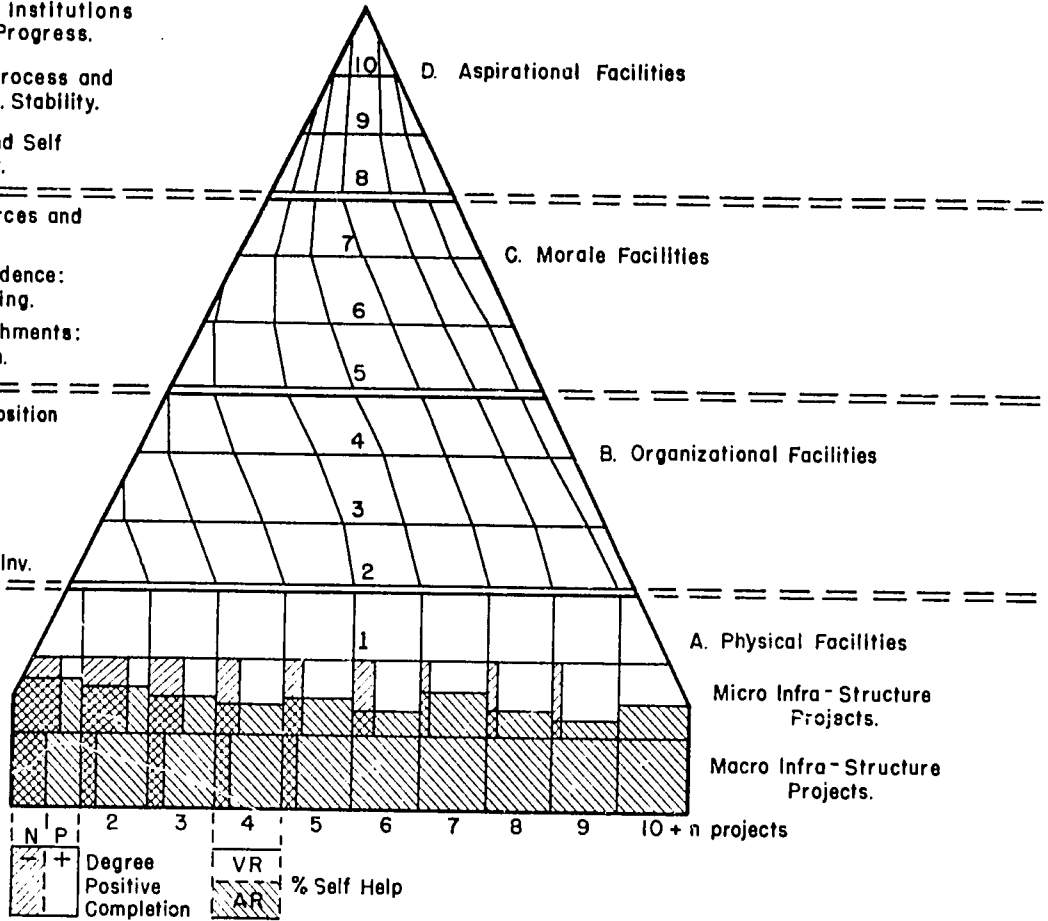
Rarely does the first self-help project of a community attain all the above objectives. Each project adds to the building of facilities which, one resting upon the other, can be visualized in the form of a pyramid. The number of projects required for the solid completion of the pyramid depends on their degree of positive or negative completion. The two courses of self-help projects -- positive or negative completion is next described. Ideally, these two courses are located at the extremes of a continuum. Actually, a project may end anywhere between these two extremes.

THE C.D. PYRAMID: OBJECTIVES OF C.D. and SELF HELP

POSITIVE COMPLETION

ACCOMPLISHED OBJECTIVES: _ _ _ _ _ _ _ _ _**Build Positive Institutions:**

10. Stable Socio-Econ. Dev. Institutions and Directions = Evolut. Progress.

9. Realization of Progress Process and Reduced Frustration = Soc. Stability.

8. Desire for Improvement and Self Effort as being Part of Gov.

7. Knowledge of Own Resources and Gov. Responsibilities.

6. Leadership and Self Confidence: Self Government Functioning.

5. Ownership and Accomplishments: Being Part of The Nation.

4. Minimum Neutral and Opposition Groups.

3. Maximum Support Groups Local Government.

2. Maximum Voluntary Resource Input: Local Cap. Inv.

1. Physical Project Completion.

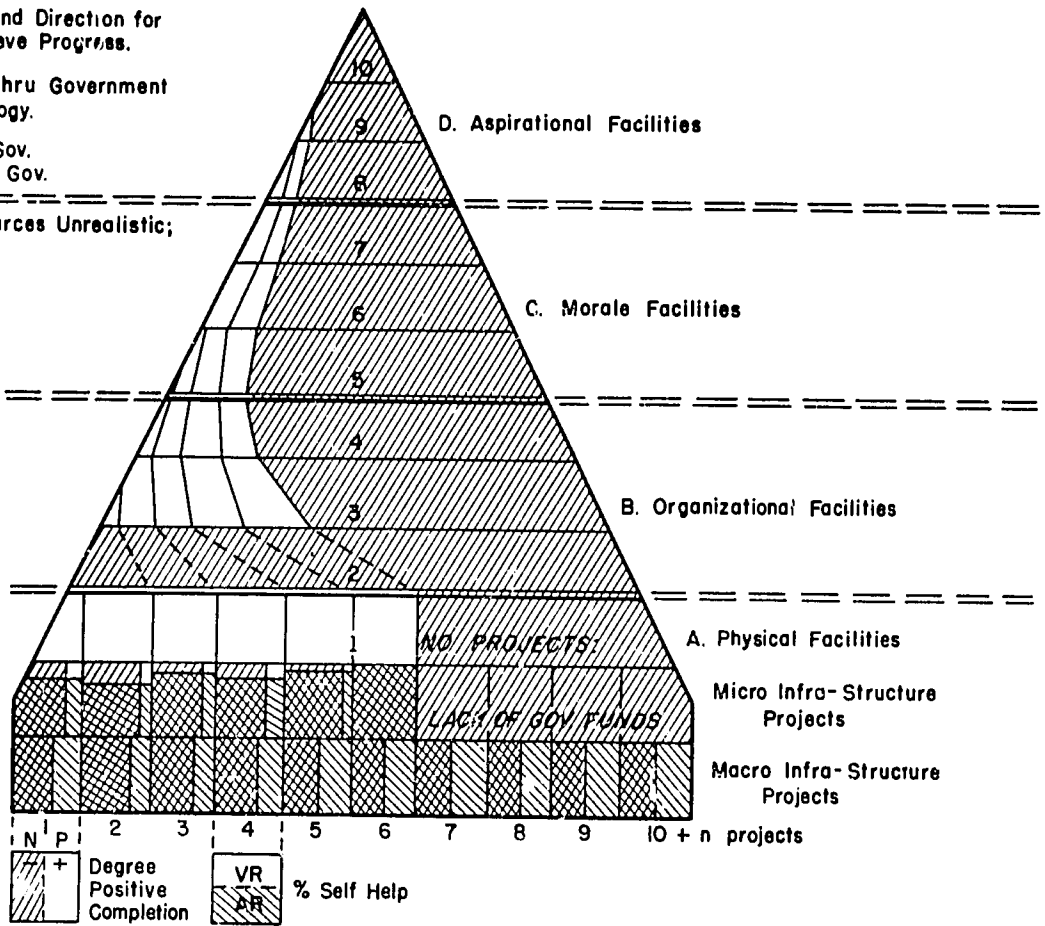D. Aspirational Facilities

C. Morale Facilities

B. Organizational Facilities

A. Physical Facilities

Micro Infra-Structure Projects.

Macro Infra-Structure Projects.

N P 2 3 4 5 6 7 8 9 10 + n projects

Degree Positive Completion

% Self Help

THE C.D. PYRAMID: OBJECTIVES OF C.D. and SELF HELP

NEGATIVE COMPLETION

OBJECTIVES UNACCOMPLISHED: _ _ _ _ _ _ _ _ RESULT in Negative Institutions:

10. Fundamental Institutions and Direction for Violent Revolution to achieve Progress.

9. Expectancy of Progress thru Government Frustrated = Social Pathology.

8. Desire for Progress thru Gov. Effort: People not Part of Gov.

= = = = = = = = = = = = = = = = = = =

7. Expectation of Gov. Resources Unrealistic; Own Resources Unknown.

6. Opposition Leadership and Distrust of Gov.

5. Gov. Accomplishment and Ownership: Not Local

= = = = = = = = = = = = = = = = = =

4. Maximum Opposition plus Neutral Groups.

3. Small Supp. Group; No Local Gov.

2. Minimal VR: Large loss In Capital Invest.

= = = = = = = = = = = = =

1. Same Physical Completion.

D. Aspirational Facilities

C. Morale Facilities

B. Organizational Facilities

A. Physical Facilities

NO PROJECTS:

LACK OF GOV FUNDS

Micro Infra-Structure Projects

Macro Infra-Structure Projects

| N | P | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 + n projects |

| + | Degree Positive Completion |

| VR / AR | % Self Help |

A. Positive Completion

The six stages toward the completion of a self-help project are:

1) survey and definition of the problem,
2) bargaining and organizing VR,
3) waiting period for processing AR,
4) action,
5) actual completion,
6) reorganization.

Stage 1. Survey and definition of the problem

At its beginning, the SH Community consists of a small Support Group, a smaller Opposition Group and a large Neutral Group. The problem for solution is vaguely recognized and is sub-consciously submerged by the lack of means to solve it. (See Appendix for equations and graphs. For this first stage, see E 1 a.)

The Community Development Advisor (CDA) surveys the problem and, during this process, defines it to increasing numbers in the community. The Self-help Community begins to materialize.

The support and the opposition groups increase while the neutral group decreases considerably. At the end of Stage 1, the means of solution are defined. The community has also become more defined but it is still unorganized. It has, however, a more definite idea about its part in the project, i.e., its Voluntary Resource input. This recognized contribution is usually way below reality. At the same time, its expectation of the amount of Assistance Resource input is way beyond necessity. (See E 2 b.)

Stage 2: Bargaining and organizing

As the CDA works at organizing the SH Community, a sort of bargaining session takes place between him and the community

and between him and his backstop agency. Active and passive support
groups and the committment of Voluntary Resource input are increased
by the CDA through:

a) hard-headed bargaining,

b) positive influence by various communication
media and meetings,

c) organizing the various independent resources
under a leadership, and

d) the reduction of the opposition groups through
finding and reducing or eliminating the
reasons for their opposition.

An agreement is reached between the SH Community and the CDA
and the SH input can be stated in terms of the ratio, VR/AR.
(See E 3) The Project Agreement Equation.

Stage 2 is the most difficult for the CDA because he has to define
and to juggle many variables simultaneously. During the process
of bargaining, the CDA frequently consults and bargains with
his backstop agency regarding the nature and amount of
Assistance Resource available. His efforts to attain (b), (c)
and (d) above require his constant involvement with the various
components of the SH Community. If the national government is
a third party to the project, frequent briefings of government
personnel and getting clearance for proposed activities are
necessary. As such, he acts constantly as a middleman and a
communicator.

At the end of this stage, morale and expectations in the
community run high and the percentage in the neutral group
is small. Committments are made, usually stipulating a
definite time for the start of action on the project.

It is important to state here that the "Approval System" by the Assistance Resource organization has to be set up in recognition of Stage 1 and Stage 2 above.

Review for approval of a project cannot take place, as usually required, at the end of the second stage when the project is defined, organized and submitted and the SH Community and the CDA have agreed to their respective definite parts of the bargain. (PRR=VR+AR) By this time, the Assistance Resource input is fixed in balance to the community input and this committment cannot be changed even by the most powerful bureaucracy without breaking the agreement with the SH Community, thus defeating the objectives of the project. The Assistance Resource Approval System must be sensitive to the bargaining process and follow its step by step development through the CDA, during the finalization of the Self-Help Agreement. The bargaining process often concludes in a verbal agreement.

To the SH Community in the traditional society, a verbal agreement is as binding, if not more so, than any documented and notarized agreement in modern society. The written project agreement prepared by the CDA is a modern institution which has to be established in the community over time.

Stage 3: Waiting period

A span of time exists between the period when committments are made and when all needed resources are ready for action. Part of the agreement made with the SH Community in Stage 2 is a definite starting date for action on the project. Parties to the agreement stress the utmost importance of meeting this deadline because of the seasonal availability of resources and, most often, the seasonal applicability of the project.

The tendency is to get optimum VR input closest to the optimum

seasonal date for the SH Community. Therefore, the shorter the waiting period, the less loss there is in VR input and support groups.

However, AR needs a certain period for final clearance, procurement of materials and shipping of materials by the backstop agency. The CDA is put under pressure of the committments to and demands from the SH Community and he, in turn, relays this pressure to his backstop. The tendency is to make promises in the Project Agreement, which have little allowance for frequent delays caused by natural and/or bureaucratic conditions.

Even before the stipulated starting date, there is some minor loss in the support group and the VR during the waiting period due to the dropping out of marginal members. The opposition group, however, may not gain in numbers during this time. The percentage loss in the support group merely switches to the neutral group. This loss remains minor until the expected starting date -- the critical period. The CDA's main task during this time is working with his backstop agency so as to avoid or to lessen delays and to start action on the project on the promised starting date. (See E 4)

Stage 4: Action

If action starts on the agreed date, the passive-support group will increase and VR continue to decrease slightly as some of its members realize that they made unrealistically big promises. The opposition groups, passive and active, will at first slowly then more rapidly decrease as the project approaches positive completion. The neutral group decreases again as more people join to passively support a well working project.

Because of the loss of VR, the end of this stage is the expected completion of the project, not the actual completion. The CDA's main job during this stage is that of manager, supervisor and morale booster. (See E 5)

Stage 5: Actual Completion

The minor loss in VR and active-support group causes the project
to fall short of completion after all the resources committed in
the Self-Help Project Agreement are used up. The remaining
deficit in the resources for the project may be made up by a
special effort to raise VR input through various community-spirit
raising methods by the CDA and the community leaders. Whatever
means are used in this final effort, the support groups are
likely to increase considerably and include nearly all members
of the Self-Help Community. The neutral and passive-opposition
groups will decrease to negligible numbers and the active-opposi-
tion group will be almost nil.

The developed Self-Help Community continues as a functional body
and looks for new projects. (See E 6)

Stage 6: Reorganization

As a result of a successful self-help project, the next project
undertaken by the community will start with a higher percentage
of support groups and VR. The experience of accomplishment
breeds in the community a desire for new activities. For the
next project, the AR supplied by the CDA will be much less because
skills and leadership-management inputs are carried on more by
the leadership of the SH Community. The objectives of the
self-help project, therefore, will be more realized with each
successful project. (See E 1_2)

Change sets off a chain reaction of new problems. Activities
which keep a community functioning are interdependent and to
implement change in one part of a community leads to change in
other parts. Once the change process is started, the community
can rarely return to a stagnant equilibrium. It is the CDA's
responsibility to channel the community's increasing momentum

for change into projects which are positively completed.
This effort becomes difficult if, for some reasons, the
self-help project process turns into negative completion.

B. Negative Completion

At any of the stages mentioned above there are many factors,
not the least of which is the lack of skill and understanding
of the CDA, which may cause a self-help project to turn
towards negative completion. Time, however, is one of the
most common other factors. Delay between any of the stages
will cause a loss of much gained ground. Sensitivity to the
right moment, whether it be in terms of seasonal conditions
or psychological interaction, is one of the most important
facilities the CDA and his backstop organization must have.

The example of the effect of delay occurring between Stage 3
and Stage 4 was chosen here because it is one of the most
frequent and demonstrable losses observed by the writer.
The extreme results for each of the ten self-help objectives
coming from a negatively-completed project as generalized in
this example are:

1) <u>Physical completion</u> of the project as expected
   by the SH Community.

2) <u>Little realization of potential VR</u>, therefore, the
   deficit in project-resource-requirements has
   to be made up by a <u>large increase in AR input</u>.

3) A <u>large loss in support groups</u>, active and passive.

4) A much <u>higher percentage of passive and active</u>
   <u>opposition groups</u> and the neutral group.

5) Little or <u>no feeling of real accomplishment</u>
   by the SH Community, and ownership-feeling
   only in terms of a <u>gift value</u> and developing a
   more or less subservient feeling of <u>debt and</u>

dependency to the AR.

6) A fractionalized SH Community without confidence in self-help projects and other community endeavors.

7) A negative attitude in the SH Community and observing or neighboring populations about their own resources and their future mobilization; an expectation of increasing help from AR.

8) Some desire for progress is awakened but turned into the dangerous channel of expecting it from the outside, such desire leading to disappointments and frustration and eventually criticism of the AR agency (AID and/or national government).

9) Social pathology is increased by psychological failure. Internal and external groups are blamed for present and future problems.

10) Change process (material and social revolution) is initiated but without the proper institutional foundations and direction. Political-social stability is reduced especially for the future as new problems created cannot be dealt with properly because of the lack or weakness of the social infra-structure (organization) for change.

Although the physical project is completed, the other nine objectives of a self-help project are not reached. A negative composite result is realized. Instead of stability and progress, the ground is prepared for discontent and destruction.

For the example chosen here, the negative completion process after the critical point goes on as follows:

<u>Negative</u> <u>Stage</u> <u>3</u>: Instead of ending at an agreed upon date, the waiting period continues. Some of the reasons observed were:

1) Failure to approve the project at some point in the line of desks across which the agreement papers must pass, therefore, AR is delayed. (In Laos, this process involved 17 consecutive offices or usually 3 months. Later, it was reduced to 11 offices and 1 month.)

2) AR materials arrive too late because of transportation facilities and/or problems due to policy, political, economic or seasonal changes.

3) AR logistic support organization, anywhere from overseas to the national base to the CDA himself and his staff, may be understaffed and/or disorganized and upset by various conditions and events.

The SH Community, however, cannot wait in spite of explanations for the delay given by the CDA due to several physical and/or psychological reasons. Most often observed were:

1) The seasonal change, such as from dry to rainy season, makes the project physically impossible or reduces labor resource input because labor has to turn to subsistence tasks like planting rice.

2) A previously disappointed SH Community sees again its suspicions reenforced and the activities of the antagonistic group become increasingly effective.

Whatever the reasons may be, the support groups sharply decline and the neutral and antagonistic groups sharply increase the longer project action is delayed. Supporters of the project lose face and faith while the opposition gains ammunition for their stand. (See E 4 N.) In the community's eyes the delay is a breach of contract with all repercussions as are implied in modern society -- and worse.

Negative Stage 4: If, finally, all AR of the agreement arrive and action is started, only minor recovery of VR will take place although the increase in the passive-support group may be more substantial. Reasons may be physical, for example, labor or other resources for the moment being used for other necessities. If this is the only reason, most of the lost VR can be recovered as soon as these labor and resources are again free. The problem, then, is how to preserve AR materials, skill resources and project approval papers until the appropriate time.

Most often, however, the loss occurs because of psychological reasons indicated by a sharp increase of antagonism (assumed on the graph). To recover much of this loss in VR will be very difficult, be the season right or not. (See E 4 N.)

Negative Stage 5: With the project started, the AR and the remaining VR committed on the site will be saved only by completing the project at any cost, i.e., by making up the deficit VR through additional AR. (See E 5 N.)

The project practically becomes a grant to the community. While some slight increase in active support and a considerable increase in passive support are induced, the social and psychological objectives are not attained. On the contrary, a total negative effect remains as a result. Although antagonism has been reduced substantially by the last

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face-saving effort by AR, the still large and uncommitted group of the SHC indicates the lack of feeling of ownership and accomplishment. The objectives for the next Self-Help projects and for long-range social stability and change are much more difficult to reach.

<u>Negative</u> <u>Stage</u> <u>6</u>: After a negatively completed project, the job of the CDA is more difficult than before because he has to overcome the negative effects before starting out on a project. This time he works against bigger odds. Most likely, the community will show little self-help spirit and get disqualified for the program. If the community is included in the Local Area Development Program, the CDA has to press for participation so the community gets continued attention. Hopefully, the next project will turn out to be not totally "a gift project".

The next self-help project, although started on disadvantageous conditions, may still give an able CDA and a sensitive, understanding AR program administration the chance to turn the social change process started in the community toward positive completion and its long term objectives. (See E G N.)

IV. CONCLUSION

Local Development theory has developed beyond the traditional definition of Community Development which defined a community as the traditional peasant village and focused on it as the working unit.

Self-sustained development of small, subsistence-level village communities seldom occurred wherever these villages were not combined into functional units for modern requirements such as village clusters around higher grade schools, dispensaries or markets. Modern economies of scale for both self-help and assistance resources in all aspects, including organization, management, government and technical expertise besides physical and geographic requirements, force such a creation of task-oriented communities as defined here. "Task communities" are the primary units in pluralistic, modern society. The aided self-help process is the tangible tool to convert traditional society with its village communities into modern society with its task communities. With this important change, it remains pretty much Community Development but within a micro-regional system such as a township or district rather than the traditional village.

When a population is below a certain level of skills or when it is in the initial stages of any society in need of development, a skilled Starting Agent will be essential. How long this Starting Agent stays with a local population during the building of the CD pyramid and how deeply he becomes involved depend mostly on variables included in the self-help process, such as local leadership and skill potentials. Too often, his position depends upon the approach of his supporting organizations of government or other assistance. A government willing to decentralize to the point where it trains local leaders and then allows local populations to run their own affairs and a population which has skills

in individuals and/or committees to plan, administer and spend
their annual lump sum assistance resource, speeds considerably
the Self-Help process towards achieving its objectives. Some such
approaches have been tried -- like the Commilla program in East
Pakistan or the JCRR on Taiwan. Others depend on the long term
presence of a CDA, such as the Cluster Program in Laos and
others. Whether the relative differences are based on
functional or theoretical or organizational approaches or
whether the agent can function from a district or provincial
level and be an Area Development Agent, remains to be
investigated and analyzed.

i

APPENDIX   I

The figures in these equations are strictly hypothetical
estimates for demonstration. Actually, a wide range of
combinations is possible. However, the points emphasized are:

1) The Self-Help Community (SHC) and the
   Project Resource Requirement (PRR)
   must always amount to 100%.

2) Any change in any part always causes changes
   in other parts.

3) Changes are always taking place. Their
   reasons can and must be identified and
   their quantities can be estimated.

A. **Positive Completion Equations: Self-Help Process**

Stage 1: Starting Equations (page 14)

$(E\ 1_p)$ SHC=NG+(PSG+ASG)+(POG+AOG)
      100%=74+(10+10)+(2+4)

PRR=? (not known at this point)
SH=? (not known at this point)

Symbols:
SHC= Self-Help Community
 NG= Neutral Group
PSG= Passive Support Group
ASG= Active Support Group
POG= Passive Opposition Group
AOG= Active Opposition Group

PRR= Project Resource Requirements
 SH= Self-Help

Stage 2: Starting Equations (page 14)

$(E2_p)$ SHC100%=40+(10+30)+(5+15)

PRR=VR+AR
100%=25+75

SH ratio=VR/AR

=25/75 or <u>25% Self-Help as seen by the SHC</u>

Symbols:

VR= Voluntary Resource Input (or Self-help input)
AR= Assistance Resource Input

<u>Stage 3</u>: Starting Equations (page 15)

(E 3_p) SHC100%=13+(5+60)+(4+18)
PRR100%=52+48
SH ratio=52/48 or <u>52% of Self-help</u>
=<u>THE PROJECT AGREEMENT</u>

<u>Stage 4</u>: Starting Equations (page 17)

(E 4_p) SHC100%=18+(8+52)+(2+20)
PRR $=(VR_1-VR_2)+(AR_1+AR_2)$

100% $=(52-2)+(48+2)$
SH ratio=50/50 or <u>50% Self-help</u>

Symbols:

VR_1= Voluntary Resource Input per Project Agreement

VR_2= Loss in Voluntary Resource Input =Resource Deficit

AR_1= Assistance Resource Input per Project Agreement

AR_2= Additional Resource Input necessary to complete
the project

<u>Stage 5</u>: Starting Equations (page 17)

(E 5_p) SHC100%=8+(20+50)+(6+16)
PRR100%=(52-10)+(48+10)
SH ratio= 42/58 or <u>42% Self-help</u>
<u>The Project Agreement Deficit is 10%.</u>

<u>Stage 6</u>: Starting Equations (page 18)

(E 6_p) SHC100%=4+(20+70)+(6+0)
PRR100%=$(VR_1-VR_2)+VR_3+AR_1+AR_2$

100%=(52-10)+8+48+2
SH ratio=50/50 or <u>50% Self-help</u>
=<u>The PROJECT COMPLETION EQUATION</u>

Symbols:

VR_3 = Additional VR input for part of VR_2(deficit)

AR_2 = Additional AR input for part of VR_2(deficit)

Stage 1$_{2p}$: The Second Project Starting Equations (page 18)

(E 1$_{2p}$) SHC100%=15+(25+50)+(8+2)
PRR100%=60+40
SH ratio=60/40 or 60% Self-help
This virtually eliminates Stage 1 and makes Stage 2
much easier.

B. Negative Completion Equations: Self-Help Process

Stage 3 becomes negative by time delay past the critical
period and ends in:

Negative Stage 4: Starting Equations (page 23)

SHC= Neutral Group+Support Groups+Opposition Groups

SHC100%=34+(12+4)+(22+28)
PRR100%=(52-42)+(48+42)
SH ratio=10/90 or 10% Self-help left in the SHC
The Project Agreement Deficit is 42%.

Negative Stage 5: Starting Equations (page 23)

SHC100%=26+(4+36)+(4+30)
PRR100%=$(VR_1 - VR_2) + VR_3 + AR_1 + AR_2$

PRR100%=(52-42)+4+48+38
SH ratio=14/86 or 14% Self-help
=The NEGATIVE PROJECT COMPLETION EQUATION

Negative Stage 6: Starting Equations (page 23)
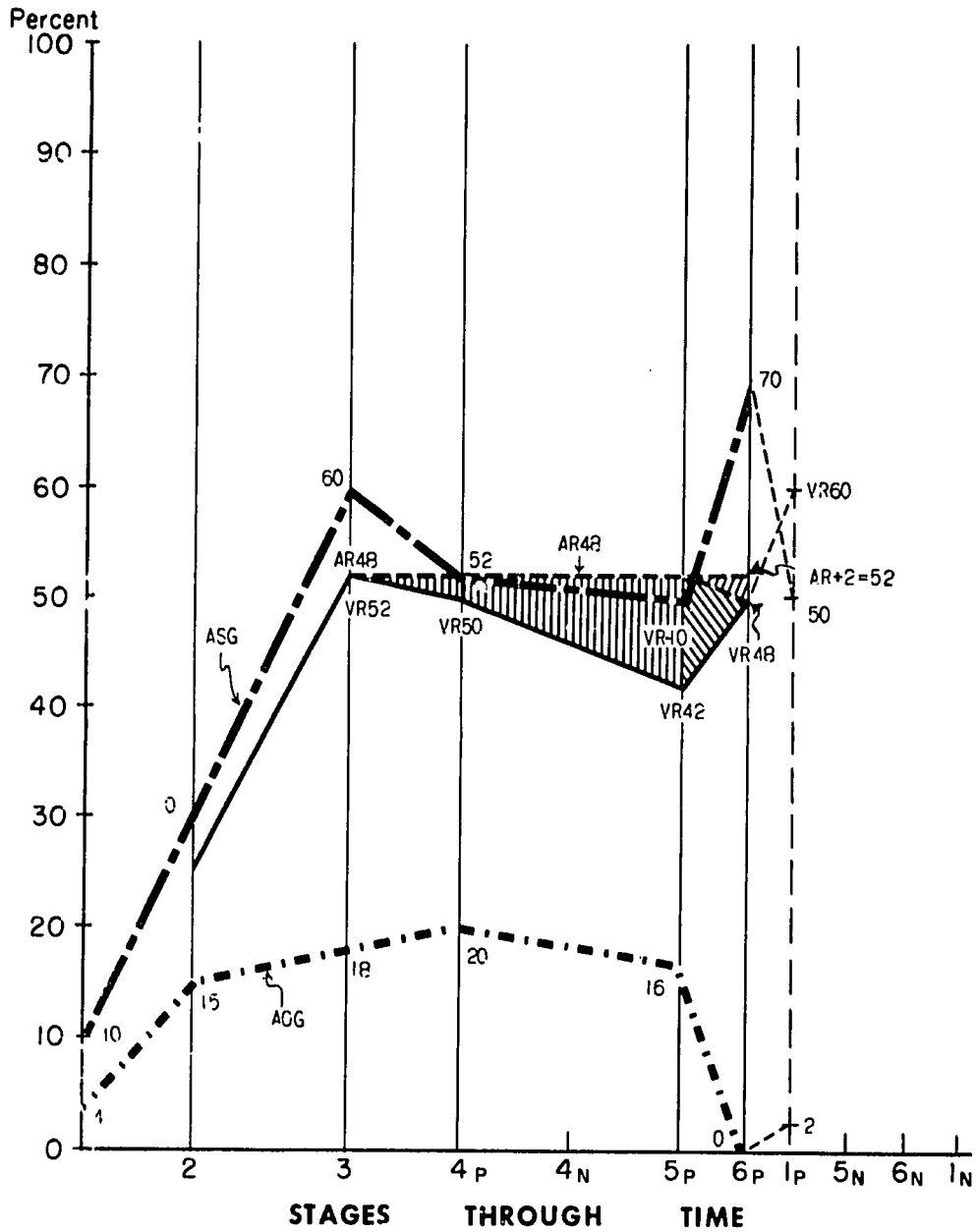
SHC100%=17(19+38)+(6+20)
PRR100%=14+86 or even less VR
SH ratio=14/86(?) or 14% (-) Self-help

The equations for next project are unpredictable and
depend upon the effort and competence of the CDA.

GRAPH 1

SELF-HELP PROJECT PROCESS
Positive Completion Curves
Community Input in Percent of Total Requirements

Percent

100

90

80

70

60

50

40

30

20

10

0

70

VR60

AR48

52

AR+2=52

50

ASG

AR48

VR52

VR50

VR40

VR48

0

VR42

18

20

16

15

AOG

10

4

0

2

2   3   4 P   4 N   5 P   6 P   I P   5 N   6 N   I N

STAGES   THROUGH   TIME

ACTIVE SUPPORT GROUP (ASG) = ▬ ▬ ▬ ▬ ▬ ▬

ACTIVE OPPOSITION GROUP (AOG) = ▬ ▪ ▬ ▪ ▬ ▪ ▬ ▪ ▬ ▪ ▬

PRR 100% = VR/AR = ▬▬▬▬ →AR

} deficit in PRR

→VR

GRAPH 2

SELF-HELP PROJECT PROCESS
Negative Completion Curves
Community Input, in Percent of Total Requirements

Percent

100

90

80

TIME
CRITICAL PERIOD

70

70

60

60

ASG-32

AR48

52

AR48

50

VR50

40

-30-?

35

AR+38=86

36

VR+0

30

30

30

VR25

26

20

20

VR-38

18

VR10

VR14

15

10

10

6-?

4

4

AOG+6

0

1   2   3   4 P   4 N   5 P   6 P I P   5 N   6 N   I N

STAGES   THROUGH   TIME

ACTIVE SUPPORT GROUP (ASG) = ▬ ▬▬ ▬ ▬ ▬ ▬ ▬ ▬
ACTIVE OPPOSITION GROUP (AOG) = ı ı ▬ ı ▬ ı ▬ ı ▬ ı ▬ ı ▬ ı ▬

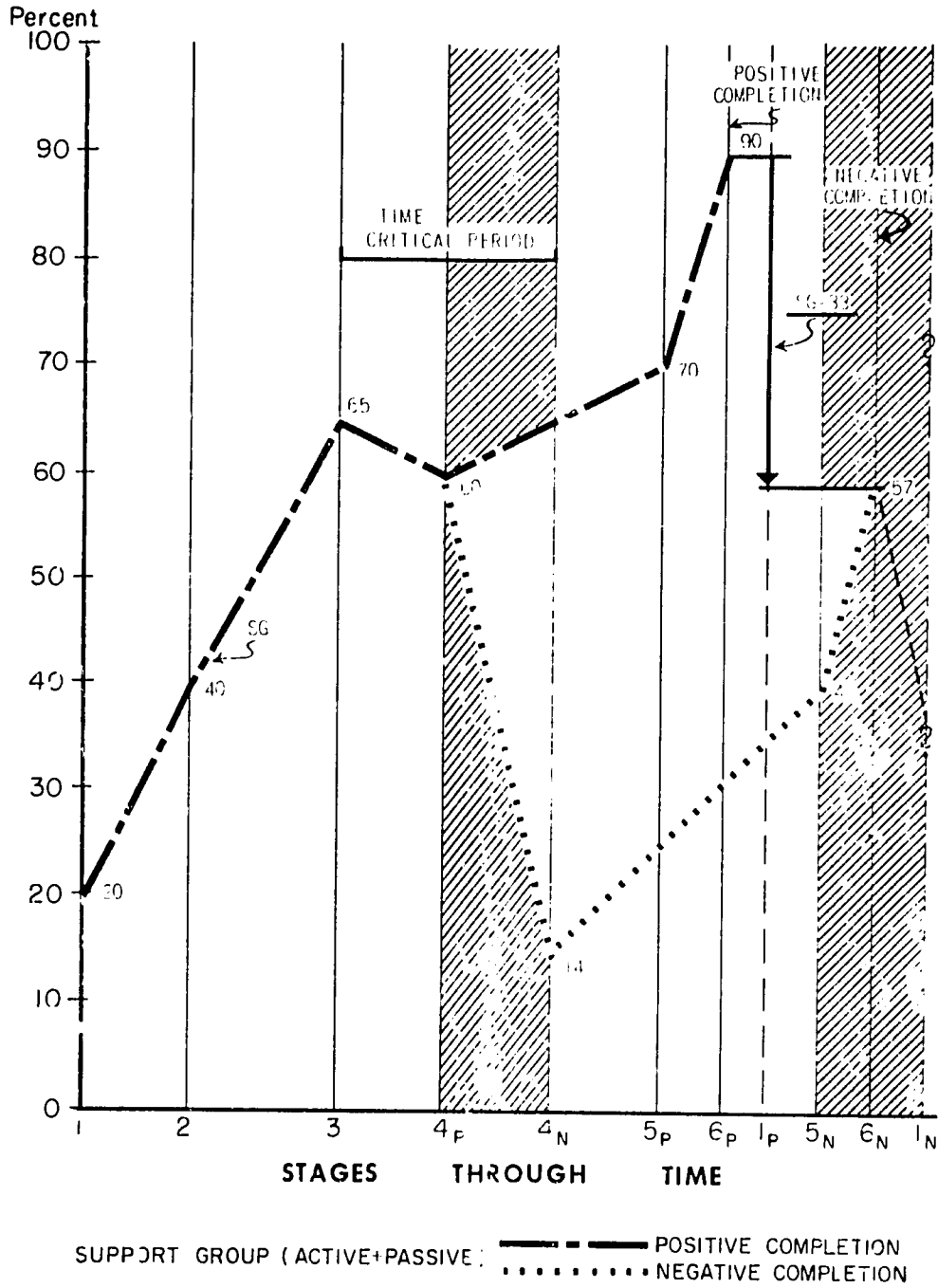PRR 100% = VR / AR = ▬ ▬ ▬ ▬ ▬ ▬ ▬ AR
deficit in PRR
VR

GRAPH 3

SELF-HELP PROJECT PROCESS
Community Attitude, Percent of Total Self-Help
Community
Positive and Negative Completion Curves
Neutral Group
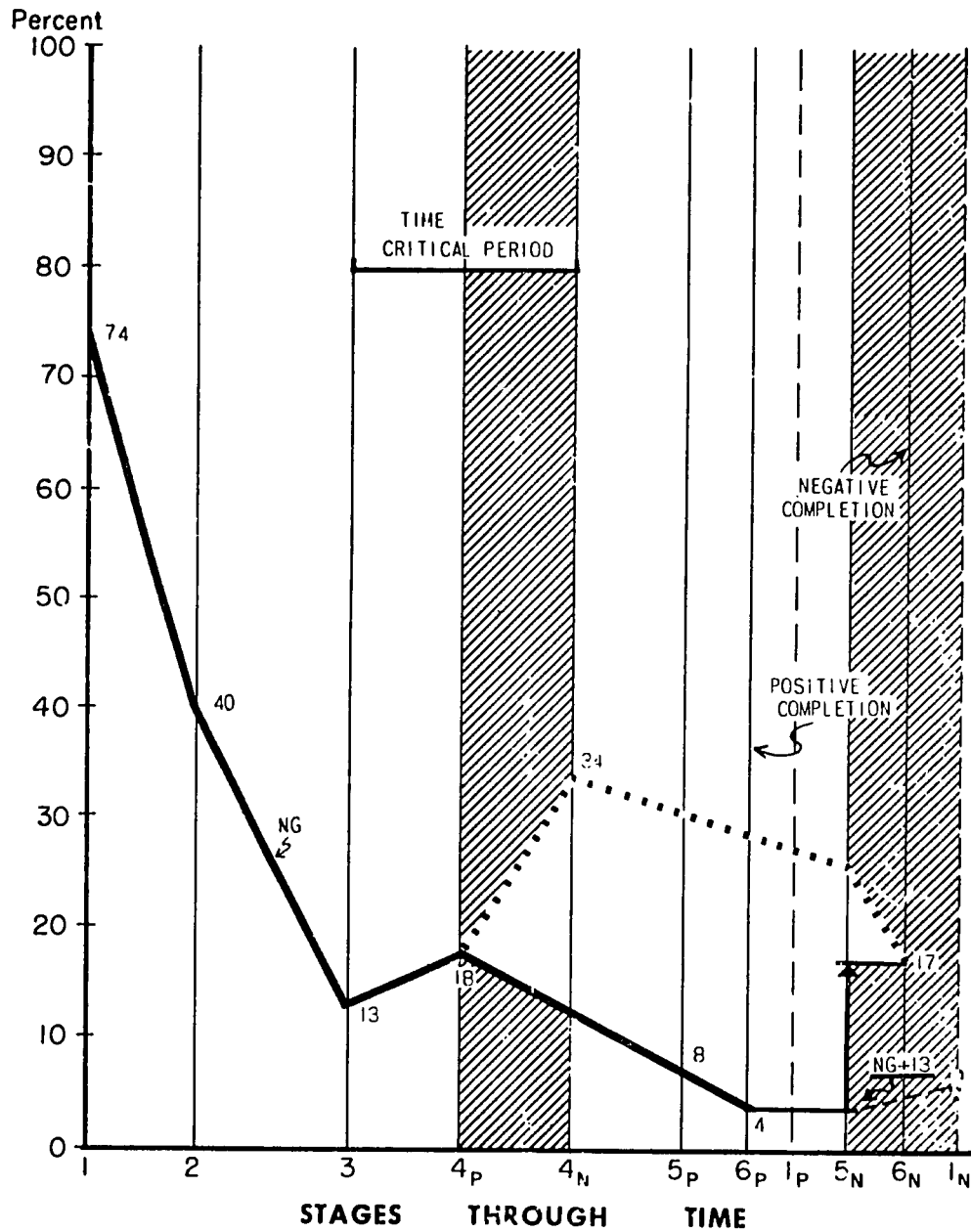
NEUTRAL GROUP = ———————— POSITIVE COMPLETION ($4_P - I_P$)
.... NEGATIVE COMPLETION ($4_N - I_N$)

GRAPH 4

SELF-HELP PROJECT PROCESS
Community Attitude, Percent of Total Self-Help
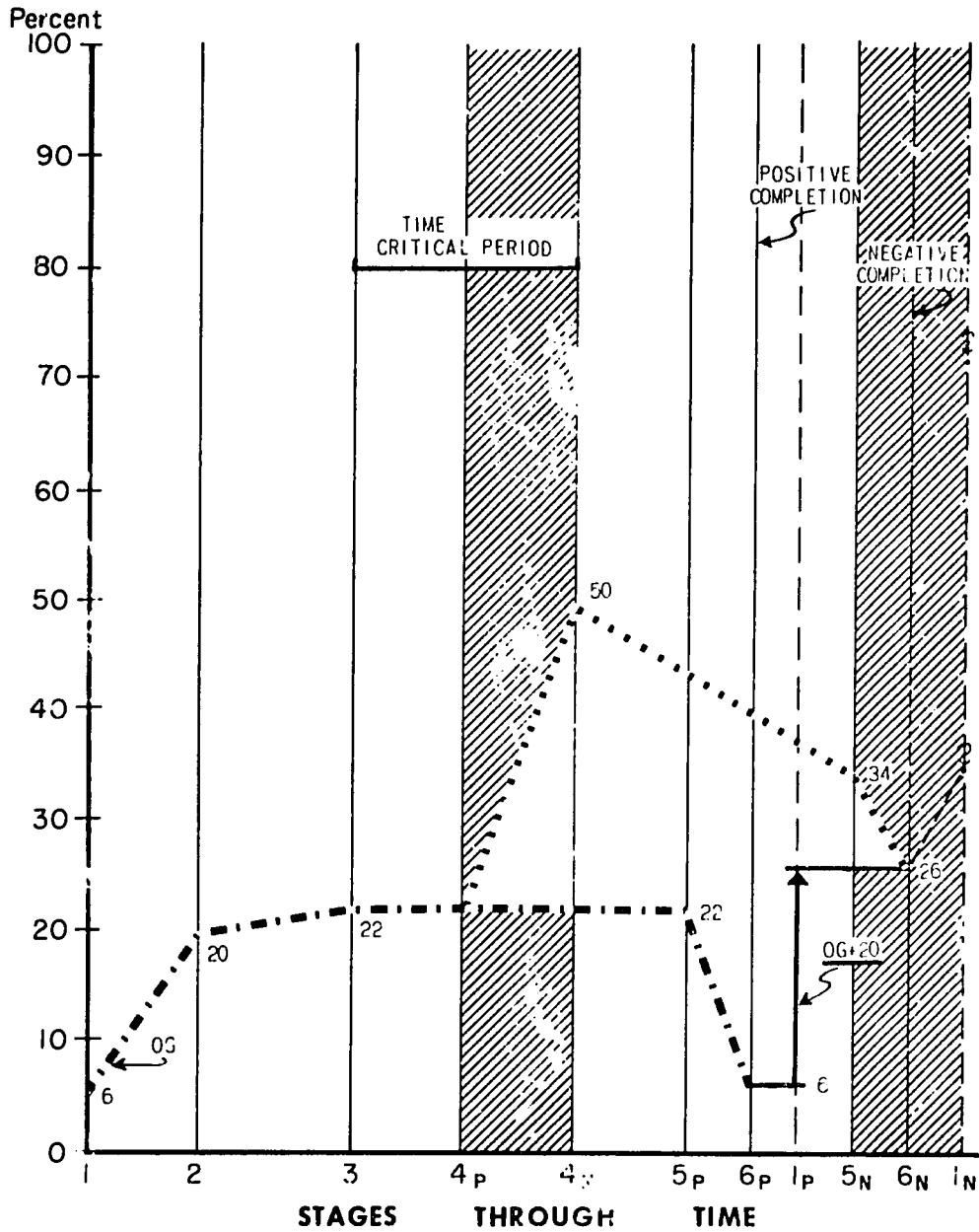### Community
Positive and Negative Completion Curves
Support Group

SUPPORT GROUP (ACTIVE+PASSIVE : ▬ ▬ ▬ POSITIVE COMPLETION
•••••••••NEGATIVE COMPLETION

GRAPH 5

SELF-HELP PROJECT PROCESS

Community Attitude, Percent of Total Self Help
Community
Positive and Negative Completion Curves
Opposition Group

Percent

TIME CRITICAL PERIOD

POSITIVE COMPLETION

NEGATIVE COMPLETION

50

34

26

22

22

20

OG+20

OG

6

6

STAGES   THROUGH   TIME

OPPOSITION GROUP (ACTIVE+PASSIVE) — · — · — POSITIVE COMPLETION
· · · · · · · · NEGATIVE COMPLETION