

# **KELAPA DUA**

## **HUMAN DEVELOPMENT PROJECT**



**CONSULTATION  
SUMMARY STATEMENT**

**August 1976**

## KELAPA DUA HUMAN DEVELOPMENT PROJECT

### CONSULTATION SUMMARY STATEMENT

#### Prolegomena

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

#### Epilogue

This is a publication summarizing the  
Kelapa Dua Human Development Consultation  
which took place at  
Kelapa Dua, near Tangerang, Indonesia  
August 8-14, 1976  
organized by  
The Institute of Cultural Affairs



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## PROLEGOMENA

### I

#### THE LOCATION

The Kelapa Dua Human Development Consultation was the initiating step in a comprehensive demonstration project by the people of Kelapa Dua, a remote rural village located in the Tangerang District of the Province of West Java, Indonesia. Kelapa Dua is 36 kilometers southwest of the teeming capital city of Jakarta and lies in the midst of sprawling, terraced rice lands. The Kelapa Dua Human Development Project includes the three interrelated kampungs of Asam, Nurdin and Dahung which, along with five other kampungs, understand themselves to be the Kelapa Dua area. The project is a comprehensive effort that involves both the social and economic development of the village. It was begun through a cooperative effort by villagers and concerned citizens of Tangerang and Jakarta with the knowledge and encouragement of government officials. Their intention is to expand the economic base of the community to move beyond a subsistence economy, to develop functional forms of education, to create structures of community services, and to release the creative vitality of the community and its individual residents. This project is seen as a demonstration of methods which can be used by any rural community in Indonesia and which, therefore, could be duplicated elsewhere.

In 1969, the Republic of Indonesia, the fifth most populous nation in the world, initiated the first Five-Year Plan to stabilize its economy. In spite of enormous barriers and occasional setbacks, the country's natural wealth and resources began to be channeled and made productive. Agriculture expanded, hydro-electric and steam power production made substantial increases and new oil sources were tapped. With the second Five-Year Plan of 1974, Indonesia has turned her attention to broadening the development effort, and so has demanded of herself a new self-reliance as she focuses on the development of local leadership and the rural areas. With 80 percent of her 132 million people living outside major cities, responsible leaders stress the importance of village development for the nation's future. Only comprehensive social and economic development of Indonesia's 55,000 villages can provide

the enormous local energy and resolve needed to continue Indonesia's determined growth. Recognizing the dangers inherent in over-crowded cities, the government now discourages new movement into Jakarta and seeks to reverse the tide of rural to urban migration. The development of rural channels of participation and local incentive can be seen as a key to balanced economic development. At the beginning of the fourth decade of her nationhood, Indonesia is facing this challenge forthrightly. The nation's intensified efforts at socio-economic growth and rural development are being followed closely by other ASEAN nations and the world at large, eager to witness Indonesia's slogan "unity in diversity" effectively at work. In this milieu, the Kelapa Dua Human Development Project promises to be of significance for Indonesia as a pilot effort in comprehensive rural village development.

#### JAKARTA

Jakarta, capital city of Indonesia, stands on the Sundanese plain of West Java and through its central location along a 5440 kilometer wide archipelago links Java to the four larger islands of Sumatra on the west, Kalimantan (Borneo) on the north and Sulewesi (Celebes) and Irian Barat (West New Guinea) on the east. Two-thirds of Indonesia's 132 million people live on Java, making it the world's third most densely populated region. Founded 449 years ago by a conquering Bantanese sultan, Jakarta has from its origin brought together first the Sundanese, Bantanese and Javanese peoples, then peoples from a great variety of nations and cultures. Today an estimated 90 percent of the city's six million inhabitants come from other regions and give reality to the nation's slogan of "unity in diversity". For approximately 350 years the city bore the Dutch name of Batavia. After Independence in 1945 it was officially renamed "Jakarta" which reclaims an early Bantanese name meaning "Great Victory", to symbolize the birth of the new nation. As political center and as center of Indonesia's vast efforts in economic development, the city's magnetism has had to be discouraged by a governmental decision to close off unnecessary migration. Freedom Square in the city's center, sleek skyscrapers, modern arteries and new industrial and residential complexes contrast with teeming slums and districts lined with hawkers and stand as signs of the nation's hope in the midst of the overwhelming weight of development. City leaders have recently created a system of museums and restored historic buildings to capture and display Indonesia's cultural heritage. Today Jakarta continues its traditional role in commerce and trading even as a new industrialized base begins to take form. Urban planners project a Jakarta sweeping far across the plain, drawing neighbouring cities such as Tangerang into its orbit, and making it absolutely necessary that a Human Development



Project begin to deal with impending social dislocation in the surrounding rural society.

TANGERANG

The district of Tangerang lies 30 kilometers west of Jakarta on a highway connecting the two trading, exchange and entry points of Jakarta and Banten. The district's population of one million is a cultural mixture unique in the nation. In addition to Indonesian, the national language, diverse cultural groups speak Sundanese, Javanese and Malay. Large numbers of Chinese settled here at a time when much of the land was held by Chinese landlords. The name Tangerang itself is Chinese in origin, from 'tang' meaning the Tang Dynasty, and 'ren' meaning man, - literally 'Men of Tang'. The local people were known as hard workers in the fields, and the landlords prospered. Tangerang was also well known for its bamboo and straw handicrafts and as one of the largest sources of rice for the Province of West Java. From 1942, when Tangerang became a district, a significant period of expansion began. Today the district experiences a 2.3 percent annual population growth. This constantly expanding labor force is the key to the district's development, for it is attracting industry on an ever increasing scale. A new international airport is now being built 25 kilometers from Tangerang and large-scale irrigation projects promise a future of intense development and accelerating change. As Tangerang becomes absorbed into the greater metropolitan area of Jakarta, the struggle to emerge from a rural past will become more acute and the complexity of providing adequate services to the network of villages in the surrounding countryside will be intensified.

KELAPA DUA

The project area is a complex of three village units called "kampungs", Asam, Nurdin and Dahung, bounded on the south by the Islamic Village and facing the rice paddies on the north, west and east. An unpaved road links the approximately 1500 inhabitants to the major town of Tangerang six kilometers to the north. Overlapping leadership systems relate the three kampungs in both traditional and modern structures for social care. The Islamic Village School, one-half kilometer distant, draws about ten percent of the school-age children, few of whom remain beyond the fourth grade. Illiteracy is estimated at 80 percent overall, and 95 percent among those over 25 years of age. One youth attends a technical high school in Tangerang. Dahung, located adjacent to the main road, sends a higher percentage of its children to the school than do Asam and Nurdin. Marriage occurs for women usually during the ages from twelve to fifteen and most men are married before age twenty. Except for a local midwife, medical care requires a six-kilometer trip to Tangerang over roads sometimes impassable in the rainy season. Malnutrition is



a major problem. Bamboo and thatched homes, owned by villagers, house large extended families. Occasional glass windows, tile roofs or gasoline lanterns vary the normal pattern of the packed-earth floors, windowless walls, and oil lamps. One stream is used for both washing and human waste. Most households have transistor radios. There are four sewing machines and a very few bicycles in the kampungs. Approximately 50 percent of the families own and farm small plots, growing mainly rice and tapioca; other families engage in a system of share cropping; many keep goats, chickens and water buffalo. Stores attached to homes carry cooking oil and fuel, snack foods, tea and sundries. A few residents push wheeled soft-drink stalls or carry goods on yokes throughout the three kampungs. In the dry season some men find supplemental income by working in the nearby rubber plantation, making roofing from palm leaves, or gathering sand for construction companies; others work as vendors or pedicab drivers in Jakarta. Older women, with the help of young children, weave straw hats, mats, and baskets to augment incomes.

## 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 ICA is coordinated with the Ecumenical Institute and is incorporated in the State of Illinois as a not-for-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong and Nairobi. In addition there are ICA offices in more than one hundred major cities serving 23 nations. The Institute's programs around the world are supported by grants, gifts, and contributions from government departments and agencies on the federal, state, and municipal levels and from private foundations, corporations, trusts, and concerned individuals.

ORIGIN

Since 1970, the Institute of Cultural Affairs has been working throughout Indonesia with people who are concerned for reformulation of community life at the local level from its office in Singapore. Consultant teams composed of Asian and non-Asian staff travelled through Java, Sumatra, and Sulawesi. In 1972 the ICA was urged to place resident personnel in the country in order to intensify training by working together with graduates of various programs such as the International Training Institute. In 1975, a group of these graduates, along with members of the international team of the Institute, began the research needed to locate a site for a pilot project which would

demonstrate a comprehensive approach to community development. After giving serious consideration to a number of possible locations for the project, the Kelapa Dua complex was chosen for further consideration. Because of its isolation and obvious social and economic need, this rural community seemed to be a suitable place for the project. Indeed it would be difficult to locate a place which would be more typical of both the need for and possibility of human development. The residents and local leadership of Kelapa Dua demonstrated much enthusiasm for holding the project in the three kampungs of Asam, Nurdin and Dahung, and invited the Institute to take up residence in the village to conduct the consult there. Their enthusiasm together with the concern of the government and social agencies for this particular region helped the Institute to decide upon these three Kelapa Dua kampungs for the Human Development Project site.

The Consult took place in Kelapa Dua from August 8-15, 1976. The team of consultants numbered 155, 70 of whom were local residents. Approximately 450 additional residents were indirectly involved through the field work contacts. Each day Consult teams spent many hours visiting and talking with local people in their homes and places of work, as well as visiting social agencies, hospitals and schools in Tangerang and Jakarta. Of the 85 non-resident consultants, 32 came from Indonesian cities of Tangerang, Jakarta, Bandung, Malang, Padang, Palembang, Medan, Manado and Bima; the balance came from 10 other nations including Australia, Hong Kong, Japan, Malaysia, New Zealand, the Philippines, Singapore, Sri Lanka, Sweden and the United States. Visiting consultants represented both the public and private sectors and attended the Consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and experience. Specific professions included all aspects of education, several different sectors of the business community, a broad range of representatives from the medical professions, including nutrition, people in all levels of community planning and development, construction, and agriculture. Citizens of Asam, Nurdin and Dahung attending likewise represented a wide range of occupations and expertise: merchants, farmers, home-makers, factory workers, a carpenter, students, brick-layers, hat makers, stoneworkers, and a bakery salesman.

#### PARTICIPANTS

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 Kelapa Dua. 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

#### VISION



Systems by which the proposals could be realized. Finally, they discerned the necessary programs which would allow the application of the Tactical Systems. The aim of the Consult was to assist the citizens of Kelapa Dua in accelerating the expansion of the project and empowering its impact upon the neighborhood.

Kelapa Dua was surprisingly ready to begin the Human Development Project. Working teams which met in the kampungs daily grew in size as local residents, who initially watched from a distance, sat down and began to suggest solutions for community issues. Children gathered in ever-increasing numbers at evening song fests as the week progressed. Village leaders escorted one team around their land holdings, offering plots for the demonstration farm. Another who is a non-resident landowner offered his land without cost to be used for agricultural development. One leader commented, "Kelapa Dua Project is exactly what this community needs". At the closing meal, the community's eagerness was articulated by an elder of the village who remarked that he did not have the words to thank the people for their participation in the Consult. He expressed his amazement because a village preschool was scheduled to begin in days rather than the years such proposals often take to be actualized. "Nothing like this has ever happened in our remote and silent village". Throughout the week, guests from outside community agencies were frequently present. One man heard of the Consult on Friday and drove out after work, arriving after midnight, to see the final day. Foreign consultants were also deeply struck by the villagers' determination. After a week of work with local farmers, one agriculturalist offered to return to train villagers to construct platform terraces for an orchard. Another asked if he might send his colleagues to Kelapa Dua to learn its methods. "I came because I didn't believe it was possible," said one consultant, "but it really is".

The task following the Consult is to initiate implementation of the tactics which are focused in the Actuating Programs reported in this document. First, this will involve the ongoing meeting of local leaders, the Kelapa Dua residents who participated in the Consult and other interested people to plan the program implementaries. Second, initiation of special training sessions will be needed for the villagers who will bear responsibility for major aspects of the project. Third, project initiation will require continuing and expanding relations with the public sector. It will also be necessary to develop support systems in the private sector with the Indonesian business community and with professional and business contacts beyond the nation. Finally, project initiation requires that a catalytic



staff reside in the community to begin the training and the building of incentive and self-reliance that will raise a community-wide sign.

### 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 rural villages, urban neighborhoods, and suburban towns across the globe has confirmed that fact that wherever there is local community, there is the readiness and the 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 the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterized by apparent hopelessness and the 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 the systematic replication of the pilot across a more inclusive geographical area. This provides 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 imagined as 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 outside the area, by employing local residents, by attracting 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, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, 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 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 the task of 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 the 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 the support systems for effective implementation. First, the coordinated effort of both the 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 its specific parts. 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 focus their concerns, their hopes and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of Kelapa Dua people in practical decision-making about their future. In so doing, the report itself is the incentive for actuation of the project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Kelapa Dua 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 consisted of objectifying the Operating Vision of the future shared by the people of Kelapa Dua. 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 is suggested by their style, symbols and dreams. All of these are deeply a part of 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 this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community alone can grasp its own vision. It was only when the subjectivity of the local residents of Kelapa Dua interacted with the objectivity of the guest consultants that the Operating Vision of the community emerged.

#### PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent a whole day in the field becoming generally familiar with the community. In addition to the overall survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, services, social development and education. The teams covered the three kampungs, conversed informally with local residents, observed local industries and facilities, explored the fields and channels and were given hospitality by local residents in their homes. Through these activities, consultants were directly or indirectly in contact with a great number of local 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 139 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 the understanding of the people of Kelapa Dua. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the Consult.

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its five major sections indicate the overarching dimensions of the vision of the people of Kelapa Dua. Section A, Toward Ensuring Physical Well - Being, reflects the desire that the basic necessities of all the residents be met. Section B, Toward Expanding Local Business, reports the need for a cooperative economy that will boost the financial resources of Kelapa Dua. Section C, Toward Accelerating Farm Production, points to the people's belief that the agricultural self-sufficiency is the key to their future. Section D, Toward Providing Practical Education, articulates the community's longing for 20th Century skills and knowledge. Section E, Toward Enhancing Community Style, indicates the concern for developing a unified community. The chart is divided into nine master categories within which there are twenty-nine components. These are then further subdivided into a total of 116 individual items, each representing a facet of the Operating Vision of the people of Kelapa Dua. It is in these that the practical substance of the vision is held. The central master category deals with Agricultural Self-Sufficiency. The first two on the left deal with Essential Services and Resident Welfare. The next two deal with Village Income and Basic Commerce. The two immediately to the right of center deal with Functional Equipping and Formal Education. The last two deal with Community Facilities and Local Identity.

## RESULTS

## II

A major theme emerging in the Operating Vision of the people of Kelapa Dua is the decision to develop infra-structures and services to ensure the basic physical well-being for all. Two arenas are evident: essential services and resident welfare. People see the need for controlling available water; improving local pathways, roads and bridges; introducing electricity in public areas and private homes and developing a public transportation system for passengers and cargo that is more frequent, regular and comfortable than the one which now exists. The vision of good health for all is the theme of the villagers' concern with residents' welfare. A health clinic would make basic service freely available, especially for obstetrics. Villagers focus their concern for health on the issue of nutrition - how to get a balanced diet. The

## WELL-BEING



village also realizes that sanitation systems are required not only for obtaining clean drinking and wash water, but also for hygienic sewage disposal and drainage. Villagers know that only through establishing systems of day-to-day care will they be able to release their attention and creativity to reconstruct the village.

#### BUSINESS

The people of Kelapa Dua see the expansion of local business as crucial. Village income needs to be raised and basic commercial ventures undertaken. Villagers aspire to improve local economy by starting food, rubber and clothing industries to bring in capital and create additional jobs. Many stressed the importance of expanding cottage industries which are already in existence. This involves not only intensifying production through mechanization but also developing new products for joint rather than individual production. The Consult envisioned commercial expansion in three ways. Direct marketing of the village's goods was mentioned, including better transport to markets in Tangerang and Jakarta. A weekly market in Kelapa Dua is desired in order to provide a local outlet for producers and lower prices for consumers on a wider range of products than is now available. People would like to develop local capital, greater access to loans and to methods of managing and investing their savings.

#### PRODUCTION

Accelerated farm production is a dream of Kelapa Dua's residents. People hope to move from subsistence rice farming to producing cash crops. Local Consult participants stressed their need to learn improved farming methods, including fertilizer usage and ways to store food. Diversification of crops is intended not only to emphasize more lucrative products but also to upgrade nutrition. There is a specific emphasis on high-return cash crops, especially fruits. Mechanization, through cooperative ownership and maintenance of farm machines, vehicles and tools could rapidly upgrade production. Finally, many in the Consult desired expansion of the village's animal husbandry, stressing poultry, and small animals like goats and fish.

#### EDUCATION

Practical education was envisioned, broad enough in scope to include both functional equipping for all ages and formal education for the young. The people of Kelapa Dua expressed desire for greater awareness of the world in which they live, not only through current media and entertainment, but also through access to cultural events. Skills training in agriculture, crafts and industry is coveted, to enable people to find more profitable jobs. Many would also like to see basic health, domestic science, literacy and English classes offered. Parents unanimously support the idea of schooling for their children at standard, preschool



and infant levels, as well as informal educational events after school. Finally, the community would like to see greater opportunities for advanced education made available to them.

The people of Kelapa Dua see that the future of their village requires a conscious development of community style in terms of community facilities and identity. They are anxious to establish recreational areas for children and youth, especially a sports field. Areas for social gatherings would facilitate expression of community pride and cooperation. Villagers also saw improved housing as important to the overall design of the village. In addition to constructing such facilities, the Consult discerned a longing to develop ways to strengthen the local identity of Kelapa Dua. Community work projects are a part of the heritage of Kelapa Dua. The villagers hope to structure this cooperation and extend it to local councils. They also hope to establish social care like a security system, local visiting and an orphanage. A key to community identity was seen to be leadership development; people want better inter-village communication, skills in entrepreneurship and liaison with the local government. Kelapa Dua residents desire ways to celebrate their identity through telling traditional and modern stories, using symbols to mark the community and singing local songs. Overall there is a longing in Kelapa Dua for a new cooperative spirit.

#### STYLE





## PART TWO

### UNDERLYING CONTRADICTIONS

#### CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Kelapa Dua. The term "contradiction", 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 through identification of the deterrents and blocks to the Operating Vision of the people. 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 to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but bearers of significant creativity.

#### PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the Vision. In this way, the values of both comprehensiveness and depth were 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 as revealed by the field visits 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 114 pieces of data were then organized into a comprehensive set of 12 Underlying Contradictions facing the people of Kelapa Dua.

RESULT

Twelve fundamental contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these twelve contradictions are subsumed all the specific deterrents, irritants or socio-economic blocks identified in Kelapa Dua by the consultants. The chart's priorities read from left to right according to the number of items listed under each contradiction. The chart also delineates the sub-priorities within each of the twelve columns as a further guide to understanding each major contradiction. This method of ordering is not the only criteria for discerning major contradictions. It is, however, an informative way to view the whole matrix of the contradictions operating in a given situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects five overarching groups of contradictions. These figures are an additional aid to contradictional analysis. There are 114 items listed on the whole chart. The first contradiction lists 17 responses or 15 percent of the total and stands alone. The next three contradictions (II, III and IV) total 42 responses or 37 percent when viewed as a group. The next three contradictions (V, VI and VII) list 29 responses or 25 percent of the total. Contradictions VIII and IX are the fourth grouping and represent 14 responses or 12 percent. The fifth group, contradictions (X, XI and XII) total 12 responses and represent 11 percent of the total. This pattern of contradictional analysis reveals several basic implications. The first contradiction is concerned with the effects of bare subsistence living on the current life style and self-image of the village residents and necessitates the urgent practical restructuring of the economic and social basis of community life. Group two underscores the necessity of a new effort for cooperatively rebuilding the commercial and agricultural base of the community. The third group suggests that the intellectual and social life of Kelapa Dua must be broadened to care for every family and individual. The fourth grouping points to the possibility of serving the community's contemporary expectations and cultural refurbishment by relating its residents to the larger society. The fifth grouping of contradictions calls for a new basis of local community cooperation in building the structures which responsibly care for the human and natural resources of the community. These 12 contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.



# UNDERLYING CONTRADICTIONS CHART

ICA Consultants

Plate 2

I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
THE DEBILITATING EFFECTS OF SUBSISTENCE LIVING IN KELAPA DUA	THE UNDERDEVELOPED EXPERTISE OF BUSINESS PRACTICES IN KELAPA DUA	THE CONSTRICTING LEVEL OF CAPITAL DEVELOPMENT IN KELAPA DUA	THE STAGNATED DEVELOPMENT OF AGRICULTURAL PRODUCTION IN KELAPA DUA	THE RESTRICTED PROCESS OF KNOW HOW ACQUISITION IN KELAPA DUA	THE INFLEXIBLE ROLES IN CARE STRUCTURES IN KELAPA DUA	THE REDUCED SCOPE OF CELEBRATIVE LIFE IN KELAPA DUA	THE IMPEDED DELIVERY OF ESSENTIAL SERVICES IN KELAPA DUA	THE ISOLATING FACTORS IN CULTURAL PATTERNS IN KELAPA DUA	THE INADEQUATE MAINTENANCE OF PHYSICAL HEALTH IN KELAPA DUA	THE DISRUPTED STYLES OF CONSENSUS MAKING IN KELAPA DUA	THE INADEQUATE MANAGEMENT OF WATER RESOURCES IN KELAPA DUA
Disrupted Business Practices	Disorganized Local Marketing	Low Village Income	Untimely Modern Methods	Minimal Adult Education	Rigid Cultural Patterns	Costly External Events	Restricting Market Transportation	Uninformed Care Techniques	Uninformed Hygienic Tradition	Undesignated Public Space	Unpredictable Water Supply
Undercutting Vendor Price	Inadequate Marketing Knowledge	Excessive Capital Outflow	Risky New Practices	Unskilled Mechanical Maintenance	Undeveloped Human Resources	Infrequent Cultural Events	Seasonal Road Maintenance	Past-oriented Daily Practices	Unhygienic Dirt Floors	Uncoordinated Irrigation Control	Seasonal Rainfall Loss
Shortrange Financing Image	Limited Market Research	Limited Investment Motives	Prevailing Chicken Diseases	Limited Insecticide Knowledge	Fixed Women's Role	Unorganized Recreation Programs	Public Transportation Expense	Remote Cultural Heritage	Insufficient Protein Consumption	Depleted Fish Resources	Limited Catchment Facilities
No Capital Reserves	Infrequent Potential Buyers	Low Tenant Wages	Unknowledgeable Animal Care	Outdated Farming Techniques	Restrictive Early Marriage	Low Sports Priority	Inadequate Transport Vehicles	Limited Outside Exposure	Unused Animal Resources	Inadequate Security System	
Misjudged Borrowing Practices	Low Level Sales Promotion	Minimal Excess Income	No Methods Demonstration	Minimal Technology Familiarity	Unused Public Records	Sports Space Restricted	Unavailable Electrical Power	Distant Male Employment	Inaccessible Children's Clinic		
Limited Improvement Capital	Inexperienced Village Entrepreneurship	Unavailable Farming Capital	Single Crop Farming	Limited Learning Structures	Unmotivated Family Planning	Obligatory Entertainment Spending	Low Priority Electrical Services	Socially Isolated Women			
Uncertain Resource Usage	Minimal Business Training	Unrealized Local Market	Unavailable High Yield Seed	Inaccessible Educational Structures	Untenable Orphan Care	Imbalanced Celebrational Expenditures	Prohibitive Medical Expenses	Drained Social Urgency			
Individualistic Economic Practices	Limited Management Skills	Industrial Setting Unattractive	Low yield Rice Crops	Expensive Distant Schools	Tradition bound Child Care	Poor Money Management					
Unrecognized Cooperation Benefits	Infrequent Success Image	Livable Commercial Ventures	Limited Farm Produce	Limited Language Fluency	Limited Child Activities	Limited Artistic Expression					
Fragmented Irrigation Distribution	Narrow Profit Margin	High Interest Rates	Off farm Employment	Prevailing Illiteracy Limitations							
Consume Subsistence Living	Traditional Market Practices	Difficult Financing Access	Absentee Land Ownership	Wide Spread Illiteracy							
Crippling Subsistence Planning	Unnecessary Market Middlemen	Government Credit Limited	Limited Family Land								
Villagers Victim Image	Noncompetitive Products	Defaulted Loan Syndrome	Short Term Land Tenure								
Family Survival Preoccupation	Unsophisticated Production Techniques	Uncompelling Public Work									
Pressured Early Marriage	Undermanaged Rubber Plantation										
Unreachable Alternative Styles											
Repeated Marriage Divorce											
17	15	14	13	11	9	9	7	7	5	4	3
					III			IV		V	

## CONTRADICTION I

### Debilitating Effects of Subsistence Living

The first contradiction has to do with the effects of subsistence living. Contemporary society today has seen the rise of local man around the world as he assumes responsibility for his own destiny by becoming economically self-sufficient and socially self-dependent. In Kelapa Dua local people have participated with other Indonesians in undertaking the task of nation building. The annual celebration of National Day is the major highlight of the year, yet freedom at the local level is dimmed by the struggle for economic survival. Families are pre-occupied with day-to-day endeavor to make ends meet. Food and supplies are purchased for the next two days by the earnings of the last two days. During the harvest the villagers work together in the padi as a great common effort but the wages paid in rice are not sufficient for the year. Nonetheless the villagers use the dry season to raise tapioca and to harvest bamboo, to make hats and mats and to find employment in the nearby cities of Tangerang and Jakarta. On bicycles, motor bikes, opelets or by walking they go to the city to work at getting additional wages. The effects of this day after day effort to provide the basic needs often sets the family unit against family unit to gain a slight economic advance and undermines most community wide efforts. Furthermore, it is necessary for the very young to work periodically in the fields or in almost any capacity to add to the family income. Education when available is undermined and this subsistence style is reinforced and passed from one generation to the next. Indonesians are pulling together to unify a diverse and populous nation and demonstrate a strong sense of national spirit and destiny, but in Kelapa Dua, at the local level, each family is driven to care almost exclusively for itself. The kampung as a social unit is becoming less and less a viable community. Unless a sense of working together is recovered locally no economic or social development will have lasting effect in the community or nation.

## CONTRADICTION II

### Underdeveloped Expertise in Business Practices

The second contradiction is in the arena of business practices. The interrelated economic world today has broadened the context of every business operation and required that businessmen influence the whole process and utilize unusual finesse in negotiations. The Kelapa Dua vendors have a long history of trading through barter, buying and selling, but



in these days their traditional style is being challenged as the market is undergoing a great transition. The market for bamboo walls, hats, baskets and atap roofs is becoming increasingly competitive. Vendors experience themselves as having to accept smaller and smaller profits. Sales promotion and expansion include techniques just becoming familiar to the local merchant. In competitive instances he often finds himself the loser. The brokers who are middlemen between the craftsmen and the market take increasing advantage of rising inflation and the inexperience of the craftsmen. Total productivity has no doubt increased over the last 100 years, and has required more complex operations and therefore more highly technical managerial skills. Production techniques are often underdeveloped compared with modern methods. For example bricks in Kelapa Dua are mostly made at home without an adequate kiln to produce a lasting brick. Unless advanced techniques in sales, management and production are acquired soon, the community will find itself continually unable to benefit from its own potential in the commercial world.

### CONTRADICTION III

#### Constricting Level of Capital Development

The third contradiction is in the arena of capital development. The financial growth and development of national and large international corporations has created enormous concentrations of capital wealth throughout the world in the last 40 years. Kelapa Dua has begun to experience the impact of this greater interchange of funds, but has had no way to participate creatively in it. In fact, it has experienced more goods and services going out of the village than coming in, with an accompanying crippled ability to develop a solid financial base. For a people whose Banten and Sundanese ancestors traded with Africa, Europe, the Middle East and Japan, the people of Kelapa Dua are experiencing their financial base as narrowed and stifling. People shrewd in barter find themselves or their neighbors defaulting on loans and undercutting each others prices. Their own story about their community is that good business is to be found elsewhere. Investment and industry are beginning to move toward Kelapa Dua from Tangerang, bringing increased employment, but with this approach the people of Kelapa Dua are in danger of losing their fiscal autonomy as evidenced by the fact that already 50% of their land has been sold to non-residents in order to offset economic burden. Despite the proximity of credit sources the community experiences difficulty in attracting capital for business development and the credit which is available is at exorbitant interest rates. The generation of cap-

ital from within the community is restricted by low wages of workers and share-crop farmers and by the immediate outflow of minimal business surpluses for the purchase of goods and services from the Tangerang market. It is increasingly evident that unless the flow of money is reversed toward the village, there can be no significant economic development of the community as a self-sustaining unit.

#### CONTRADICTION IV

##### Stagnated Development of Agricultural Production

The fourth contradiction has to do with agricultural development. With 20th Century technological know-how in animal husbandry and crop raising, self-sufficiency in food production is possible in virtually any local society. The area around Kelapa Dua has for many years been a fertile rice-producing region adequate for the support of a pre-scientific society. Over the last several generations the amount of irrigation water has diminished and the population of the area has increased. The farmers now can only supply 65% of the food needed by the community. Many farmers are tenants on the short term basis of one year or even one crop. The non-resident owner usually receives 50% of the crop and leaves the upgrading of supplies and tools to the tenant. The tenant therefore has little incentive to improve seed varieties, to add fertilizers, or buy equipment, although he knows the crops have a lower yield than is necessary. Two crops a year are often attempted, but in dry years the second crop yield is much less than the first and occasionally lost. Though contemporary farm methods are beginning to be known in this vicinity, the farmers have not had the occasion to experiment with their practical application. Likewise it has not been clear how the potential for meat production from goats, buffaloes, or poultry could be practically realized without radical alteration of farm production in the direction of feed crops, which in turn would further diminish rice production. Without a new direction being taken soon in the practical application of new methods of agriculture, food production will pass into the hands of others outside the community and economic self-sufficiency will not be possible in the foreseeable future.

#### CONTRADICTION V

##### Restricted Process of Know-How Acquisition

The fifth contradiction is concerned with the acquisition of contemporary know-how. The scientific inventions of this century have radically altered and widened the gap between



the functional skills of yesterday and those required today for effective social participation. The people of Kelapa Dua show an amazing resourcefulness and highly developed skills, especially evident in their fine weaving of hats, walls and baskets, and the children's ability to make wheeled toys from local materials. However, modern technical skills are virtually unknown. The people have a deep yearning to acquire this relevant knowledge and to be trained in skills which could allow them to adopt modern techniques. But few as yet have had the opportunity to participate in such training as the special educational programs of the government or to become familiar with machines and vehicles. Likewise, little opportunity has been available for residents to gain functional literacy beyond their own regional language, and only a few are able to read and write in the national language or English. For the most part, adult education is restricted to the wisdom passed down by word of mouth or gained by observation and experience. Formal education structures are found only in locations that appear to be distant from the community. Even the Islamic Village School seems far away. Added to this is the fact that the children and others who are enrolled in educational programs often are forced to withdraw by the necessity of working to contribute to the family's sustenance. Until new creative forms of functional learning become available in the village, as a part of its total social and economic development, the community will remain cut off from the contemporary dynamics of global growth.

#### CONTRADICTION VI

##### Inflexible Role of Care Structures

The sixth contradiction has to do with community care structures. With the increasing complexity and mobility of modern life, local communities across the globe have been forced to invent new structures to corporately care for the social needs of their members. The structures of care within the kampungs of Kelapa Dua sustained people in the pre-scientific era, but today their adequacy is being challenged as the community is impacted by the 20th Century. Across the padi fields the Islamic Village School stands as a daily reminder of the possibility of education for every child. Yet, within the kampung traditional family roles and circumstance combine to trap the children into patterns which preclude this possibility. The girls begin caring for their younger brothers and sisters at the age of six or younger and by 14 years of age they are married. Boys begin working in the padi fields or follow their father's trade without the opportunity to consider alternatives. Today in all parts of the globe the creative presence of women is needed in a great variety of groups and social activities

beyond the home in order to sustain the increased complexity of modern life. In the kampungs of Kelapa Dua women for the most part are confined to child-bearing and home care. A high infant mortality rate and traditional roles together discourage birth control or any other changes that would release women to other needed roles. Likewise, the men find themselves trapped in long hours of work to simply sustain the economic life of the family with little time or energy for broader engagement in community life. While all members of the community are engaged long hours each day, large areas of community life go uncared for such as educational development, community planning, health care and physical maintenance. Residents are aware of the gaps in effective community care and are also concerned to release members of the community to new effective modes of engagement. Yet this very concern is what sustains them in their commitment to traditional means of care. Until the community of Kelapa Dua creates structures of mutual care which call forth new levels of creative engagement of the limited time and energy of its human resources, no significant development will occur and the human care of its residents will continue to be stifled.

#### CONTRADICTION VII

##### Reduced Scope of Celebrative Life

The seventh contradiction focuses upon celebrative life in Kelapa Dua. With the global impingement of scientific technology upon virtually every society, there is no social style or structure which has not been called into question. Many societies have found it necessary to engage in the struggle of transposing the ancient wisdom of their celebrational life into meaningful contemporary form. New appreciation for that wisdom as well as a new identity has emerged. On a national level that task has been effectively accomplished in Indonesia. On the local level in Kelapa Dua the struggle has just begun. Over the centuries these people have been dominated by subsistence living and foreign control and have consciously or unconsciously found it necessary to reduce the scope of their celebrative life to a very few events. Other celebrations which in their totality rehearse the whole of life have been overtly given up, one by one, or have become invisible to the outsider or forgotten. The wedding is currently the primary celebration in the kampung. It is the one event which approaches a celebration of the uniqueness of individual life but more importantly it is the one event that allows for the celebration of the life of the whole kampung. It is the event into which is poured the full celebration of life itself. There is little wonder that it is engaged in with passion and with utter abandon to economic reality. Until the people of Kelapa Dua



once again broaden the scope and number of meaning giving events to mark and rehearse all dimensions of community life, their social and economic development will be curtailed and they will risk losing the inherent wisdom and power of their celebrational life.

#### CONTRADICTION VIII

##### Impeded Delivery of Essential Services

The eighth contradiction deals with the arena of essential services within the community. Services which in former times were a luxury are now a necessity for effective participation of any community in the modern world. The residents of Kelapa Dua understand the need clearly, and desire the benefits of adequate transport services, all weather roads, electricity, and a communication system. The excessive cost of travel in both time and money effectively make the vast resources of Tangerang and Jakarta remote for the villager. Especially constricted are the marketing practices of the resident who experiences his mobility curtailed and his time and energy, which could be creatively used elsewhere, consumed with freighting goods to and from the market. In the last few years the regional and national government has made great strides in bringing services to Western Java, but the task is enormous. When the potential return for service is projected, it is understandable why Kalapa Dua among hundreds of other similar communities is fairly low on the regional priorities listed for electrical installations. Faced with an apparent overwhelming impasse in this arena, the residents of the kampung have become resigned to the continued absence of the essentials. The longer these services are curtailed the more effectively Kelapa Dua is cut off from the rest of the nation and her people denied a vital role in the development of contemporary human community.

#### CONTRADICTION IX

##### Isolating Patterns of Cultural Life

The ninth contradiction is in the arena of the daily patterns of cultural life. In the 20th Century the living cultures of men are finding a new identity as part of the one global culture. In Kelapa Dua an awakening to Sundanese culture has occurred for the first time in recent history. Successive waves of foreign cultures have passed over West Java without destroying the customs and ways of the people. The global presence of Jakarta, however, has broken the lines of communication that once held the Sundanese people

together. The language itself is different today between Bandung and Banten. While Sundanese culture is awakened, the awakening is happening kampung by kampung. Thus the people of Kelapa Dua are acutely aware of a sense of unnecessary isolation both physically and culturally from the rest of the globe, the Sunda, and even from other kampungs only 3 kilometers away. The regular travel of residents to jobs as far as 30 kilometers away both dramatizes and overcomes this isolation. Likewise the sense of foreshortened time of people living two days by two days is contrasted with the longevity of the culture and society. The daily customs and practices remain Sundanese: industrious workers, corporate decision makers and festive celebrants. But the future and vision lies with the nation. Its commerce, industry, language, laws and programs are accepted as their own. Until the particular identity of Kelapa Dua as a sign to all Sundanese is defined within the unity of Indonesia, this sense of isolation will not be overcome and economic and social development will be minimal.

#### CONTRADICTION X

##### Inadequate Maintenance of Physical Health

The tenth contradiction deals with the arena of physical health and nutrition. The pace of the scientific-technological era requires an intensified expenditure of human energy. This places increased significance on the priority of health stamina as a precondition of economic development. The current diet of the people of Kelapa Dua usually appears to be ample but lacks the nutritional balance to sustain participation in a modernized society. In addition, there is a whole complex of issues involving safe water, sanitary disposal, dirt floor houses and rudimentary knowledge of hygienic practices which remain unresolved and therefore, continue to perpetuate illnesses that drain physical vitality. The continuation of parasitical and bacterial infestation results in long-lasting or permanently chronic illnesses. In spite of heroic efforts and accomplishments by both the public and private sector, an incredible toll is taken in human energy, time, and life. In this geographical area which is one of the most densely populated in the world the scarcity of trained medical personnel, the relatively high cost of treatment, the remoteness of medical facilities, prevent all but minimal early detection of diseases or adequate care except in an occasional extreme emergency. Local effective health care can be postponed only at the detrimental cost of postponing economic and social development.



#### CONTRADICTION XI

##### Unnecessary Gaps in Consensus Implementation

The eleventh contradiction has to do with local consensus implementation. Throughout the world, business and social organizations as well as governments are forging a new style in consensus building by which decisions can be implemented rapidly and effectively. Indonesia in recent years has re-appropriated the ancient method of consensus building on the national level. Yet locally this has been a slow process. In Kelapa Dua there remains the influence of the overlay of Dutch, Sundanese and other contemporary styles of polity. In the midst of the transition from one form to another a gap has occurred between the consensed decision and its implementation. No one questions the need for a security system to guard against petty thievery and loss of village property. No one is unaffected by the fact that the lake no longer supplies sufficient water for their fields year round. No one escapes the privations encountered in the village because of the reduced source of fresh fish. Unless an effective context is created for the full participation of village residents in assuming responsibility for the destiny of their community, local systems of decision implementation will remain only partially coordinated and significant social and economic development will remain elusive.

#### CONTRADICTION XII

##### Inadequate Management of Water Resources

The twelfth contradiction is related to the arena of managing water reserves. In the 20th Century feats of engineering have demonstrated the capacity for man to control the resources of his own environment to meet social and economic needs and with that control has come the requirement to manage and maintain those resources. In Kelapa Dua water reserves have been maintained until a few years ago. Huge seasonal rains were controlled by a system of lakes, canals and padi fields. The system goes back centuries and can be easily restored before deterioration takes its full toll. The catchment capacity of the lake near kampung Kelapa Dua has been reduced to silt. Furthermore uncontrolled water during the rainy season, especially December to March, damages bridges and banks and floods existing lands. The work being done now on the existing irrigation canal is a step toward the upgrading of this system. The people have seen the abundant water draining off unused, and each June to September bemoan the drying padi fields and the lost or reduced rice crops. The months without productive padi represents economic loss, more jobs away from the village

and more tapioca in the diet as a substitute for rice.  
Cash crops are out of reach as long as this continues and  
fertilizer cannot be applied to the dry padi fields.  
Until the community finds a way to manage its water reserves,  
the full productivity of the soil is an idle dream.



## PART THREE

### THE PRACTICAL PROPOSALS

#### PROPOSALS

The third task of the Consult consisted of building the 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. A proposal is similar to a goal, yet it is not a goal. While the Practical Vision reveals the conscious and unconscious image out of which the community operates, the Practical Proposals represent a clear image of the direction the community needs to move in relation 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 the proposals the consultants continued to work as teams organized according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the 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 the Kelapa Dua community. Finally, the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Kelapa Dua.

#### RESULT

The Practical Proposals Chart (Plate 3) is comprised of thirty proposals referred to as projects. They are organized under eight master proposals which reflect decisional responses to the major contradictions. Three of the eight Master Proposals relate to functional education within the community and call for the development of practical training, the provision of social education, and the structuring of basic schooling. Three others deal with the creation of community life through public works, basic services, and

local culture. The remaining two proposals are directed toward the expansion of the local economy in terms of commercial expansion and farm development. Separate charts with descriptive phrases containing 120 subproposals add detail and clarity to the major categories of the Practical Proposals Chart. These proposals do not indicate what to do. They point to the arenas within which decisions will be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.



# PRACTICAL PROPOSALS CHART

I FUNCTIONAL EDUCATION PROPOSALS			II ECONOMIC EXPANSION PROPOSALS		III COMMUNITY LIFE PROPOSALS		
A PRACTICAL TRAINING PROPOSAL	B SOCIAL PROWESS PROPOSAL	C FOUNDATIONAL SKILLS PROPOSAL	D COMMERCIAL DEVELOPMENT PROPOSAL	E AGRICULTURAL DEVELOPMENT PROPOSAL	F PUBLIC WORKS PROPOSAL	G BASIC SERVICES PROPOSAL	H LOCAL CULTURE PROPOSAL
FARMING TECHNIQUES PROJECT 1	IMAGE EXPANSION PROJECT 6	SUPPLEMENTARY SCHOOLING PROJECT 9	COOPERATIVE TRADING PROJECT 12	DEMONSTRATION FARMING PROJECT 16	WATER DEVELOPMENT PROJECT 20	HEALTH CARE PROJECT 23	CELEBRATIVE EVENTS PROJECT 26
MANAGEMENT METHODS PROJECT 2			VILLAGE SAVINGS PROJECT 13	FOOD GROWING PROJECT 17			VILLAGE IDENTITY PROJECT 27
VOCATIONAL TOOLING PROJECT 3			LOCAL MARKET PROJECT 14	INCOME CROPS PROJECT 18			CORPORATE WORK PROJECT 28
CRAFTS INSTRUCTION PROJECT 4			NEW INDUSTRY PROJECT 15	ANIMAL RAISING PROJECT 19			COMMUNITY STRUCTURES PROJECT 29
DOMESTIC COMPETENCE PROJECT 5							EXTERNAL RELATIONS PROJECT 30
	YOUTH ACTIVITIES PROJECT 8	ADULT EQUIPPING PROJECT 11			ROAD BUILDING PROJECT 22	PUBLIC SANITATION PROJECT 25	

I

FUNCTIONAL EDUCATION PROPOSALS

The Functional Education Proposals are concerned with developing the functional methods and skills of the people of Kelapa Dua. There are three basic proposal arenas which are necessary components of the people's effort to move their community forward. The first deals with developing the practical skills of the people; the second is concerned with broadening their practical familiarity with global society; the third involves augmenting the basic learning structures. The Practical Training Proposal calls for providing rapid accessibility to contemporary technical wisdom. The Social Prowess Proposal intends to supplement functional skills by broadening the awareness of the residents, for without an understanding of the purpose of a skill, its application is not fully grasped. The Foundational Skills Proposals seek to expand the available forms of schooling and broaden skills needed to participate in nationally standardized educational structures. The creation of a pattern of continuing development in Kelapa Dua requires that the deep practical life wisdom sustaining the residents be tapped and rechanneled systematically so that they can acquire the new skills and understanding required.

A  
PRACTICAL  
TRAINING

Practical Training in functional living skills is a requirement for operating effectively in specific arenas in today's world. Five projects contribute to this arena. First, the Farming Techniques Project organizes and trains groups of local farmers in specific techniques such as irrigation, fertilizers and machinery as a basis for introducing such techniques throughout the village. Second, the Management Methods Project provides elementary skills to local shopkeepers as well as to farmers and workers. Third, the Vocational Tooling Project capitalizes on the new industries being developed around Tangerang and the increased activity of Kelapa Dua to provide practical experience and competence in mechanical and technical skills. Fourth, the Crafts Instruction Project recovers and upgrades already useful craft skills as a source of significant creativity and additional income. Fifth, the Domestic Competence Project provides the training needed for effective management of the households in the community, particularly as related to health, sanitation and nutrition. In each of the projects which give particular shape to this proposal the development of functional living



skills is understood as a change in the practical application of new information to daily living situations.

B  
SOCIAL  
PROWESS

The Social Prowess Proposal is directed toward relating the residents of Kelapa Dua to the wisdom of the world through expanded local learning resources, field travel experiences and celebrations. Three projects comprise this arena. The first, the Image Expansion Project, provides systematic opportunities for new experiences through regular trips, media exposure and other informal means. The other two projects, Women's Forum Project and Youth Activities Project, focus on two groups within the community which emerged in the consult as needing special attention. The Women's Forum Project will reshape the imagination of the community by giving the women a sense of identity as a significant force within the village. The Youth Activities Project is aimed at channelling the energy of the young people toward creative engagement in the community. This expansion of contextual images within a community increases the many possible courses of action whereby the creativity of its members is released.

C  
FOUNDATIONAL  
SKILLS

A critical factor in the social development of this community is the preparation of its citizens for participation in a world that poses constantly shifting challenges. The Foundational Skills Proposal involves three projects which will complement and support the already existing educational structures in the vicinity by providing opportunities for elementary, supplementary and adult education within the kampungs. The Supplementary Schooling Project provides a means of rapid elementary level learning to equip village youth to enter the established educational structures. The Early Learning Project provides educational opportunities previous to the elementary level in a structure of corporate care for babies and young children. The Adult Equipping Project is directed toward functional literacy for the adult population of the village. The future of Kelapa Dua heavily depends upon the rapid training of all ages in basic learning skills necessary for participation in the total development of the Republic of Indonesia.

II

ECONOMIC EXPANSION PROPOSALS

The second proposal arena calls for the cooperative effort of village residents to fully develop an economic base sufficient to support Kelapa Dua. Two Master Proposals emerged as crucial to enabling economic self-dependence and growth. These two systems are interlocked to accelerate the decision to work together toward strengthening a self-help

economy which is a key element in the ongoing effectiveness of the project. The first proposal, Commercial Development, focuses on enlarging the present marketing of products and initiating new businesses. Cooperative trading will increase the flow of goods; local credit will provide the village with capital for new ventures; and the establishment of new industry and small businesses will create broader employment openings. The second proposal, Agricultural Development, calls for farm plots using updated experimental planting methods, growth analysis and control in crop and animal farming to increase the levels of income. It suggests raising high profit fruit, vegetable and grain crops, cultivating high protein foods for a nutritious diet and engaging in fish and poultry farms.

D

COMMERCIAL  
DEVELOPMENT

Only engagement in the technological society of today will release the economic potential of Kelapa Dua. The Commercial Development Proposal organizes business relations to maximize the economic power of the village through four projects. The Cooperative Trading Project is crucial to unifying the external business relations of Kelapa Dua in both bulk buying and developing produce markets. This includes reducing extra handling and transport expenses. The Village Savings Project pools local capital to make it available to the community in the form of low cost loans and encouraging resident investment in the project. The Local Market Project provides local facilities for buying, selling and storage in order to increase the turnover of money within the community. The New Industry Project expands the non-agricultural production of the community by intensifying village industries and initiating new enterprises.

E

AGRICULTURAL  
DEVELOPMENT

Farming is the current focus of economic life in Kelapa Dua. The Agricultural Development Proposal contains four projects designed to amplify and technologically upgrade the agricultural activities currently present in the village. The Demonstration Farming Project intends to introduce new cash and food crops, new methods of farming and a cooperative use of machinery and tools in selected plots throughout the community for diverse and increased yields. The Food Growing Project intends to produce components of a balanced diet for the village locally in sufficient quantity to feed the entire village. The Income Crops Project proposes to increase village income by growing fruit, grains and vegetables for marketing in Tangerang and Jakarta. The Animal Raising Project is designed to increase the amount of meat and eggs produced by organizing the raising of animals in the community into specific enterprises beyond the individual household.



### III

#### COMMUNITY LIFE PROPOSALS

The third proposal arena is Community Life, that component within any human settlement which binds people living in proximity into a social fabric. This arena suggests a system of physical and social infrastructures and a series of structured occasions that develop cooperation and awareness of the Kelapa Dua Human Development Project. The three Community Life Proposals are Public Works, Basic Services, and Local Culture. The Public Works Proposal recommends developing community services--improved irrigation, telephones, all weather roads, electricity and clean drinking water. The Basic Services Proposals call for health, nutrition, and sanitation projects aimed at enabling Kelapa Duans to acquire a new body adequate to the new task which they have set for themselves. The Local Culture Proposal suggests the means by which village citizens are drawn together into a functional community by holding celebrations, creating dramatic visual symbols and decor, holding communal work projects, providing very local decision-making and effecting systems and establishing a liaison with outside public and private sectors. The people of Kelapa Dua are concerned with issues of cooperation that are shared by other communities across the world. There is a signal opportunity to build practical forms of cooperation between individuals and among kampungs.

F

#### PUBLIC WORKS

The coherence of a group of people is based in large measure upon their shared means of living. Villagers can obtain services such as potable water, irrigation, power supply, transportation and communication as a group, when developing them privately is far beyond the means of any single family. The Public Works Proposal contains three main projects. The Water Development Project utilizes the annual cycle of wet and dry seasons as an opportunity for inclusive management of water resources by the community. It includes the more efficient use of present irrigation resources: deepening the lake, clearing and widening irrigation channels and expanding existing catchment areas to hold rainfall for irrigation use in the dry season. At the same time it calls for the digging of new catchment facilities and utility wells to supplement available irrigation water. The Local Utilities Project signals a resolve to have access to the larger society by installing communications, power supply and potable water. Telephones are projected among kampungs with lines provided outside Kelapa Dua. Deep wells are suggested to provide pure drinking water with a pumping and reticulation network to deliver it to households in the kampungs. Electrical power will be provided for

household use. The Road Building Project provides transport routes within and among the kampungs including well-defined foot paths and roads which can withstand the wet season and sturdy bridges more frequently placed across streams and rivers. Another side of this project is providing major roads to other villages and to Tangerang. Overall, the Public Works Proposal foresees the provision of basic infrastructures for the village is a real possibility for Kelapa Dua.

Development of the Kelapa Dua community depends on providing every member of the community with the physical vitality and energy needed to engage his creativity in the development of the village. The Basic Services Proposal offers three projects to create a stronger village: the Health Care Project, Balanced Nutrition Project and Public Sanitation Project. The Health Care Project delivers basic clinic services and preventive measures to all residents of the community. A referral system allows access to professional treatment outside the village. Local personnel will be trained to ensure sufficient staffing and continuity. The Balanced Nutrition Project provides community kitchen facilities to serve well-balanced meals for all of the villagers to promote more nutritious use of available foodstuffs and to train a staff of village women to run the kitchen and to demonstrate healthful food selection and cooking techniques. The Public Sanitation Project provides structures which will upgrade the general health of the village by improving domestic housing conditions and installing adequate drainage systems for waste water. Sewage will be effectively treated so that it does not pollute the water. Public laundries will be erected to provide safe water for washing. The creation of structures which transform the physical environment will enable all residents of Kelapa Dua to participate effectively in the upgrading of village life.

G  
BASIC  
SERVICES

The Local Culture Proposal deals with means by which village citizens are drawn together into a functional community. It intends to recapture the story of Kelapa Dua's destiny and to reinforce its vision of the future. The Local Culture Proposal contains five major projects. The Celebrative Events Project provides a regular rhythm of celebrations and happenings that mark specific times, emphasizing their meaningfulness. A calendar of all community events will both inform villagers of planned activities and be a sign of the community's decision to celebrate the total life and work of Kelapa Dua. It includes celebrating major holidays and accomplishments, and holding festivals which include the entire village. The Village Identity Project aims to dramatize the ongoing life of Kelapa Dua. A Community Center will act as a central node for the village; residents will articulate the story of "What is Kelapa Dua?"



H

LOCAL  
CULTURE

and create signs, banners, posters and tee shirts to remind themselves and outsiders of the project. The Corporate Work Project organizes the energy of the villagers on workdays and task forces to carry out group projects, establishing group cohesion at the same time. Such workdays would include building construction, cleanup, initiating major industries, and preparing for special events like market days and celebrations. The Care Structures Project gives ways to articulate the community consensus and provides the means of acting out that consensus. Broad new images of responsible care are to be effected through quarterly community planning meetings, leadership sessions and task force groups. It subdivides Kelapa Dua into geographical units through which local, national and global information can be issued and effectively handled. The External Relations Project promotes Kelapa Dua's relations with the larger society, maintaining an effective liason with public and private sectors. Telling the Kelapa Dua story is necessary to harness the available funds and to establish the appropriate relations with public structures. These components operating in concert with one another will increase community cooperation and build community pride, impacting neighboring villages with new possibilities for local man to shape his future in local community.

## I. FUNCTIONAL EDUCATION

## A. Practical Training Proposal

ICA Consultants

Plate 3A

1. FARM TECHNIQUES PROJECT	1 Poultry Training	enabling improved chicken production
	2 Irrigation Management	extending agricultural water usage
	3 Farmer's Guild	accelerating farm skills application
	4 Fertilizer Application	multiplying field crop yields
2. MANAGEMENT METHODS PROJECT	5 Basic Bookkeeping	keeping needed financial records
	6 Business Systems	enabling ordered commercial operation
	7 Local Marketing	showing effective sales techniques
	8 Office Practices	teaching basic secretarial skills
3. VOCATIONAL TOOLING PROJECT	9 Mechanical Skills	encouraging general machinery knowhow
	10 Technical Center	providing advanced training courses
	11 Construction Trades	introducing new building methods
	12 On-site Instruction	supplying inservice skills training
4. CRAFTS INSTRUCTION PROJECT	13 Elder Teachers	transmitting traditional craft skills
	14 Outside Instructors	communicating new craft techniques
	15 Artist Training	guiding local creative talent
	16 Traditional Means	recovering total artistic heritage
5. DOMESTIC COMPETENCE PROJECT	17 Health Education	teaching preventive health methods
	18 Home Economics	developing household managing ability
	19 Child Development	ensuring effective child rearing
	20 Cottage Industries	sharpening part-time income skills



## B. Social Prowess Proposal

ICA Consultants

Plate 3B

6. IMAGE EXPANSION PROJECT	21 Cultural Center	displaying local art forms
	22 International Visits	encountering other social situations
	23 Heritage Explorations	recovering unique historic greatness
	24 Community Radio/TV	increasing global information access
7. WOMEN'S FORUM PROJECT	25 Women's Council	organizing women's social engagement
	26 Formal Occasions	holding regular women's gatherings
	27 Celebrating Planning	shaping meaningful community events
	28 Feminine Arts	exchanging domestic craft techniques
8. YOUTH ACTIVITIES PROJECT	29 Common Nodes	providing student meeting place
	30 Multi-Purpose Classes	learning new functional skills
	31 Social Clubs	structuring young people's engagement
	32 Recreation Activities	creating physical development events

## I. FUNCTIONAL EDUCATION

## C. Foundational Skills Proposal

ICA Consultants

Plate 3C

9. ADDITIONAL INFORMAL SCHOOLING PROJECT	33 Resource Center	pooling imaginal learning equipment
	34 Elementary System	extending childhood learning chances
	35 Pre-Secondary Classes	remedying elementary education lacks
	36 School Rooms	building back up education facilities
10. EARLY LEARNING PROJECT	37 Child-care Structures	supporting adult village involvement
	38 Teacher Training	developing skilled local educators
	39 Infant School	structuring quality baby care
	40 Village Pre-School	providing toddlers' learning program
11. ADULT EQUIPPING PROJECT	41 Literacy Instruction	ensuring reading/writing competence
	42 English Tuition	fostering global language exposure
	43 Social Studies	expanding global social awareness
	44 Basic Mathematics	facilitating daily work competence



## II. ECONOMIC EXPANSION

## D. Commercial Development Proposal

ICA Consultants

Plate 3D

12. COOPERATIVE TRADING PROJECT	45 Direct Marketing	eliminating excessive handling costs
	46 Contract Sales	developing steady produce markets
	47 Bulk Buying	securing commodity price advantages
	48 Transport System	providing low cost cartage
13. VILLAGE SAVINGS PROJECT	49 Credit Union	pooling community economic resources
	50 Low Cost Loans	supplying village investment funds
	51 Savings Campaign	generating additional local capital
	52 Financial Advice	insuring wise economic choices
14. LOCAL MARKET PROJECT	53 Market Place	establishing village retail outlets
	54 Fuel Store	supplying local petroleum needs
	55 Local Warehouse	constructing common storage space
	56 Cold Storage	enabling food stocks accumulation
15. NEW INDUSTRY PROJECT	57 Cottage Handicrafts	engaging available productive talent
	58 Food Processing	maximizing produce sales value
	59 Assembly Plant	expanding local job opportunities
	60 Construction Materials	producing local building supplies

## II. ECONOMIC EXPANSION

## E. Agricultural Development Proposal

ICA Consultants

Plate 3E

16. DEMONSTRATION FARMING PROJECT	61 Experimental Plots	actuating crop improvement plan
	62 Technical Innovation	adapting new farming methods
	63 Machinery Pool	using common agricultural implements
	64 Crop Trials	testing farm produce varieties
17. FOOD GROWING PROJECT	65 Diet Staples	providing basic village foods
	66 Vegetable Farming	increasing daily menu options
	67 Plant Proteins	insuring adequate nutrition balance
	68 Stock Feed	growing animal feeds locally
18. INCOME CROPS PROJECT	69 Village Orchard	producing high profit fruits
	70 Market Garden	developing salable food surplus
	71 New Grains	diversifying dry land crops
	72 Hybrid Seed	upgrading local rice yields
19. ANIMAL RAISING PROJECT	73 Meat Chickens	supplying regular animal protein
	74 Egg Production	expanding poultry industry potential
	75 Controlled Fishing	managing local agricultural resource
	76 Goat Farm	controlling increased goat herd



## III. COMMUNITY LIFE

## F. Public Works Proposal

ICA Consultants

Plate 3F

20. WATER DEVELOPMENT PROJECT	77 Irrigation Channels	upgrading farm water delivery
	78 Lake Renewal	renovating water storage facility
	79 Rainfall Catchment	improving natural run-off capacity
	80 Utility Wells	employing underground water supplies
21. LOCAL UTILITIES PROJECT	81 Basic Communications	providing external/internal services
	82 Water Supply	tapping pure water resources
	83 Domestic Reticulation	building home delivery network
	84 Electric Power	developing home power supply
22. ROAD BUILD BUILDING PROJECT	85 Internal Movement	building all-weather village roads
	86 Bridge Construction	erecting adequate stream crossings
	87 Access Highways	paving major connecting roads
	88 Village Pathways	constructing foot travel network

## III. COMMUNITY LIFE

## G. Basic Services Proposal

ICA Consultants

Plate 3G

23. HEALTH CARE PROJECT	89 Village Clinic	systematizing local health care
	90 Medical Referral	ensuring expert treatment access
	91 Local Aides	training village clinic personnel
	92 Preventive Measures	ending indigenous disease problems
24. BALANCED NUTRITION PROJECT	93 Community Meals	balancing local nutrition intakes
	94 Kitchen Facilities	procuring volume cooking equipment
	95 Food Management	promoting adequate food utilization
	96 Trained Staff	developing new village nutritionists
25. PUBLIC SANITATION PROJECT	97 Waste Water	installing adequate village drainage
	98 Sewage System	effecting systematic waste treatment
	99 Washing Station	building public laundry house
	100 Housing Standards	improving domestic dwelling condition



## III. COMMUNITY LIFE

## H. Local Culture Proposal

ICA Consultants

Plate 3H

26. CELEBRATIVE EVENTS PROJECT	101 Local Calendar	scheduling community time rhythms
	102 Regular Happenings	enabling appointed social occasions
	103 Holiday Celebrations	rehearsing special cultural events
	104 Periodic Festivals	celebrating villagers' common life
27. VILLAGE IDENTITY PROJECT	105 Community Center	establishing central node facility
	106 Unifying Story	articulating common village identity
	107 Visual Symbols	claiming total village space
	108 Architectural Design	planning overall physical layout
28. CORPORATE WORK PROJECT	109 Village Construction	building community public facilities
	110 Regular Maintenance	scheduling village physical upkeep
	111 Workdays	organizing special work projects
	112 Work Corps	employing consistent labour pool
29. CARE STRUCTURES PROJECT	113 Quarterly Congress	forging major communities direction
	114 Community Council	formalizing local leadership
	115 Voluntary Task Forces	implementing total village consensus
	116 Care Units	commencing regular geographic care
30. EXTERNAL RELATIONS PROJECT	117 Liaison Office	building new outside relationships
	118 Promotion Agency	projecting local demonstration story
	119 Funds Developments	harnessing available fiscal resources
	120 Government Relations	honoring public sector structures

## PART FOUR

### THE TACTICAL SYSTEMS

#### TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the 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. The team then organized its list of actions into basic tactics for each proposal. Finally all of the teams' work 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 five tactical arenas, nine paratactics, 32 basic tactics and 213 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 nine paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The five tactical arenas illustrated by Plates 4A-4E hold the systems together and



represent the overarching tasks to be accomplished. These inclusive groupings are described in the subsequent paragraphs. The master chart and detailed descriptions of each tactic follow.

ARENA  
A

Tactical Arena A, Establishing Essential External Relations, consists of two paratactics and six basic tactics. This arena is designed to create supportive relationships between Kelapa Dua and the outside experts in modern technology, governmental agencies and the private sector and to extend the business relationships of the village to Tangerang, Jakarta and beyond. In addition to releasing necessary financial support and fiscal services, the basic tactics serve to keep a large cross-section of people in the public and private sectors informed about and involved in a corresponding expansion of trade; similarly, additional equipment and capital flow will be needed to generate development. These tactics deal directly with providing the intra-village and extra-village physical and commercial support systems, opening up new possibilities of economic prosperity.

ARENA  
B

Tactical Arena B, Expanding Local Economy Base, is comprised of two paratactics and four basic tactics. This arena is directed at broadening the narrow agricultural base and stimulating the growth of industries needed to expand the economic potential of the villages. Local craft industries need to be expanded and new local industries need to be introduced to broaden the economic base and increase the flow of capital.

ARENA  
C

Tactical Arena C, Building Basic Village Structures, consists of two paratactics and ten basic tactics. The tactics in this arena are crucial to rebuilding the physical appearance of the village. These tactics are urgently needed to restore human vitality and energy at both the physical and social levels. These tactics deal directly with improving village life by immediate action to provide adequate public structures and basic utilities for all the residents. The tactics in this arena are concerned with eliminating and preventing diseases, providing health care, improving sanitation, providing adequate housing and upgrading the basic level of community nutrition. The implementation of these tactics provides foundational support to the total project.

Tactical Arena D, Extending Fundamental Village Education, contains two paratactics and six basic tactics. These are concerned with the imparting of basic skills and providing practical training. A comprehensive education program of preschool education, adult literacy and informal

## ARENA

D

educational experiences will be initiated to broaden the age ranges and types of schooling now available. For adults, the thrust will be directed toward developing local leadership and practical training in farming techniques, water management and new vocational skills. These tactics will give ongoing training in a broad spectrum of life skills which will support the agricultural, social and commercial development of the village.

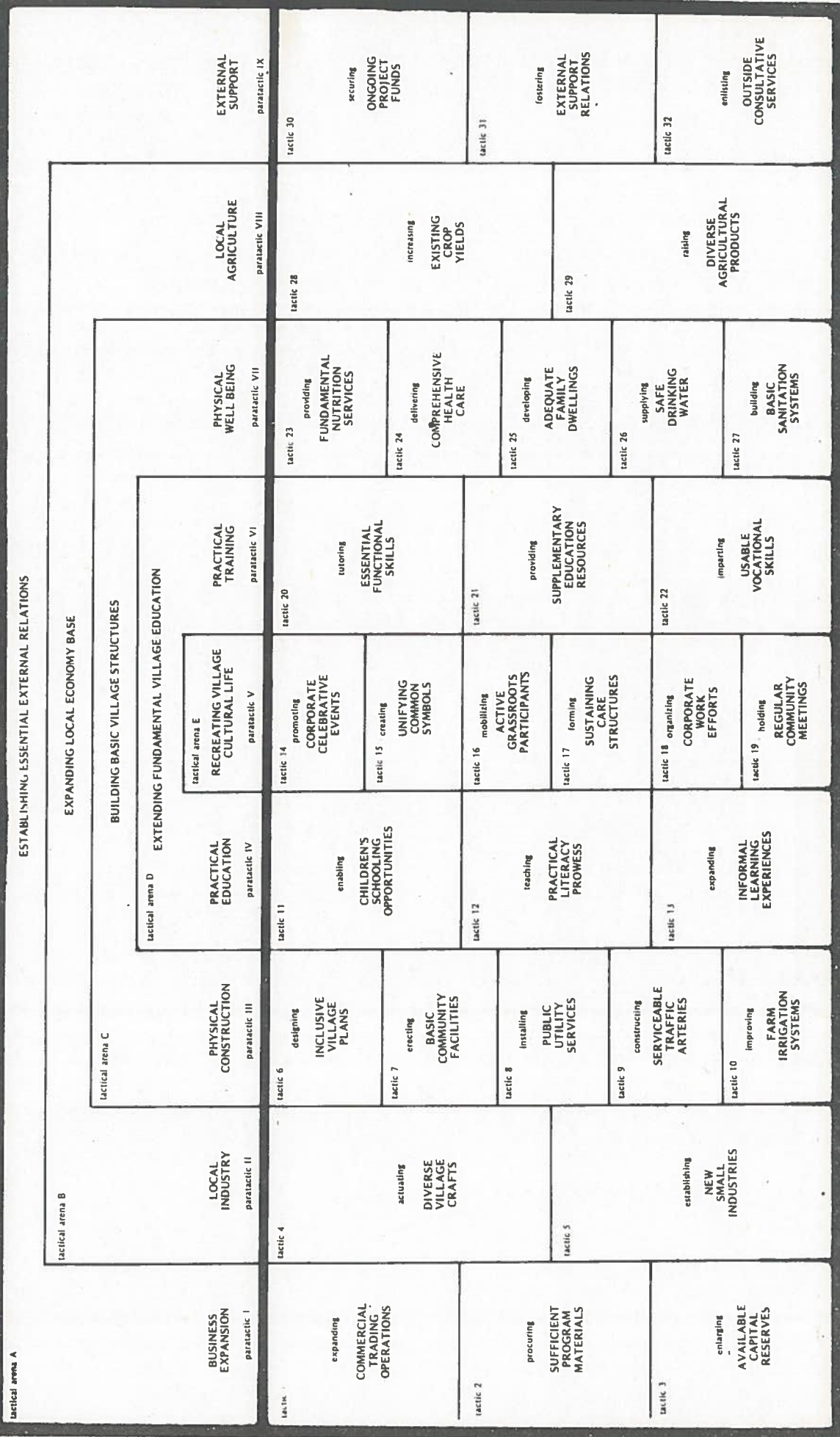
## ARENA

E

Tactical Arena E, Recreating Village Cultural Life, consists of one paratactic and five basic tactics. Fundamental to the development of any community is motivation. Arena E seeks to provide the structures and events which remind the people of Kelapa Dua of the historical greatness they share and the global destiny which is theirs to create. The many corporate events incorporated in this tactical arena, such as work days, task forces and creation of the community center, will be the signs that people are working together to care for their community. The structuring of this unity in the form of various groups will give every member of the community a number of ways to participate in its total development. This arena is the center of the total tactical system and is designed to dramatize village identity through symbol reappropriation and space design. These tactics will recover and transpose the village heritage, motivating the people to creatively engage their lives.



## TACTICAL SYSTEMS CHART



TACTICAL ARENA A: Establishing Essential External Relations

Paratactic I: Business Expansion

Economic viability will be demonstrated in Kelapa Dua by establishing trade expansion, credit arrangements and material procurement systems. Cooperative trade will insure expanded access to consumer goods. Village commerce will be developed with the establishment of a community market. Equipment and materials for the Project will be bought in bulk at reduced rates or secured by in-kind to keep cost low and to expedite delivery schedules. Appropriate stock inventory procedures will be instituted. The available local capital will be pooled to provide loans to the residents and to keep money circulating within the community. Chambers of commerce and bank credit arrangements will be established.

Tactic 1: Expanding Commercial Trading Operations

- Subtactics
- 1 Expanded community trade will increase the amount of capital coming into the village while enabling increased employment and movement toward economic self-sufficiency. The trading company will be chartered with the government to coordinate bulk buying, freight
  - 2 service, product promotion and the local market by maintaining records of economic transactions. The freight service will be started using the community truck to pick up and deliver goods
  - 3 regularly at cost to Kelapa Dua from Jakarta and Tangerang. Local products of the crafts industry and export crops will be promoted in Tangerang, Jakarta and on the international
  - 4 market through a sales task force, using brochures, a handicraft catalogue and a selection of samples. Bulk buying will be instituted by soliciting orders from the community stores for
  - 5 staple items and purchasing them in Tangerang for the store at wholesale prices. The community market will be held daily from 8-10 a.m. at the Tangerang Road. The market will be an
  - 6 outlet for local goods and for retail items from outside Kelapa Dua. The market opening will be celebrated with the sale of the first village grown vegetables and fresh eggs and the establishment of KDTCO.

Tactic 2: Procuring Sufficient Program Materials

- Subtactics
- Equipment, supplies and operator time will be procured for the project at minimal expense



7 to rapidly bring new goods and technology to  
the village. Recreational equipment will be  
8 procured in kind for the preschool, the youth  
activities center and the community center.  
9 A colt truck will be obtained that is large  
enough for sixteen passengers. Peanut pro-  
10 cessing equipment will be acquired including  
roasters, kettles for boiling, deep fat fryers,  
11 utensils, shellers and scalers. Raw materials  
for crafts which are not grown locally will  
12 be purchased on a regular basis for the crafts  
industry at the cheapest possible prices.  
13 New seeds will be procured from Bogor Agri-  
cultural Institute for rice, soybeans, cash  
14 crops, fruit and vegetables. Farm machinery  
will be acquired including a rotary tiller  
15 with attachments, a crop harvester and trac-  
tor with hydraulic lifter. A well borer with  
16 an operator will be borrowed that will bore  
3 to 6 inch holes to a depth of 300 feet.  
17 Two 10,000 gallon water storage tanks will be  
obtained that store drinking water for the  
18 domestic water system. Fish stock will be  
acquired from Bogor Agricultural Institute  
19 to stock the fish ponds until the breeding  
facilities are producing enough fries for  
stocking purposes. Two garden pumps will be  
located in kind--one 3 inch casing portable  
20 pump for the irrigation system and one 2 1/2 inch  
casing stationary pump for the domestic water  
21 system. Plumbing fixtures will be acquired  
including 1 inch and 2 1/2 inch plastic pipe,  
wash bowls, laundry troughs, showers and  
bathing cubicles. Dredging equipment will be  
borrowed for a month. Day old chicks will be  
procured from the Department of Agricul-  
ture, 1000 for laying and 1000 for meat.  
Health supplies will be in kind from the  
medical society, drug firms, private doctors  
and hospitals.

Tactic 3: Enlarging Available Capital Reserves

Subtactics Increasing capital reserves of the community  
will provide Kelapa Dua with the base for  
20 rigorous economic growth. A credit union will  
be formed on a village-wide basis that will  
pool local savings and attract outside capital.  
It will be located at the village center. A  
21 credit pool will be established with credit lines  
from the World Bank, the People's Bank of Indo-  
nesia and the Central Bank of Indonesia. Credit

- 22 pledges from guardians and local businessmen will be added to the pool. Private loans will be made available to businesses and individuals on a short-term basis at minimum
- 23 interest rates. Savings deposits for the credit union will be acquired through a savings drive in the village, encouraging regular savings and deposits from residents.
- 24 A community fund will be established and administered by a group of residents. The funds will be obtained from local businesses, public enterprises and share unit trusts.

TACTICAL ARENA B: Expanding Local Economy Base

Paratactic II: Local Industry

To raise the living standard and increase the flow of capital into Kelapa Dua, business will be invigorated by increasing production in the crafts industry and by introducing new small industries. General employment in the crafts arena will be improved by expanding and diversifying the existing craft industry. The establishment of new small businesses will release the villages from total dependence on agriculture.

Tactic 4: Actuating Diverse Village Crafts

- Subtactics
- 25 Activating and diversifying the craft industry to produce for export will provide Kelapa Dua with increased income. New craft products made of bamboo and pandan leaves will be made for Jakarta and international markets. Mats, hats, bags, bed frames, window frames, baskets for storage or winnowing, containers for
  - 26 transport of rice, fruits and vegetables will be produced. Craft techniques to prepare the raw materials including splitting, soaking and curing and improving the product finish will be developed. Division of labor in the crafts
  - 27 industry will be instituted by having apprentices prepare the raw materials, master craftsmen work on the craft products and do the finishing. Apprentices will also prepare the products for shipment. Quality control will
  - 28 be incorporated by meeting specifications of soak time, cure period, width and gauge of prepared materials and by inspecting finished products. Pride of craftsmanship will be fostered by weekly production and sales volume announcements, by semi-annual crafts
  - 29 contests and by quarterly display of high quality local products.



**Tactic 5: Establishing New Small Industries**

- Subtactics** Small industries being introduced in the village will improve the flow of capital into the village, increase employment and demonstrate the viability of industrial growth and development.
- 30 A brick industry will be started on the hill near the staff house. It will consist of a kiln holding 4000 bricks per batch, molds for bricks and tiles, trimming equipment, drying shelves and a mixing area.
- 31 A sewing industry will begin with six sewing machines and eight women who will initially produce sheets and pillow cases and later make clothes for local sales and for export.
- 32 The peanut industry will produce roasted, boiled and fried peanuts which will be packaged and sold in Tangerang. It will be located under a shelter with gas burners, deep fryers, deep cookers and deep kettles filled with sand for roasting and with drying and packing space.

**TACTICAL ARENA C: Building Basic Village Structures**

**Paratactic III: Physical Construction**

To improve the physical environment of Kelapa Dua, a village reconstruction plan will be done by creating plans, constructing public facilities, installing a water system and a telephone, improving and adding to the roads and upgrading the irrigation system. Comprehensive plans of the physical environment of the village will create a picture of the future and develop a sense of anticipation. Construction of community facilities will provide space for recreation, education and other social activities. The installation of the essential utilities of electricity and telephone communications will provide immediate access to Tangerang and Jakarta. Upgrading of existing roads and construction of secondary roads and pathways will facilitate mobility of goods and people. An adequate irrigation system will increase land productivity.

**Tactic 6: Designing Inclusive Village Plans**

- Subtactics** Comprehensive planning of facilities is essential for effecting rapid socio-economic development of Kelapa Dua. A set
- 33 of maps will be prepared to include topography, land utilization and projected land use. These will be used by the residents

for extending development plans. Land ownership details will be placed on a projection map and a current use map. A village plan will be created projecting the development of the pathways, roads, channels, washing blocks, sanitation units, recreational areas, the brick kiln, the preschool and the market. Community nodes in each stake will be used as places for public announcements and community gatherings. At these nodes, bulletin boards will be erected for posting notices.

#### Tactic 7: Erecting Basic Public Facilities

Subtactics Public facilities will provide common places for work and community activities. An "adventure playground" will be built on a plot of unused land near the preschool using locally constructed equipment. A small warehouse will be built near the main road to receive and store community goods until needed. A credit office will be set up with files and office furniture in a 10 square meter area of the community center. A community center will be built in a location central to all three Kampung, consisting of meeting rooms and community offices and furnished with chairs, tables and a bulletin board. Youth facilities will be set up at the community center, including a sports field, games room and meeting space. A maintenance workshop will be located in a shelter with a 6x9 meter concrete floor. It will be equipped with tools for the minor repairs and service of vehicles, farm machines and pumps. A community kitchen will be constructed which is equipped with tile floors, bottled gas burners, a refrigerator, storage space for food and utensils, dish and hand washing facilities, work counters, chairs, tables for 100 people and cooking and eating utensils for 600. A health center will be set up with examination equipment, pharmaceutical supplies, educational materials, health files, refrigerator, sterilizer and scales. Fish ponds will be dug in each stake. Improved fish will be introduced with one pond to be developed into a fish hatchery. Chicken coops will be built off the ground of locally available materials and with protection against snakes and rodents, and



with feeding and water troughs and brooding facilities. Seed and grain storage will be constructed off the ground with ventilation to keep the grain dry and to prevent loss by animals and rodents.

**Tactic 8: Installing Public Utility Services**

- Subtactics** To provide the utility services necessary for business, industry and home use, electrical power and telephone service will be provided. A public telephone will be installed at the community center. For temporary power a 10,000-watt diesel generator will be installed. The power transmission lines will be connected to the temporary power system and then to the public power system when it is available. Public utilities will be maintained by a community task force with technical assistance from professionals in Tangerang and Jakarta. More permanent power supplies will be requested from the PLN when such service becomes available.
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**Tactic 9: Constructing Serviceable Traffic Arteries**

- Subtactics** The construction of roads and bridges will link the three villages more closely, provide for freer movement internally as well as secure a necessary link with Tangerang. Improvements for the Tangerang road, including asphaltting and building concrete drainage culverts will be coordinated with the Lurah and other interested parties. The unfinished road from Dahung to Asam will be completed. A new road will be built from Dahung to Nurdin. All main pathways will be gravelled, given clearly defined borders and graded for drainage. Five footbridges will be constructed for safety and permanence, three across the irrigation channel to Dahung number 2, one between Dahung and Nurdin and one from Nurdin to the north fields.
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**Tactic 10: Improving Farm Irrigation Systems**

- Subtactics** To supply continuous water to cash and food crops during the dry season and flood control during the wet season, it is necessary to improve the existing irrigation system.

- 58 An irrigation channel will be built along the natural contour lines through kampungs Asam, Nurdin and Dahung, providing sufficient delivery head to the feeder channels. The
- 59 existing system of two irrigation canals and three channels will be desilted and repaired. Mudweir dams of rocks and mud will be built
- 60 across the major canals. Water catchments will be dug 6x6x1.5 meters before the beginning of the monsoons, on high land accessible to all
- 61 the padi fields. Efforts will be coordinated with neighboring kampungs to desilt and re-furbish the irrigation lake to the south of
- 62 the village. A monitoring system will be installed at the lake near each catchment outlet. It will record the water levels and
- 63 regulate the flow of water through a system of gates. A control system will be developed in cooperation with Kelapa Dua district officials
- 64 to rationally use the water system and fish stocks of the lake.

#### TACTICAL ARENA D: Extending Fundamental Village Education

##### Paratactic IV: Practical Education

Broad practical education will accelerate the total development of Kelapa Dua by offering advancement opportunities to the community. A village preschool will ensure that all children receive a fundamental education. Both formal and informal educational opportunities will be offered for the adults of the community. This training will emphasize a broad range of skills for more effective societal participation. Basic literacy in Indonesian, Sundanese and English will be included. Opportunities for contact with society at large and the offering of effective images of the 20th Century will be promoted. The total community will sense itself involved in the educational thrust of Kelapa Dua through house visits, meetings and cultural trips which encourage interest and responsibility.

##### Tactic 11: Enabling Children's Schooling Opportunities

- Subtactics Comprehensive schooling experiences are needed
- 65 to develop children's intellectual abilities and enable primary education. A central preschool including infant care will be initiated near the community center for all
- 66 preschool age children in Asam, Nurdin and Dahung. Imaginal curriculum will be created and geared toward developing the child's basic
- 67 skills and social, psychological and creative



- 68 capabilities. A trained faculty will be developed using local mothers initially as teaching aides while preparing them to be teachers. A mothers' auxiliary will be formed to give ongoing assistance to the programs.
- 69 A promotion scheme will be conducted, encouraging children to attend preschool and public schools. Special programs will be offered for children not attending school.
- 70

Tactic 12: Teaching Practical Literacy Prowess

- Subtactics Community literacy will be taught to provide the community ready access to 20th Century technological skills and images. Volunteer teachers will be recruited to teach literacy along with Project staff. Basic skills in Indonesian will be offered, including reading and writing for the adults of the village at evening classes. Conversational Indonesian and English will be taught on a regular basis at informal gatherings in the community center and at guild meetings. English will be taught in a structured situation to youth and adults of the community who require formal training because of special job requirements. English conversation will be held on an informal basis when English speaking people are present. All public signs will be printed in Indonesian, Sundanese and English.
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Tactic 13; Expanding Informal Learning Experiences

- Subtactics The residents of Kelapa Dua will be exposed to historical and contemporary global culture in order to broaden their imagination to see the possibilities available to them in Kelapa Dua. Centers of 20th Century technology will be visited. These will include hotels, office buildings, highrise buildings, airports, TV and radio stations, newspaper offices and shopping centers. Field visits will be made to factories, markets and agricultural projects to view relevant methods of industry, economics and agriculture. Heritage visits will be made to Sundanese and Bantanese landmarks in West Java and to the Borobudur Temple in Central Java. Regular visits will be made to national places of interest such as the MONAS, Mini Indonesia, Jakarta museums, the National
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- 82 Mosque and the President's Palace. Other Human Development Projects will be visited by local leaders chosen to represent Kelapa Dua. A community television will be installed
- 83 at the community center for general community viewing and use as a teaching tool. A crafts exposition will be used as a way to bring
- 84 crafts from throughout Indonesia and Asia for viewing at the community center.

#### TACTICAL ARENA E: Recreating Village Cultural Life

##### Paratactic V: Cultural Life

Village residents will grasp the power of their community and their role in it with new significance as new images and social structures are created to breathe new life into Kelapa Dua. Traditional symbols will be described with contemporary impact to unify the community and to impart a sense of their identity. Celebrative events will be held periodically to infuse village life with fresh perspective and spirit. Village meetings will be so conducted as to permit total participation. Comprehensive village care will affirm the unique worth of each individual and his community. Corporate work events will allow for broad participation and will foster community pride. Regular community meetings will be scheduled and held, creating a framework through which the Project will be planned and actualized.

#### Tactic 14: Promoting Corporate Celebrative Events

- Subtactics Celebrative events will encourage social unity and provide expressions of meaningful participation in society. A time design will be prepared to include all social and cultural celebrational events. Community achievement events
- 85 which signal the completion of a community undertaking will be held. Transitions into
  - 86 the rainy and harvest seasons will be celebrated. The Selamatan Empat Puloh will be
  - 87 appropriately celebrated. A wedding will be
  - 88 celebrated, incorporating community participation in a bersanding ceremony and represented with a corporate wedding gift to the couple.
  - 89 An agricultural fair will be held annually in
  - 90 January at the community center where guild products will be displayed. National days will
  - 91 be celebrated in the village with community singing, special meals and the national story.



**Tactic 15: Creating Unifying Common Symbols**

Subtactics Common symbols will be created to promote village unity and to enrich the cultural heritage. Community songs will be corporately written and sung at guild meetings and festivals. Historical stories will be written using research on the family tree of the Sunda people, for guild meetings, community celebrations and the children at school. Community symbols will be created for the Guild meetings. Artifacts will be collected during cultural trips to Banten and prominently displayed. A mural of the history and heritage of the people will be presented. Various artifacts will be used as home decor. A relief map of Indonesia will be built and explained. Local news and notices of events will be posted. Community rituals for meetings and celebrations will be created. Landmarks will be located and designated as historical sites. A model village will be constructed in miniature to promote new images and to solicit creative responses for future planning. A community grid will be created symbolizing five stake areas and the Kelapa Dua project as a whole, and displayed in prominent places throughout the community.

**Tactic 16: Mobilizing Active Grassroots Participants**

Subtactics Ongoing development of the village demands large-scale grassroots participation. The village women will be invited to recruit and plan educational and social gatherings and to encourage the active participation of their neighbors. Key women will be trained for local leadership. With the help of the Lurah, village elders and stake leaders, all residents will be recruited to attend meetings and celebrative events. Visitation and posters will be used in this special recruitment. All community programs will be promoted by public notices, home visits and guild meetings. A house-to-house survey will be carried out semiannually to discern the interests, activities and aptitudes of each household member in the entire community.

Tactic 17: Forming Sustaining Care Structures

- Subtactics A stake care system will be created to ensure that the programs meet the actual ongoing needs of the residents of Asam, Nurdin and Dahung, and that every local resident is cared for. Stake areas will be created to divide the kampungs into five approximately equal geo-social units. At least four stake leaders will be recruited from each stake area to recruit and lead regular weekly community meetings in each of their respective geographical areas. Regular visits will be made by the stake leaders to each family in their area to collect and survey the needs of the total community. One of the first of these surveys will be conducted by talking to local leaders and their families to compile data on the age and school experience of every resident of the three kampungs.
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- Bulletin boards will be erected in a central place to disseminate information, display the global grid, exhibit world and local news and announce events for the community's care and growth. A monthly community newspaper will be written by a guild, printed on an inkind press and delivered to the whole community. Local languages will be used throughout. A small social node, with park benches where people can stop and share daily news, will be located in each stake.

Tactic 18: Organizing Corporate Work Efforts

- Subtactics Organization of community work forces will enable rapid completion of tasks and will foster corporateness among residents. Workdays will be carried out weekly to clean and beautify the village and to implement special projects. Six-week work projects will be accomplished by the community's youth. Public spaces will be cared for daily by village women. A task force will be organized for the planting of crops. In the community nodes, work charts will be displayed which show all necessary construction and maintenance work to be done. Quarterly task force assignments for community members will be made by the community council, establishing criteria for hiring community members to do specific jobs. Work forces will be organized by guilds to do specific programs on a volunteer basis, especially on guild nights and Saturdays.
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## Tactic 19: Holding Regular Community Meetings

- Subtactics Group meetings will take place on a regular basis, to foster corporate effort and to enable maximum participation of Kelapa Dua residents. Weekly youth socials will be organized for recreation at the community center with occasional trips to historical sites.
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- 124 Weekly guild meetings will be held by program arenas to plan and execute specific tasks.
- 125 Two-hour monthly meetings will be instituted at which the community will highlight achievements and project events for the next month.
- 126 Three-hour quarterly meetings will be conducted in the community center with a celebrative meal, special decor, songs, rituals, reports, guest speakers and a display of guild work products. Annual meetings will be held in which the whole community will make detailed plans for the programs of the coming year.
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- 128 Child care will be provided during all community meetings.

## TACTICAL ARENA D: Extending Fundamental Village Education

## Paratactic VI: Practical Training

The provision of training in functional and vocational skills to undergird the rapid growth of agricultural and commercial enterprises within Kelapa Dua will be crucial for eventual self-sufficiency. Basic education will be given beyond the formal educational structures to allow the village to use its particular gifts effectively. Functional skills of the 20th Century will be offered in formal and informal situations. Specialized training in land management, machinery use, technical skills and business administration will enable citizens to increase productivity and to initiate new industries. A resource center will provide access to images and methods of the contemporary world that will direct residents toward more effective engagement.

## Tactic 20: Tutoring Essential Functional Skills

- Subtactics: The adults of the community need the opportunity to learn a more extended repertoire of practical skills. Leadership training will be offered informally through conversations and student participation in leadership roles at guild and stake meetings. Youth training programs will be given through excursions to the Jakarta area for travelling and shopping.
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- 131 Family life labs will be conducted on weekends, providing skills in symbolic life, budgeting, family education, decision-making, home decoration and time use. Domestic arts for women will be taught at the staff house. These classes will include sanitation, nutrition and sewing. Parental care guidelines will be taught to young mothers at the preschool meetings, including symptoms and care for children's illnesses and preparation of nutritional foods. Hygienic care will be taught at the staff house by the health clinic staff, dealing with personal and family hygiene, dental health and skin care.
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Tactic 21: Providing Supplemental Education Resources

- Subtactics
- A reserve of educational resources will be located in the community center to make curricula, books and educational materials available to all. A domestic skills curriculum will be designed for cooking, hygiene, home care and sewing. An agricultural curriculum will be developed on crop diversification, increased productivity, animal husbandry and the use and repair of machinery. A guild curriculum will be written on how to run meetings, lead activities for the guild and conduct leadership training. A social curriculum will be built on Indonesia and Southeast Asia. World maps, globes and other materials will be collected. Contextual comments that point to new roles for men, women and children will be available for reference in the resource center. Work contexts will be compiled for use in the community work projects. Easy-reading books in Indonesian and English, tapes of stories and music, film and filmstrips on social sciences and literature will be made available. Art prints and posters will be placed at several locations in the village. Methods of curriculum building, classroom management and student motivation will be compiled for reference by guild leaders, preschool and skills class teachers. Supplementary education will be carried on informally at the resource center for children who are out of school.
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**Tactic 22: Importing Usable Vocational Skills**

**Subtactics** Vocational skills give villagers access to outside employment and provide the community with a much-needed pool of skills. Mechanical skills to operate farm machinery, generators and vehicles and to make repairs will be taught at the community workshop. Business management will be taught to resident businessmen and credit union officials in the community center, stressing management budgeting and production management. Health training in physical and personal care will be provided for all village residents at the health clinic. Farm training in management, crop rotation, intercropping systems and crop husbandry will be provided to local farmers in part at the community center, but largely in the field. Irrigation skills in soil erosion and silting, the regulation of lake water flow, water conservation, flood gate operation and well construction will be offered to the farmers through tutorials, work experiences and field visits. Training in market systems, pricing and purchasing, wholesale buying and selling and cooperative marketing will also be given. A construction curriculum for masonry, carpentry, plumbing and electricity will be taught to the youth, masons and carpenters of the village. Maintenance training will be offered, including skills in the maintenance of pumps, generators, mains, transmission lines, motors and engines. Site observations for construction training will be organized to bring about awareness of problems and to gather advice for solutions. Health workers will be taught in informal and on-the-job situations. Elder craftsmen will be recruited to teach traditional crafts to apprentices.

**TACTICAL ARENA C: Building Basic Village Structures**

**Paratactic VII: Physical Well Being**

Basic physical requirements must be met to create the physical and intellectual vitality needed to improve the quality of life of Kelapa Dua. To insure this, a comprehensive health, nutrition and shelter program is essential. Inclusive health care service will be extended to villagers to reduce the major health problems of tuberculosis, anemia and intestinal parasites. Village meals and food preparation will be upgraded in order to establish sound nutritional practices. The re-

construction of existing housing units coupled with the construction of a model house will be a significant move in the direction of ensuring adequate housing for every citizen.

**Tactic 23: Providing Fundamental Nutrition Services**

**Subtactics** Balanced nutritional meals will work together with preventive medicine to provide the health and energy needed by the community for its daily work. Nutrition education will be initiated. Weekly curriculum designs will be taught by preparing food in the community kitchen, teaching nutrition in the school programs, involving the women in meal planning and posting informational flyers. Daily lunches will be served to school children and workers from the community kitchen, using special recipes and introducing new foods high in protein, vitamins and minerals. Nutritious meals will also be served at community events and celebrations emphasizing the celebrative nature of community gatherings and introducing new possibilities for using local foods.

**Tactic 24: Delivering Comprehensive Health Care**

**Subtactics** Comprehensive health care must be delivered so that the general health and well being of the community will be improved. Annual physical examinations will be given in the village health clinic by volunteer doctors starting with a health week in which the whole village participates. Constantly-updated health records on every village member will be kept at the clinic. Preventive medicine will be carried out regularly which will include immunization, deworming and dispensing vitamins. Those who have TB will receive regular treatment and semi-annual X-rays until cured. Pre- and post-natal care will be done in the health clinic and encouraged at meetings with mothers. Child health will be emphasized at the preschool through immunization and treatment programs. Family planning will be encouraged through meetings with mothers. A daily clinic will be operated by one of three medically trained people on duty during office hours to deal with regular medical problems and referrals. A referral system for both hospital and outpatient services will be established for those illnesses which cannot be adequately treated in the community. Sani-



- 167      tation monitoring of the drinking water and the sewage systems will be done weekly by the health clinic staff.

**Tactic 25: Developing Adequate Family Dwellings**

- Subtactics**    A housing program will provide every citizen with low cost, durable housing and improve living standards. A demonstration home will be built with concrete floors, brick walls and asbestos roofing, including a kitchen with storage space, stove and simple sanitation facilities. An open house will be held quarterly, displaying the demonstration house. Emphasis will be placed on its clean and convenient kitchen, comfortable living space and sanitation facilities. Domestic arts will be taught to women of the village at the demonstration house. These will include clothing, the cooking of new foods, using the washing blocks and the sanitation facilities. A guest house will be open for two-week live-in trials to selected families, giving preference to newlyweds. Existing homes will be renovated by a six-week youth task force using concrete slab flooring painting and supplying electricity to houses that will not be replaced by new construction. New houses will be constructed with brick walls, cement floors and asbestos roofs in a systematic way throughout the community.
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**Tactic 26: Supplying Safe Drinking Water**

- Subtactics**    A domestic water supply system will improve the standards of health and increase the vitality of the community. One deep well will be bored at a high point near Asam. A pipe system will be installed. A gravity feed and hydraulic ram system will be used to transport water to the washing blocks and public baths. Two galvanized iron storage tanks holding 5,000 gallons of water will be erected. Water maintenance systems will be initiated to clean, paint and maintain the tanks and the water system.
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**Tactic 27: Building Basic Sanitation Systems**

- Subtactics** Sanitation facilities will be installed to control the spread of disease and improve the general well-being of the village. One laundry washing block will be constructed for every four houses, serviced from the potable water reticulation system. Public baths will be built connected to the washing blocks using the hot and cold water supply and draining into covered pits. Public toilets will be constructed adjacent to the public baths using chemical treatment in waterproof tanks to be emptied every six months. Community garbage will be collected with organic waste being used in the compost heap.
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**TACTICAL ARENA B: Expanding Local Economy Base**

**Paratactic VIII: Local Agriculture**

The expansion of the village agricultural produce in quality and variety is the keystone of economic development both relative to local sustenance and to outside commerce. This will be done by maximum land utilization with rotational cropping, construction of additional agricultural facilities and optimal manuring. Crop multiplication with high quality seed, cash cropping and planting of new crops will be carried out. Fish culture will be developed. A demonstration farm will provide opportunities for villagers to experiment with and be trained in new farming techniques. Management of water resources to provide a more adequate irrigation supply will be introduced and demonstrated.

**Tactic 28: Increasing Existing Crop Yields**

- Subtactics** Existing crop yields will be increased to release land for cash and additional food crops. High-yielding rice seeds will be obtained from Bogor Agricultural Institute for planting in selected farm plots by the Farmers' Guild. Local varieties selected by yield and physiological observation will be multiplied in nurseries for distribution to individual farmers. Crop rotation systems, using nitrogen-fixing crops in rotation with the staple crop and vegetables, will be developed in the community. The system of intercropping will be introduced, utilizing the interrows between primary crops to cultivate food crops
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- 186 according to the planting cycle. Crop protection  
methods will be used for pest and disease control,  
employing chemical and biological systems. Compost  
187 fertilizer will be prepared in pits, one per  
quarter-acre of cropland, out of animal dung and  
ash collected from the village. A planting  
188 schedule will be used to prepare plants for  
planting date, to build up needed water in the  
padi fields and to schedule harvests. Inorganic  
189 fertilizer use will be promoted by acquiring fer-  
tilizer from the government and applying it to  
the fields on a regular schedule.

**Tactic 29: Raising Diverse Agricultural Products**

- Subtactics:** Diversification of food sources will broaden  
Kelapa Dua's agricultural base, increasing income  
and supplementing nutrition. New crops of ground  
190 nuts, vegetables, sugar cane and pineapples will  
be grown in corporate plots sited near the canals.  
191 Cash crops will be grown during the two planting  
seasons in selected padi fields and in centrally  
located demonstration farms. Soyabeans, corn,  
sweet potatoes, kacang hijau and kacang tanggak  
192 will be grown. Fruit farms will be established  
on the two hilly lands of Kampung Asam. The land  
will be terraced and planted with short-term fruits  
selected with an eye to the market potential in  
193 Tangerang. Vegetables will be grown in all the  
river areas and waterways extending to 30 meters  
on either side of the banks. Sawi, kangkong,  
194 cucumber, pumpkin, radish, eggplant, broccoli,  
tomatoes and chilies will be grown in a multi-crop  
plot. Chicken coops will be established near  
195 the households for raising chicken meat. The  
coops will be built in shady areas, roofed with  
dried sago palms, sheltered from rain and pro-  
tected from predator snakes and rodents with  
196 fencing and wire netting. All chickens will be  
inoculated with the help of a government veterinarian  
official and fed with correct feeds. Two hundred  
197 laying hens will be acquired and housed in three  
coops. A coop litter system will be demonstrated.  
A model fish farm will be established. Integrated  
tanks to include different varieties will be de-  
198 veloped. Three fish ponds will be constructed, one  
in each of the three kampungs. Existing ponds  
will be rehabilitated and stocked with high  
199 quality fish, especially Telapia. Good stocks of  
bamboo and daun pandan will be replanted in select  
plots and on vacant lands.

TACTICAL ARENA A: Establishing Essential External Relations

Paratactic IX: External Support

To foster rapid socio-economic development in Kelapa Dua it will be essential to create ongoing relationships with those persons in the public and private sectors who can offer advice, grant authorization or render assistance to the community. This assistance will be sought in order to secure regular services and financial aid. Large-scale funding will be obtained through gifts of monies or in-kind donations from private individuals, social agencies, corporations, foundations and government agencies. External relationships with Kelapa Dua will be created in many forms to promote the Project and spread the Kelapa Dua story. Consultants will be called upon to provide technical assistance in areas needed to develop the village.

Tactic 30: Securing Ongoing Project Funds

Subtactics    Ongoing funding of the Project is necessary to insure financial undergirding and rapid development of the community. A promotion packet will be created, including a Project description, a brochure, visual materials on the background and present state of the KHDP, program summaries with budgets and lists of project supporters, and other Human Development Project materials. Funding sources will be identified from the economic, political and cultural arenas which support commercial and social expansion through investment and donations. Funding proposals with budgets and supporting materials will be sent to development contacts who have shown interest in supporting the Project. Personal introductions to potential donors will be solicited from supporting friends of the Project. Development teams made up of ICA staff, villagers and colleagues will solicit funds on a weekly basis from donors, foundations and corporations. Quarterly development plans will be prepared consisting of sources, goals, projections, circuit rationales and authorization framing, all of which will be displayed on large wall charts.

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Tactic 31: Fostering External Support Relations

Subtactics    The actualization of the Kelapa Dua Human Development Project requires that the community be related to the public and private sectors on the local, regional, national and international levels



- 206 to maintain support and continued advice. Local relations will be maintained by visiting the Jaro and village leaders, informing and involving them in the progress of the Project. Relationships with private corporations will be maintained by
- 207 visitation to furnish them with specific details on Project requirements and involvement of their support, directly and indirectly. The government agencies, such as the Bogor Agricultural Institute,
- 208 Bandung Technological Institute, Department of Agriculture, National Electricity Company and Department of Education and Culture will be visited to acquire permission, licenses, assistance and
- 209 departmental advice for educational and health services, power supply, road construction and agricultural supplies. Service organizations will be visited with requests for backup technical support,
- 210 personnel expertise and advice on development plans. Selected foundations will be visited with appeals for specific expertise and advice on development plans.

**Tactic 32: Enlisting Outside Consultative Services**

- Subtactics** The support of outside consultants will provide assistance in the planning and actualization of the Kelapa Dua Human Development Project. A
- 211 Guardians' meeting will be held for the people from Indonesia and Southeast Asia in business and professional arenas who support the Project to ask for money, advice, time and expertise.
- 212 Professional advisers in finance, industry, government, and public leadership in Kelapa Dua, Tangerang and Jakarta will be visited with requests for legal and financial advice, contacts
- 213 and funding support. Regular on-site visits by consultants in business, crafts, farming and health will be scheduled. They will participate in the guilds and in the formal and informal training and work sessions with village residents.

ESTABLISHING  
ESSENTIAL EXTERNAL RELATIONS

ICA Consultants

Plate 4A

## paratactic I

Business Expansion

## paratactic IX

External Support

## tactic 1: Trading Operations

- 1 Trading Company
- 2 Freight Service
- 3 Product Promotion
- 4 Bulk Buying
- 5 Community Market
- 6 Market Opening

## tactic 30: Project Funds

- 200 Promotion Packets
- 201 Funding Source
- 202 Funding Proposals
- 203 Personal Introductions
- 204 Development Teams
- 205 Development Plans

## tactic 2: Program Materials

- 7 Colt Truck
- 8 Processing Equipment
- 9 Craft Materials
- 10 New Seeds
- 11 Farm Machinery
- 12 Well Borer
- 13 Water Tanks
- 14 Fish Stock
- 15 Water Pumps
- 16 Plumbing Fixtures
- 17 Dredging Equipment
- 18 Day-old Chicks
- 19 Health Supplies

## tactic 31: Support Relations

- 206 Local Relations
- 207 Corporations Relationship
- 208 Government Agencies
- 209 Service Organizations
- 210 Private Foundations

## tactic 3: Capital Reserves

- 20 Credit Union
- 21 Credit Pool
- 22 Private Loans
- 23 Savings Deposits
- 24 Community Fund

## tactic 32: Consultative Services

- 211 Guardians' Network
- 212 Professional Advisers
- 213 On-Site Visits



EXPANDING  
LOCAL ECONOMY BASE

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Plate 4B

## paratactic II

## Local Industry

## tactic 4: Village Crafts

- 25 Craft Products
- 26 Craft Techniques
- 27 Production Volume
- 28 Quality Control
- 29 Craftsmanship Pride

## paratactic VIII

## Local Agriculture

## tactic 28: Crop Yields

- 182 Rice Seeds
- 183 Local Varieties
- 184 Rotation System
- 185 Intercropping System
- 186 Protection Methods
- 187 Compost Fertilization
- 188 Planting Schedule
- 189 Inorganic Fertilizer

## tactic 5: Small Industries

- 30 Brick Industry
- 31 Sewing Industry
- 32 Peanut Industry

## tactic 29: Agricultural Products

- 190 New Crops
- 191 Cash Crops
- 192 Fruit Farms
- 193 Vegetable Gardens
- 194 Chicken Coops
- 195 Chicken Inoculations
- 196 Laying Hens
- 197 Litter System
- 198 Fish Farm
- 199 Replanted Stocks

BUILDING  
BASIC VILLAGE STRUCTURES

ICA Consultants

Plate 4C

paratactic III Physical Construction	paratactic VII Physical Wellbeing
tactic 6: Village Plans	tactic 23: Nutrition Services
33 Map Sets 34 Land Ownership 35 Village Plan 36 Community Nodes	155 Nutrition Education 156 Daily Lunches 157 Nutritious Meals
tactic 7: Community Facilities	tactic 24: Health Care
37 Adventure Playground 38 Small Warehouse 39 Credit Office 40 Community Center 41 Youth Facilities 42 Maintenance Workshop 43 Community Kitchen 44 Health Center 45 Fish Ponds 46 Chicken Coops 47 Grain Storage	158 Physical Examinations 159 Health Records 160 Preventive Medicine 161 TB Program 162 Maternal Care 163 Child Care 164 Family Planning 165 Daily Clinic 166 Referral System 167 Sanitation Monitoring
tactic 8: Utility Services	tactic 25: Family Dwellings
48 Public Telephone 49 Diesel Generator 50 Transmission Lines 51 Utilities Maintenance 52 Electrical Power	168 Demonstration Home 169 Open House 170 Domestic Arts 171 Guest House 172 House Renovating 173 New Houses
tactic 9: Traffic Arteries	tactic 26: Drinking Water
53 Tangerang Road 54 Unfinished Road 55 New Road 56 Main Pathways 57 Five Footbridges	174 Deep Well 175 Pipe System 176 Storage Tanks 177 Maintenance System
tactic 10: Irrigation System	tactic 27: Sanitation Systems
58 Irrigation Channel 59 Existing System 60 Mudweir Dams 61 Padi Catchments 62 Irrigation Lake 63 Monitoring System 64 Water Controls	178 Washing Blocks 179 Public Baths 180 Public Toilets 181 Community Garbage



EXTENDING  
FUNDAMENTAL VILLAGE EDUCATION

ICA Consultants

Plate 4D

paratactic IV Practical Education	paratactic VI Physical Training
tactic 11: Schooling Opportunities	tactic 20: Functional Training
65 Central Preschool 66 Imaginal Curriculum 67 Trained Faculty 68 Mothers' Auxiliary 69 Promotion Scheme 70 Special Programs	129 Leadership Training 130 Youth Training 131 Family Labs 132 Domestic Arts 133 Parental Care 134 Hygiene Care
tactic 12: Literacy Prowess	tactic 21: Education Resources
71 Volunteer Teachers 72 Basic Skills 73 Conversational Indonesian 74 English Conversations 75 English Classes 76 Informal Conversations 77 Public Signs	135 Domestic Curriculum 136 Agricultural Curriculum 137 Guild Curriculum 138 Social Curriculum 139 Role Short Courses 140 Work Contexts 141 Educational Tools 142 Teaching Tools 143 Supplementary Education
tactic 13: Learning Experiences	tactic 22: Vocational Skills
78 Technology Centers 79 Field Visits 80 Heritage Visits 81 Regular Visits 82 Project Visits 83 Community Television 84 Crafts Exposition	144 Mechanical Skills 145 Business Management 146 Health Training 147 Farm Training 148 Irrigation Management 149 Marketing Training 150 Construction Curriculum 151 Maintenance Training 152 Site Observations 153 Health Workers 154 Elder Craftsmen

RECREATING  
VILLAGE CULTURAL LIFE

ICA Consultants

Plate 4E

paratactic V

## Cultural Life

## tactic 14: Celebrative Events

85	Time Design	89	Wedding Celebrations
86	Community Achievements	90	Agricultural Fair
87	Important Seasons	91	National Celebrations
88	Funeral Celebrations		

## tactic 15: Community Symbols

92	Community Songs	98	Relief Maps
93	Historical Stories	99	News Events
94	Community Symbols	100	Community Rituals
95	Artifact Collection	101	Landmark Location
96	Historical Mural	102	Model Village
97	Artifact Decor	103	Community Grid

## tactic 16: Grassroots Participants

104	Village Women	107	Community Programs
105	Key Women	108	House-to-House Survey
106	Resident Recruitment		

## tactic 17: Care Structures

109	Stake Areas	113	Bulletin Boards
110	Stake Leaders	114	Community Newspaper
111	Regular Visits	115	Node Activities
112	First Survey		

## tactic 18: Work Efforts

116	Weekly Workdays	120	Work Charts
117	Youth Corps	121	Quarterly Assignments
118	Space Tending	122	Work Forces
119	Task Forces		

## tactic 19: Community Meetings

123	Youth Socials	126	Quarterly Meetings
124	Guild Meetings	127	Annual Meetings
125	Monthly Meetings	128	Child Care Structures



## 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 tactics 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 are then checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for 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 which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics 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.

The Actuating Programs of the Kelapa Dua Human Development Project shown on Plate 5 are sixteen in number. Seven of these are related to providing essential structures in Kelapa Dua. The intent of these programs is to provide tools for developing social effectiveness. Three of the

## RESULTS

seven deal with Practical Education and include the Early Learning Center, the Youth Training Corps and the Adult Skills Institute. Practical Education forms the major thrust. The other two programmatic arenas have to do with Corporate Style and Community Vitality. Community Vitality includes the Village Health Clinic and the Village Nutrition Project. Corporate Style deals with Community Cultural Node and Women's Social Academy. The second major programmatic division deals with the Physical Development of Kelapa Dua and includes the Village Improvement Corps and Essential Services Network. The main emphasis has to do with physical reconstruction, including new buildings, fresh water and sanitation systems, all of which will involve community engagement. The third major programmatic division is Economic Development. The intent of these programs is to provide a firm base for building community self-reliance and skill in economic productivity. Three of the seven relate to Industrial Development and include Small Industries Complex, Building Materials Combine and Cottage Crafts Enterprise. Two relate to Agricultural Extension, Food Production Service and Farm Improvement Association, and the remaining 2 programs to Commercial Expansion. These are the Kelapa Dua Trading Company and the Fiscal Promotion Agency.

A more detailed description of each of the sixteen 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 relationships 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 subtasks 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 (Plates 5A-P).



**THE SIXTEEN ACTUATING PROGRAMS**  
Comprehensive Community Reformulation in Kelapa Dua Village

ONE TOWARD THE SOCIAL DEVELOPMENT OF KELAPA DUA			TWO TOWARD THE PHYSICAL DEVELOPMENT OF KELAPA DUA	THREE TOWARD THE ECONOMIC DEVELOPMENT OF KELAPA DUA		
COMMUNITY VITALITY A	PRACTICAL EDUCATION B	CORPORATE STYLE C		AGRICULTURAL EXTENSION E	INDUSTRIAL DEVELOPMENT F	COMMERCIAL EXPANSION G
VILLAGE HEALTH CLINIC  I	EARLY LEARNING CENTER  III	COMMUNITY CULTURAL NODE  VI	VILLAGE IMPROVEMENT CORPS  VIII	FOOD PRODUCTION SERVICE  X	SMALL INDUSTRIES COMPLEX  XII	KELAPA DUA TRADING COMPANY  XV
	YOUTH TRAINING CORPS  IV				BUILDING MATERIALS COMBINE  XIII	
VILLAGE NUTRITION PROJECT  II	ADULT SKILLS INSTITUTE  V	WOMEN'S SOCIAL ACADEMY  VII	ESSENTIAL SERVICES NETWORK  IX	FARM IMPROVEMENT ASSOCIATION  XI	COTTAGE CRAFTS ENTERPRISE  XIV	FISCAL PROMOTION AGENCY  XVI

THE SIXTEEN ACTUATING PROGRAMS  
Comprehensive Community Reformulation in Kelapa Dua Village

ONE TOWARD THE SOCIAL DEVELOPMENT OF KELAPA DUA						TWO TOWARD THE PHYSICAL DEVELOPMENT OF KELAPA DUA		THREE TOWARD THE ECONOMIC DEVELOPMENT OF KELAPA DUA					
COMMUNITY VITALITY		PRACTICAL EDUCATION		CORPORATE STYLE		TOWARD THE PHYSICAL DEVELOPMENT OF KELAPA DUA		AGRICULTURAL EXTENSION		INDUSTRIAL DEVELOPMENT		COMMERCIAL EXPANSION	
A		B		C		D		E		F		G	
VILLAGE HEALTH CLINIC  I	1 Preventive Care Program	EARLY LEARNING CENTER  III	9 Infant School Program	COMMUNITY CULTURAL NODE  VI	21 Global Exposure Program	VILLAGE IMPROVEMENT CORPS  VIII	29 Housing Rehabilitation Program	FOOD PRODUCTION SERVICE  X	37 Produce Gardening Program	SMALL INDUSTRIES COMPLEX  XII	45 Food Processing Program	KELAPA DUA TRADING COMPANY  XV	57 Wholesale Purchasing Program
	2 Family Planning Program		10 Community Pre-School Program		22 Information Service Program		30 Roadway Construction Program		38 Rice Yield Program		46 Cloth Finishing Program		58 Inventory Expansion Program
	3 Pre-Natal Care Program		11 Teachers Training Program		23 Village Rehabilitation Program		31 Public Facilities Program		39 Specialized Stock Program		47 Furniture Manufacturing Program		59 Export Marketing Program
	4 Paramedical Training Program	YOUTH TRAINING CORPS  IV	12 Inclusive Curriculum Program		24 Local Arts Program		32 Village Beautification Program		40 Poultry Raising Program	BUILDING MATERIALS COMBINE  XIII	48 Piece-meal Assembly Program		60 Transport Delivery Program
VILLAGE NUTRITION PROJECT  II	5 Community Kitchen Program		13 Elementary Schooling Program	WOMEN'S SOCIAL ACADEMY  VII	25 Role Expansion Program	ESENTIAL SERVICES NETWORK  IX	33 Village Electrification Program	FARM IMPROVEMENT ASSOCIATION  XI	41 Land Development Program		COTTAGE CRAFTS ENTERPRISE  XIV	49 Cement Slabs Program	FISCAL PROMOTION AGENCY  XVI
	6 School Meals Program	14 Supplementary Training Program	26 Domestic Management Program		34 Domestic Water Program		42 Irrigation Development Program		50 Brick Works Program	62 Credit Union Program			
	7 Diet Supplement Program	15 Technical Training Program	27 Community Service Program		35 Sanitation Department Program		43 Cash Crops Program		51 Pre-fab Materials Program	63 Management Assistance Program			
	8 Food Preservation Program	16 Recreational Activities Program	28 Social Activities Program		36 Coöperative Transport Program		44 Common Equipment Program		52 Low-cost Construction Program	64 Businessmen's Association Program			
		ADULT SKILLS INSTITUTE  V	17 Vocational Skills Program								53 Traditional Skills Program		
			18 Literacy Training Program								54 Materials Upgrading Program		
			19 Functional Education Program								55 Home Production Program		
			20 Extended Training Program								56 Production Standards Program		



SOCIAL DEVELOPMENT: Actuating Program 1

VILLAGE HEALTH CLINIC

Upgrading a community's physical vitality is a prerequisite to effective socio-economic development. The Village Health Clinic will play a vital role in releasing the human potential of Kelapa Dua. By upgrading medical care and nutrition, the physical handicaps and the constant fatigue caused by chronic, low-grade diseases will be overcome and a more active participation in all arenas of community life will occur. A total preventive care program will detect early signs of debilitating diseases and will begin a comprehensive system of control, especially in regard to the high incidence of tuberculosis and parasitic diseases. This Program will assure that instructive care of mothers will increase the probability that children will become more alert and have a better chance to grow into strong adults.

The Village Health Clinic will be responsible for the health care of the entire village through four components. First, the Preventive Care Program will put into effect a system for controlling contagious diseases by providing immunization and basic health education. Second, a Family Planning Program will provide instruction to bring intentionality into family size and growth rate. Third, a Prenatal Care Program will provide expectant mothers with proper instruction and methods to care for herself and the unborn child. This Program will also carry out periodic medical examinations for every expectant mother. Fourth, a Paramedical Training Program will supply a team of villages to meet special needs. It will incorporate procedures for first aid, invalid care and a network of medical services throughout the village.

The Village Health Clinic will immediately begin a complete program of preventive care, particularly for tuberculosis and parasitic control. Regular immunizations, daily medicines and periodic examinations for the entire community will be initiated. Contact has already been made with a doctor in Tangerang who will visit the village weekly and who, together with a nurse from the auxiliary, will set up a temporary office in the community center. Family planning classes will be initiated for both men and women. Home instruction in family planning methods will be made available to those who cannot attend the classes. Provision will be made for proper nutrition and adequate midwifery service for the expectant mother. The nurse and visiting doctor will train two community residents as a fulltime outreach team, as well as five volunteer stake leaders and one midwife. This paramedical team will ensure proper followup care and keep accurate records current on each member of the community. The team will give scheduled instruction on nutrition and hygiene and guard that the community maintains healthy physical surroundings.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 1

Plate 5A

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VILLAGE HEALTH CLINIC

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Examining equipment	\$ 500			
	Sterilizer	500			
	2 Scales	200			
	Two-Way radio	1,000			
	Refrigerator	400			
subtotal - capital		2,600			
II  Pay and Allowance	1 Midwife trainee	1,000	\$ 1,500	\$ 2,000	\$ 2,000
	10 Paramedics (1 da/week)	700	700	700	700
	1/2 Auxiliary nutritionist	1,000			
	1 Nurse administrator	2,000	1,000		
subtotal - pay		4,700	3,200	2,700	2,700
III  Current Expenses	Immunization materials	2,000	500		
	Family planning materials	200	200		
	General medical supplies	4,000	500	500	500
	Education materials	200	200	100	100
subtotal - current		6,400	1,400	600	600
Total Program Cost		\$ 13,700	\$ 4,600	\$ 3,300	\$ 3,300



SOCIAL DEVELOPMENT: Actuating Program 2

VILLAGE NUTRITION PROJECT

Since good health is dependent on adequate nutrition, the Village Nutrition Project will ensure that each villager has the possibility of a basic well-balanced diet. To accomplish this, the Nutrition Project will not only supply each family with the knowledge of the required nutritional needs of an individual, but will also provide nutritious meals to every villager. This will have the effect of reversing the pattern of malnutrition and correcting many of the ailments which affect the energy reserves of community residents. Through informal instruction and practical demonstration, families will be exposed to new uses of food and will be shown new ways of using food wisely within the limits of minimum income. Farmers will also find guidance for laying out their annual and daily plans for growing priority food crops. The Village Nutrition Project will allow each villager to experience the new vitality that human development demands.

The Village Nutrition Project consists of four component programs. First, the Community Kitchen Program will be to set up a kitchen in a central place. The selection and preparation of meals will not only provide food to the community but will be the setting for training in nutrition and hygiene. Second, the School Meals Program, will provide meals to the school where children from an early age can have at least one substantial meal a day. Third, the Diet Supplement Program will work through the community market and the families to see that village-grown fruit and vegetables of high quality are systematically distributed to every family in the community. Vitamins will be made available to supplement the diet. Fourth, the Food Preservation Program will demonstrate the use of preserving methods to store fruit and vegetables safely between seasons.

The Project will be implemented initially in the lunch meal of the preschool where the dietician in the project auxiliary will prepare the meals for the first week. From the beginning, women of the village will be enlisted to work with the dietician as the kitchen is being built and equipped. These women as well as the children will receive daily instruction in menu planning, food buying and storing, meal preparation and sanitary procedures. As the kitchen is completed and refrigeration is set up, visits to interested residents will enable informal nutrition and hygiene training. The activities of other programs in the Project will focus daytime activities around the kitchen to encourage villagers to use these services. The vitamins will be made easily available to everyone through a major pharmaceutical outlet in Jakarta. In time, the farms will supply local cereals, vegetables, fruit and animal produce.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 2

Plate 5B

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VILLAGE NUTRITION PROJECT

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Kitchen facility	\$ 10,000			
	Stainless steel equipment	2,000			
	Institution cooking equip- ment	1,000			
	Eating utensils	600			
	Refrigeration	1,000			
subtotal - capital		14,600			
II  Pay and Allowance	1 Community coordinator	1,000	\$ 1,000	\$ 1,000	
	2 Cooks wages	700	700	700	
	7 Assistant wages	1,750	1,750	1,750	
	1/2 Auxiliary nutritionist	1,000			
subtotal - pay		4,450	3,450	3,450	
III  Current Expenses	Diet supplements	100	150	200	
	Cooking supplies	500	500	500	
	Detergent	200	200	300	
	Travel	500			
	Fuel	500	500	600	
subtotal - current		1,800	1,350	1,600	
Total Program Cost		\$ 20,850	\$ 4,800	\$ 5,050	



## SOCIAL DEVELOPMENT: Actuating Program 3

## EARLY LEARNING CENTER

Most of the world's children pass through the early formative years of their lives with no intentional learning experiences. The Early Learning Center will be a preschooling program that demonstrates care for the child from infancy to school age. It is a comprehensive child development program that equips the child with basic skills. It enables him to acquire a flexibility and confidence in operating in various social situations. This will enable children to participate responsibly in the social fabric of the community. One of the related aspects of the center will be parental involvement in the supervision and work of the center. It will release mothers from consistent supervision of children to acquire training and engagement in the total village project. The center fills a void in the community life of Kelapa Dua and is foundational to social development.

The Early Learning Center consists of four components. First, the Infant School Program will provide care and basic education for all the infants of the community. It will focus on developing motor skills and inclusive cultural images through color, art and music. Second, the Community Preschool Program will equip young children with a basic foundation for intellectual, emotional and social growth. Children between one and seven will participate in a full day's program that includes formal classes, play, rest and nutritious meals. Third, the Teachers Training Program will provide training sessions for adults to increase their teaching expertise with children. The program will include practice teaching in the Preschool as well as workshops on teaching methods. Fourth, the Inclusive Curriculum Program will formulate a comprehensive imaginal curriculum for the entire Early Learning Program for both children and teachers.

On Monday of the first week of launching the Project, the Early Learning Center will be started. Registration of children under seven will be received throughout the previous day and at an opening evening celebration. Initially, a large tent will be set up at the site of the closing session of the Consult in the section of Kampung Dahung nearest Asam. The formal curriculum will begin while suitable facilities are being built. Class sessions, games, trips, group work and visits around the village will begin immediately. Two members of the auxiliary staff will begin the first week to train an enlisted group of adults from the community as teacher aides. Their training will prepare them not only to teach but to assume the directorship of the school within the first year.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 3

Plate 5C

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EARLY LEARNING CENTER

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY II	FY IV
I  Capital Costs	Games equipment	\$ 1,000			
	Sound equipment	200			
	Flooring/matting	1,000	\$ 500		
	Toilets	1,000			
	Furniture	500	500		
	Facility	10,000			
	Mimeo machine	800			
subtotal - capital		14,500	1,000		
II  Pay and Allowance	10 Community wages	3,500	3,500	\$ 3,500	\$ 3,000
	15 Assistants' wages	3,750	3,750	4,000	4,000
	3 Auxiliary salaries	6,000	6,000		
subtotal - pay		13,250	13,250	7,500	7,500
III  Current Expenses	Excursion travel	1,000	1,000	1,000	1,000
	Printing	250	250	250	250
	Decor	100	100	100	100
	Lunch program	5,000	6,000	4,000	
	Travel	1,500	1,000		
	Supplies	150	150	150	150
subtotal - current		8,000	8,500	5,500	1,500
Total Program Cost		\$ 35,750	\$ 22,750	\$ 13,000	\$ 9,000



SOCIAL DEVELOPMENT: Actuating Program 4

YOUTH TRAINING CORPS

Adequately trained youth are essential to the effective development of any community. The Youth Training Corps will be created to meet this necessity in Kelapa Dua. It will be an education program designed for every one of the 600 youth in the three kampungs, yet flexible enough to meet the particular needs of each individual. Disciplined corporate engagement, structured academic achievement and responsible participation in the life of the local community will be part of the daily program design. Half of the day will be spent on the more formal aspect of the curriculum and the other half on a more practical approach. As the youth become an additional workforce for the community, they will experience themselves playing an authentic, useful role. The Youth Corps creatively bridges the practical training offered in the elementary school curriculum and the guild leadership needed in the future.

The Youth Training Corps consists of four components. First, the Elementary Schooling Program will set up practical educational structures for all the elementary school age children not presently attending school. The curriculum will stress both academic and vocational on-the-job training skills. Second, the Supplementary Training Program will provide remedial basic education in two languages, Indonesian and English, and will stress basic literacy skills for those youth who have not previously been to school, as well as provide creative engaging activities for all the youth presently involved in existing schools. Third, the Technical Skills Program will focus the youths' participation in a combination of technical skills and practical engagement in arenas of the Project which will expose them to applied mechanics, electrical techniques and agricultural skills. Fourth, the Recreational Activities Program will involve youth in sports events and thus care for their physical wellbeing. It will zone particular areas of the village for a community sports program..

The Auxiliary Staff, in the first week of the Project, will begin a basic literacy class in Indonesian and English for youth from six to eighteen. As literacy is taught, the youth will be exposed to global and 20th Century culture through newspapers, books, T.V. and other visual aids. Also, in that week, the first workday will be held to do cleanup in the community. Within the first month, the Youth will begin to select a tutorial for training in functional skills, either mechanics, construction, maintenance or farming. The tutorials will utilize demonstration workshops in which actual building or farming machinery will be worked on as the training takes place. To provide land for sports and other youth activities, the Corps will begin immediately contacting land owners to secure one hectare of land. As soon as land is acquired training will begin in outdoor, competitive contests.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 4

Plate 5D

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YOUTH TRAINING CORPS

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Workshop equipment	\$ 2,000			
	Sports equipment	500			
	Teaching aids	500			
	Uniforms	500			
subtotal - capital		3,500			
II  Pay and Allowance	3 Community wages	1,050	\$ 1,050	\$ 1,050	\$ 1,050
	3 Assistants' wages	750	750	750	750
	1 Auxiliary salary	2,000	1,000		
subtotal - pay		3,800	2,800	1,800	1,800
III  Current Expenses	Supplies	500	500	300	300
	Travel	500			
subtotal - current		1,000	500	300	300
Total Program Cost		\$ 8,300	\$ 3,300	\$ 2,100	\$ 2,100



SOCIAL DEVELOPMENT: Actuating Program 5

ADULT SKILLS INSTITUTE

Since the citizens of Kelapa Dua have already expressed a desire to learn more about the skills necessary for life in a 20th Century technological society, the Adult Skills Institute will be created to meet the needs of local residents. It will be a pioneering type of education that will link practical training in usable skills with the academic learning that is crucial for understanding helpful technological insights. The Adult Skills Institute will occur whenever the adults of the community gather for work, conversation or planning. The curriculum will be composed of methods applicable to the content of life in the fields, daily life in the *kampung*s, homes and new small industries. Such an educational opportunity will open new horizons, give a means for significant engagement and create a new sense of dignity for both individuals and the community at large.

The Adult Skills Institute will provide functional education in four components. First, the Vocational Skills Program will equip the Kelapa Dua residents with technical training in agriculture, construction, business and mechanical skills through a practical, on-the-job training approach. Second, the Literacy Training Program will train the citizens of Kelapa Dua to function in reading, writing and speaking Indonesian and English. Third, the Functional Education Program will provide effective development of local leadership in seminars, workshops and methods application. Many of these methods will be taught through the use of an informal methods curriculum. Fourth, the Extended Training Program will provide means by which villagers will participate in events or courses offered anywhere in Indonesia or other countries.

Implementation of the Adult Skills Institute will begin immediately. Four presently unemployed men will be engaged to work alongside the auxiliary members and professional construction engineers in the completion of the staff residence and in the operation of agricultural machinery currently on hand. Literacy training will also begin immediately. The auxiliary staff and village aides will lead informal conversational groups in Indonesian and English. Informal daytime and evening classes will train adults in basic reading and writing, mathematics, geography and history. Also in these sessions they will learn the basics of group consensus, leadership, workshopping and social methods. A village fund will be set up to enable selected villagers to attend outside training courses. The adults will help in the rehabilitation of village housing, train on the demonstration farms and learn special business and budgeting skills.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 5

Plate 5E

ADULT SKILLS INSTITUTE

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Duplicator	\$ 300			
	Typewriter	600			
	Workshop equipment	500			
	Furniture	600			
subtotal - capital		2,000			
II  Pay and Allowance	4 Community wages	1,400	\$ 1,400	\$ 1,400	\$ 1,400
	1 Auxiliary salary	2,000	1,000		
subtotal - pay		3,400	2,400	1,400	1,400
III  Current Expenses	Books	500	500		
	Writing materials	250	250		
	Supplies	500	500	400	200
	Training courses travel	2,000			
subtotal - current		3,250	1,250	400	200
Total Program Cost		\$ 8,650	\$ 3,650	\$ 1,800	\$ 1,600



SOCIAL DEVELOPMENT: Actuating Program 6

COMMUNITY CULTURAL NODE

The three kampungs of Kelapa Dua form a social unity in diversity, a microcosm of the Indonesian nation. The village identity rests on the program that builds the future on this unity. The Community Cultural Node, by focusing and coordinating all of the social activities in the village, will function as a unifying factor among the kampungs. The creation of a community center and common facilities are an important aspect of the Program but are not the central focus. At the heart of this program is the creation of a swirl of social activities, trips, movies, meetings, informal gatherings, singing and story telling. These are designed to restore the flow of vital social substance that is so critical to a common sense of development.

The Community Cultural Node will expand the local residents' cultural awareness through four interrelated components. First, the Global Exposure Program will provide a regular series of group trips, and cultural happenings for the village to solidify the relationship of Kelapa Dua first to its own heritage and then to its future, the nation and the globe. Second, the Information Service Program will provide the rapid interchange of news, announcements and general information among the three kampungs through bulletin boards, news sheets and electronic communications. Third, the Village Celebrations Program will schedule and enable a rhythm of major community celebrations, festivals and meetings throughout the year to recreate the story of the people of Kelapa Dua as a great people. Fourth, the Local Arts Program will facilitate the creation and display of local and other art forms around the village and encourage display of community symbols and signs.

A temporary location will immediately be secured and lighted for the village meetings and celebrative events. "Welcome to Kelapa Dua, Asam, Nurdin, Dahung" signs will be placed around the village. Starting within the first month and every month following, a film will be hired and screened. A television will be secured for continuous viewing in a community building. Every other month shadow plays (Wayang Kulit), songfests, and story telling sessions will be organized. Local nodes in each of the three kampungs will be created immediately for stake meetings. Bulletin boards will be erected in each of the five stakes to link the villages together for announcements and news. Monthly trips for adults and children will feature museums, factories and historical sites. Quarterly celebrations will be held where guilds and stakes provide musical entertainment, talent shows and athletic events.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 6

Plate 5F

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COMMUNITY CULTURAL NODE

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	3 Bulletin boards	\$ 500			
	Projector/sound equipment	1,000			
	Television set	250			
	subtotal - capital	1,750			
II  Pay and Allowance	2 Community salaries	700	\$ 700	\$ 700	\$ 700
	subtotal - pay	700	700	700	700
III  Current Expenses	Art materials	100			
	Printing	200	200	200	200
	Decor materials	500			
	Travel	500	500	500	500
	subtotal - current	1,300	700	700	700
Total Program Cost		\$ 3,750	\$ 1,400	\$ 1,400	\$ 1,400



SOCIAL DEVELOPMENT; Actuating Program 7

WOMEN'S SOCIAL ACADEMY

Women across the world are forging out new life styles of service and broadening their concerns to social issues beyond a domestic role. Releasing this emerging creative power in the women of Kelapa Dua is necessary for rebuilding the social fabric and restructuring the economic life of the entire community. The Women's Social Academy is a specialized program built to effectively channel the women's participation towards broader village service. This program will deeply affect village home life as it communicates more effective domestic and motherhood skills. This will enable a new self-possessed woman to better care for the health and social environment of her family which releases her to wider arenas of concern. Kelapa Dua intends to become a sign for the new style of social engagement of women as a vital force in the development of family and community life in every one of the 55,000 villages of Indonesia.

The Women's Social Academy is composed of four component programs. First, a Role Expansion Program will engage the women in activities that are beyond yet including the home in order to care for the entire community. When working in the kitchen or the preschool, the women will acquire leadership and teaching skills. Second, the Domestic Management Program will provide formal training in home management, health methods and functional skills. These skills will be used to strengthen the whole community. Third, a Community Service Program will formulate women's teams around weekly and daily tasks needed in the Project. As teachers, child raisers and business owners, the women will work by teams to implement the models devised in the evenings by the guilds. Fourth, Social Activities Program will provide a channel for the women to plan and implement community celebrations and workdays.

The first step in launching the Women's Social Academy will be when the women gather in the community center to plan their activities. Regular times will be scheduled for sessions on cooking, child care, home organization, budget preparation, house decor and personal care. Key women will begin to lead the guild meetings and teaching sessions for the whole community. They will actively recruit other residents for workdays, celebrations, preschool, community kitchen and care structures. The bulletin boards will be maintained by a woman's task force preparing the materials and posting the notices. Cooking, sewing and handicraft contests will be held regularly. The women will join with village leaders in forming welcoming committees for hosting visitors. When the cottage crafts and small industries begin, the women will be a basic workforce for these commercial enterprises.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 7

Plate 5G

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WOMEN'S SOCIAL ACADEMY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Typewriter	\$ 300			
subtotal - capital		300			
II  Pay and Allowance	2 Community salaries	700	\$ 700	\$ 700	\$ 700
	1/2 Auxiliary salary	1,000	1,000	1,000	
subtotal - pay		1,700	1,700	1,700	700
III  Current Expenses	Excursion trips	2,000	2,000	2,000	2,000
	Imaginal education				
	materials	1,000	500		
subtotal - current		3,000	2,500	2,000	2,000
Total Program Cost		\$ 5,000	\$ 4,200	\$ 3,700	\$ 2,700



PHYSICAL DEVELOPMENT: Actuating Program 8

VILLAGE IMPROVEMENT CORPS

The Village Improvement Corps will engage large numbers of Kelapa Dua citizens in programs designed to transform the common space of the community and to provide essential public and private facilities. The creation of an attractive environment for the day-to-day life of the village is an important element in the building of community pride and spirit. Similarly, the improved roads and pathways, which this Corps will build, will provide all-weather access across the kampungs, thereby facilitating community interchange and greater probability of full participation in community meetings and celebrations. Such cooperative engagement in the restructuring of the whole village becomes a means of allowing a new corporate spirit among the citizens to emerge as a strong motivating force for the future. Common village designs will symbolize this new style.

The Village Improvement Corps is made up of four components. First, the Housing Rehabilitation Program will systematize the reconstruction of all-weather housing using a flexible, low-cost design which includes a solid floor and other basic sanitary and comfort conveniences. Second, the Roadway Construction Program will construct and maintain major hard surfaced roads, access roads and village pathways for heavy transport, light vehicles and foot travel. New bridges will be built across rivers and canals and present bridges strengthened. Third, the Public Facilities Program will oversee the building of all necessary public structures, such as the preschool, community center, storage structures and a village meeting place. Finally, the Village Beautification Program will implement a total space care plan, incorporating reforesting the kampung areas, building and maintaining a series of community parks and residential green areas, as well as holding regular village cleanup workdays.

A corps of village workers will be recruited as the basic task force for community improvements. Regular workdays will be organized to supplement the basic corps. A supply of crushed stones and road tar will be transported into the village to begin building the roads from Kampung Asam to Dahung and from Kampung Dahung to the main road. Cement slabs will be laid to improve the surface of major paths in each kampung. Reinforced bamboo guard rails will be built to improve all pathway bridges. Portable roofs will be constructed for open meeting places. To provide initial shelter, bamboo, pandan, interlaced bricks and cement slabs will be used to construct the school and preschool facilities. A special task force of villagers will begin immediately to plant trees and create a village park with grass and flowers in each kampung to care for all exposed dirt areas and stop soil erosion.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 8

Plate 5H

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VILLAGE IMPROVEMENT CORPS

categories \ year		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Model housing units	\$ 20,000	\$ 10,000		
	Housing rehabilitation	5,000			
	Road repair	10,000	1,000	\$ 1,000	
	subtotal - capital	35,000	11,000	1,000	
II  Pay and Allowance	10 Community wages	3,500	3,500	3,500	
	20 Assistants' wages	5,000	2,000		
	1 Auxiliary salary	2,000	1,000		
	Day labor	1,000	500		
	Architect fee	1,000			
	subtotal - pay	12,500	7,000	3,500	
III  Current Expenses	1000 Young trees	500			
	Meal program	3,750			
	Supplies	500	500	500	
	Travel	500			
	subtotal - current	5,250	500	500	
Total Program Cost		\$ 52,750	\$ 18,500	\$ 5,000	



PHYSICAL DEVELOPMENT: Actuating Program 9

ESSENTIAL SERVICES NETWORK

The Essential Services Network is intended to unite the three kampungs of Kelapa Dua through the construction of the basic services of modern life in every household and the linkage of the village to the outside world. The direct benefits of this program will be seen in improved health throughout the community by the use of clean water and sanitation facilities; in the increased opportunities for extended use of evening activities through an electric power supply; and in the easier access to markets, crucial services and the broadening experience of greater contact with places beyond Jakarta. A new contemporary style of life will emerge in the village reflecting a renewed participation in the building of a modern Indonesian village. Because many of the other programs in this Project depend on basic services, the Essential Services Network will play a major role in both the economic and social development of the community.

The Essential Services Network will undergird the life of the community through four components. First, the Village Electrification Program will supply each home and public building with electricity and maintain electrical service. It will also install a large generator in each kampung. Second, the Domestic Water Program will construct water catchment and delivery systems for each of the three kampungs. It will also build strategically placed washing blocks throughout the village. Third, the Sanitation Department Program will provide proper sewerage for all newly built toilet facilities, a regular system of organic waste cleanup, a drainage system for each bath and wash house, and a systematic trash pickup throughout the kampungs. Fourth, the Cooperative Transport Program will establish a regular bus and taxi service for individual and group travel beyond the village to Tangerang, Jakarta or other distant destinations.

Three diesel generators will be installed immediately for electrical service. With local workdays, street lamp posts will be erected and electrical wiring installed at community nodes and finally to each house. Deep bores will be drilled on the hill outside Kampung Asam and other strategic places. A submersible pump will pump the water into 5,000 gallon storage tanks. Eight to ten brick and concrete washing blocks will be constructed in the three kampungs with eight toilets, large bathing areas for men and women and a clothes washing room. A chemical toilet system will be constructed and a drainage system will be used to carry washing water into a small pond. A water reticulation system will be built between storage tanks and washing blocks. Later, they will be extended to each house. Two large buses and three small trucks will be procured for adequate passenger transport.

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FOUR YEAR PLAN  
PROGRAM BUDGETS

Program 9

Plate 5I

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ESSENTIAL SERVICES NETWORK

category	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Diesel generator	\$ 8,000			
	2 Buses	30,000			
	Machine maintenance shop	2,000			
	Water reticulation pipes	4,000	\$ 4,000		
	Electrical wire	1,000	1,000		
	Laundry/toilet/water tanks	5,000			
	Home electrical connection	5,000	2,000		
subtotal - capital		55,000	7,000		
ii  Pay and Allowance	2 Community workers	700	700	700	700
	10 Day labor force	4,000	1,000		
	1 Community administrator	1,000	1,000	1,000	1,000
	1/2 Auxiliary	1,000	1,000		
	Civil engineer	1,000			
subtotal - pay		7,700	3,700	1,700	1,700
iii  Current Expenses	Fuel	6,000	6,000	6,000	6,000
	Maintenance	350	500	500	500
	Equipment rental	500	250		
	Repairs	150	150	200	4,000
	Travel	500			
	Meal program	1,350			
subtotal - current		8,850	6,900	6,700	10,500
Total Program Cost		\$ 71,550	\$ 17,600	\$ 8,400	\$ 12,200



ECONOMIC DEVELOPMENT: Actuating Program 10

FOOD PRODUCTION SERVICE

It is crucial that new images of cooperative development in farming be illustrated to demonstrate viable options for the village. The Food Production Service will introduce and extend locally consumable products and feasible market crops which will upgrade village nutrition and increase local capital income. This program will build on the natural fertility of the soil, the favorable climate and the latent skills of the farmers. Modern farming methods will boost the level of food production across the whole area. Community garden crops will serve as a catalyst to motivate the farmers of the area to apply modern techniques to their work. For the first time in many years the village will have the potential of becoming self-sufficient in food production.

The Food Production Service consists of four components. First, a Produce Gardening Program is a program to grow a wide range of quality vegetables for consumption in the village. It will include a village nursery to select and raise seedlings and will establish a management system extending throughout the village. Second, a Rice Yield Program will introduce the use of improved strains of rice and nitrogen fertilizers. It will train farmers in the use of modern tillage and watering techniques. Third, a Specialized Stock Program will produce adequate fish for the community. It will stock fish ponds with suitable varieties and monitor their feeding and harvest. Fourth, a Poultry Raising Program will raise chickens for egg and meat production. It will construct simple housing, import fast growing chicken strains and implement a modern feeding and management system.

The Food Production Program has already been given a half hectare of land. Grade A vegetable seeds from Bandung have been secured and will be planted immediately. A two inch centrifugal pump and an eight horsepower gasoline engine have also been donated to save a number of padi crops that are currently dying from lack of water. The nursery will be established adjacent to the garden and will foster vegetable plants and fruit seedlings for community and family gardens. The farmers will buy high yield rice seed from Bandung. Two hundred small Telapia fish will be procured and introduced into a pond for breeding. One thousand egg laying chickens and one thousand meat producing chicks will be procured in batches of two hundred and raised in a brooder. A sorghum crop will be planted on high land near Asam and later harvested and crushed for chicken feed.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 10

Plate 5J

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FOOD PRODUCTION SERVICE

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Demonstration chicken run	\$ 1,000			
	Egg processing equipment	100			
	Fish delivery tank	300			
	Start up stocks	500			
subtotals - capital		1,900			
II  Pay and Allowance	1 Community wage	350	\$ 350	\$ 350	
	4 Assistants' wages	1,000	1,000	1,000	
	1/2 Auxiliary salary	1,000			
subtotal - pay		2,350	1,350	1,350	
III  Current Expenses	Seed and plants	500	500	500	
	Mined fertilizer	200	200	200	
	Machinery hire	200	200	200	
	Fuel	200	300	300	
	Stock food supplements	300			
	Insecticides	200	200	200	
subtotal - current		1,600	1,400,	1,400	
Total Program Cost		\$ 5,850	\$ 2,750	\$ 2,750	



ECONOMIC DEVELOPMENT: Actuating Program 11

FARM IMPROVEMENT ASSOCIATION

The Farm Improvement Association will enable the village to work as a unit for greater farm production and increased economic activity. Through the Association villagers will be provided access to the latest contemporary methods, machinery and technology. Comprehensive land use procedures will maximize the use of limited land resources. Suitable diversification of crops will help guard against a decline in the village economy in the event of crop failure due to weather or disease. Effective practical training and management in market farming will alter current farming patterns and solve cash flow problems associated with periods of scarcity and abundance. At the heart of this program is the belief that Kelapa Dua will be raised up as an economic sign for any village in Indonesia to decide that it can reorder its life to become a community of economic self-sufficiency.

The Farm Improvement Association consists of four components. First, a Land Development Program will integrate the use of land in the entire village for maximum production of cash crops, rice, fruit, vegetables and fish. The latest methods of farming and harvesting will expand the agricultural industry. Second, an Irrigation Development Program will provide sufficient water to increase crop yield and offer greater flexibility in diversifying new crop lines. It will also ensure continuous water flow during the dry season. Third, a Cash Crops Program will introduce new crop varieties and employ modern procedures for harvesting and marketing. It will improve soil fertility by rotating grain and legume crops. Fourth, a Common Equipment Pool will enable equipment to be procured and maintained through a centralized agency which will allow farmers access to modern machinery on a cooperative basis.

The Association will immediately set up a planning commission which will create a topographical land use map of the entire area. Fifty hectares of presently unused land suitable for agriculture will be procured on a long-term basis. Water for irrigation will be supplied from the lake and by digging padi field catchment areas. New improved strains of padi, sorghum for feed and cash crop seeds including soyabeans and ground nuts, will be purchased. These crops will be sown with fertilizer bought in bulk and protected with regular insecticide spraying. An administration office and shed will be erected to store and service the equipment and supplies. Small grain silos will be built for rice and sorghum storage. The Association will arrange contracts for the sale of produce direct with Jakarta retailers and establish outlets for sales in the Tangerang Market.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 11

Plate 5K

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FARM IMPROVEMENT ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	2 Landmaster cultivators	\$ 4,000			
	Hand implements	500			
	Grain silos	3,000			
	Water bores	5,000			
subtotal - capital		12,500			
II  Pay and Allowance	5 Community wages	1,750	\$ 1,750	\$ 1,750	
	Day labor	5,000	5,000		
	1/2 Auxiliary salary	1,000	1,000		
subtotal - pay		7,750	7,750	1,750	
III  Current Expenses	New variety crop seed	500			
	Fertilizer	500	500	500	
	Pest control	250	500	500	
	Grain preservative	50	100		
	Meal program	1,500			
subtotal - current		2,800	1,100	1,000	
Total Program Cost		\$ 23,050	\$ 8,850	\$ 2,750	



ECONOMIC DEVELOPMENT: Actuating Program 12

SMALL INDUSTRIES COMPLEX

Essential to Kelapa Dua's economic future is the expansion of the industrial base within the community. Quite clearly it is in this arena that the village will be most closely related to Tangerang, Jakarta and the world. The Small Industries Complex will create the means for employing many more people within the village itself, and will generate additional income for families. It will attract capital from outside sources thus increasing the cash flow within the community. It will use the traditional craftsmanship of the villagers to process raw materials into a range of products for sale. The idea of using sewing skills to promote an industry has sparked the imagination of the women. The sale of the products from this complex will be an important way for the village to maintain contact with the industrial world of today.

The Small Industries Complex will carry out its function through four components. First, the Food Processing Program will process soyabeans, bananas, groundnuts and jack fruit for local markets. A diversified packaging system will prepare products for marketing. Second, the Cloth Finishing Program will utilize the sewing skills of local dress-makers to produce sheets and pillow cases. This program will relate directly to the Adult Skills Institute. As skills increase, additional products will enable market expansion. Third, the Future Manufacturing Program will develop a furniture-making industry for wider markets in the area. Fourth, the Piecemeal Assembly Program will introduce a number of secondary assembly industries for Indonesian companies. These will be most frequently on a short-term contract basis.

The first step will be to acquire the soyabean processing equipment and install it near the community kitchen. Ten people from the village will begin processing soyabean products. Nut roasting, boiling and drying will start as the groundnut harvest comes in. Orders for new sheets and pillow cases will be secured from hotels in Jakarta. Cloth will be purchased and women will start sewing on six new sewing machines. These machines have already been donated. A small workshop will be established immediately in conjunction with the Adult Skills Institute. Training in carpentry and technical skills will prepare men and women to participate in furniture making and the assembly industries as contracts are secured. One of the first orders to be received and filled will be for the initial set of 100 tables and chairs for the preschool and the fitting out of the community kitchen.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 12

Plate 5L

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SMALL INDUSTRIES COMPLEX

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Work table & furniture	\$ 500			
	3 Sewing machines	300			
	Cabinet making tools	500			
	Food processing equipment	200			
	Fabrics instruments	200			
subtotal - capital		1,700			
II  Pay and Allowance	2 Community wages	700	\$ 700	\$ 700	
	1/2 Auxiliary salary	1,000			
subtotal - pay		1,700	700	700	
III  Current Expenses	Fabric supplies	800			
	Maintenance supplies	100			
	Power	200	200	200	
	Packaging materials	250	500	500	
	Freight costs	200	300	400	
subtotal - current		1,550	1,000	1,100	
Total Program Cost		\$ 4,950	\$ 1,700	\$ 1,800	



ECONOMIC DEVELOPMENT: Actuating Program 13

BUILDING MATERIALS COMBINE

The key to providing adequate low-cost housing in most developing communities lies in combining local materials, adequate design and simple construction techniques. By establishing a series of small construction-related industries, the Building Materials Combine will enable the improvement of public and private housing in Kelapa Dua while it brings additional income into the village. Housing rehabilitation and village improvements in Kelapa Dua will provide initial markets for the industries. Later, reconstructed village housing will serve as a demonstration model for opening new markets in other kampungs. The Combine will produce materials, advise on designs and train local people in construction techniques. It will generate employment, attract capital and broaden the economic base of the community while it serves as means for rapidly and inexpensively rehabilitating the physical structures of the three kampungs.

The Building Materials Combine will consist of four interrelated components. First, the Cement Slabs Program will manufacture non-mortared construction bricks of various sizes for use as home flooring materials and as a solid paving material for paths, roadways and outdoor public areas. Second, the Brick Works Program will manufacture bricks and roofing tiles out of local materials for use in building construction in the village and for sale. Third, the Pre-Fab Materials Program will construct windows, doors, outside and inside wall sections, framing and other building elements in standard sizing to facilitate rapid housing construction. Fourth, the Low-Cost Designs Program will serve as a consultant dynamic in housing and construction by providing flexible designs, constructing model units and training residents in construction techniques.

Brick manufacturing can begin immediately. An adequate supply of clay is available near Kampung Asam. A kiln will be constructed of bricks and concrete, molds assembled, trimming equipment made and initial markets secured through the Housing Rehabilitation Program. Within six months another kiln will be constructed suitable for the firing of bricks and tiles to keep up with growing markets. A supply of fibreglass will be procured to begin the pre-fab construction of housing panels. A concrete mixer will be purchased and a supply of sand and aggregate will be located so that the production of slabs can begin. A model house will be designed and built to serve as a demonstration for the Village Improvement Corps. It will use low-cost materials of fibreglass and bamboo frames, bricks and tiles, and cement slabs produced in the village.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 13

Plate 5M

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BUILDING MATERIALS COMBINE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Water installations	\$ 500			
	Brick kiln	500			
	Brick/slab molds	500			
	Prefab construction	2,000			
	equipment				
subtotal - capital		3,500			
II  Pay and Allowance	10 Community wages	3,500	\$ 3,500	\$ 3,500	
	10 Assistants' wages	2,500	2,500		
	1/2 Auxiliary salary	1,000			
subtotal - pay		7,000	6,000	3,500	
III  Current Expenses	Fuel	1,000	1,000		
	Cement	1,000	1,000		
	Fiber glass	1,000	1,000		
	Freight costs	1,000			
	Travel	500			
	Meal program	1,800			
subtotal - current		6,300	3,000		
Total Program Cost		\$ 16,800	\$ 9,000	\$ 3,500	



ECONOMIC DEVELOPMENT: Actuating Program 14

COTTAGE CRAFT ENTERPRISE

Cottage Craft Enterprise is designed to enable the development of small home industries in Kelapa Dua. The program will give an opportunity for local people to bring together their individual efforts and coordinate them into a village industry. This will entice a larger buying market which will in turn broaden the economic base of the community. With the managerial emphasis of the program, a human resource will be exploited to the advantage of the local artisan. Also, one of the most potentially valuable forms of practical art will be firmly passed on to the younger generation. The Cottage Craft Enterprise will utilize the resources of the people of Kelapa Dua in a style to which they are accustomed, to develop the self-esteem and the self-support of the community.

The Cottage Craft Enterprise consists of four components. First, the Traditional Skills Program is an employment project that will use the talents of village artisans to teach their skills to others. Second, the Materials Upgrading Program will cultivate and expand high quality local materials. Third, the Home Production Program will encourage the assembly and creation of traditional crafts within the homes. Groups of villagers will also manufacture those products which demand more use of a labor force in order to be produced. Fourth, a Production Standards Program will maintain high quality, imaginative and competitive products for local and export markets. It will establish marketing and management supervision. The number of models for sale will be limited to establish a reputation commercially and to develop specialized artisans in making particular products.

The implementation of this program will begin by assembling ten skilled artisans to plan the areas of handicraft expansion. On the first community workday, the village workforce will plant pandan along the stream between Dahung and Nurdin. Necessary bamboo and wood supplies will be procured. The first artifacts will be made within the first month of this program. Samples will then be brought to local cities to expand the market. Delivery contracts will be established in the first three to six months. A workshop will be constructed near one of the artisan's homes with simple benches and assembling tools. At the quarterly village celebrations, finished artifacts will be publicly displayed in order to entice other villagers to learn these crafts. A guardian with marketing expertise will spend one week training the Craft Guild in selling and advertising.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 14

Plate 5N

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COTTAGE CRAFTS ENTERPRISE

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Instruments	\$ 200	\$ 200		
	Painting/finishing	200	200		
	equipment				
subtotal - capital		400	400		
II  Pay and Allowance	2 Community wages	700	700	\$ 700	
	4 Assistants' wages	1,000	1,000	1,000	
subtotal - pay		1,700	1,700	1,700	
III  Current Expenses	Sales promotion	300			
	Rattan	200	\$ 200		
subtotal - current		500	200		
Total Program Cost		\$ 2,600	\$ 2,300	\$ 1,700	



## ECONOMIC DEVELOPMENT: Actuating Program 15

## KELAPA DUA TRADING COMPANY

Effective purchasing and marketing by a rural community requires a corporate structure. The Kelapa Dua Trading Company will function as this type of cooperative organization in the life of Kelapa Dua. To release the economic growth potential of the community, the Company will establish both local and national outlets as well as global markets for goods produced by the community. It will also function as a wholesale purchasing agent for needed goods and equipment and serve as a central warehouse for the storage of both raw materials and finished products. The Company will also operate a daily freight delivery service to both Tangerang and Jakarta. The Trading Company will be the means by which Kelapa Dua enters into the commerce of the nation with not only sufficient economic know-how but also the necessary buying power to allow significant economic upgrading of the whole community.

The Kelapa Dua Trading Company has four components. First, the Wholesale Purchasing Program will make goods available in large quantities which, in turn, will provide lower priced goods for consumers. This includes necessary goods for domestic use, agricultural necessities and equipment, and materials for industrial development. Second, an Inventory Expansion Program will develop a network of supply channels, credit lines and storage facilities to increase the variety and quantity of goods available at any one time. Third, the Export Marketing Program will arrange the best possible marketing agreements for locally produced industrial and craft items. Fourth, a Transport Delivery Program will provide a regular freight delivery to Tangerang and Jakarta. It will also facilitate acquisition of bulk commodities and raw materials for manufacturing and processing.

The first step in establishing the Trading Company is to retain an experienced businessman to operate the Company and train a local manager and two employees. A one ton truck will be secured within the first two months to serve as a delivery vehicle for retail merchants and for transport to local markets. This sets the Company in motion. Then necessary supply lines to local merchants can be researched, lines of credit established, steady markets developed, and export licenses procured. An office and warehouse will be constructed for the storage of procured goods and the safekeeping of finished products awaiting delivery. Within a the Company will be formally organized as a legally chartered community shareholder's corporation. Maximum financial participation will be garnered from every business and family in the community. Initiating capital will be promoted through a long term, low interest loan while community capital is generated.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 15

Plate 50

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KELAPA DUA TRADING COMPANY

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Truck - small	\$ 12,000			
	Filing cabinets	200			
	Calculator	100			
subtotal - capital		12,300			
II  Pay and Allowance	1 Community manager salary	1,000	\$ 1,000	\$ 1,000	
	2 Community wages	700	700	700	
	1 Auxiliary salary	2,000			
subtotal - pay		3,700	1,700	1,700	
III  Current Expenses	Printing	350	350		
	Promotion kits	100			
subtotal - current		450	350		
Total Program Costs		\$ 16,450	\$ 2,050	\$ 1,700	



ECONOMIC DEVELOPMENT: Actuating Program 16

FISCAL PROMOTION AGENCY

The Fiscal Promotion Agency is designed as a special instrument that will be established in Kelapa Dua to build a base of financial resources for the community. Based on the principle that a group of village people have greater economic power collectively than individually, the Fiscal Promotion Agency will encourage a cooperative community effort to pool economic resources for a broader economic base. For the first time in the life of many villagers, wider services will be available to help in getting monies saved long-needed tangible possessions in hand. Such power in the hands of local villagers will enable the kind of official recognition from government and large funding agencies to assist in the economic development of Kelapa Dua. The Fiscal Promotion Agency is a crucial key to the business and industrial expansion of the community.

The Fiscal Promotion Agency will operate through four components. First, the Retail Expansion Program is an enablement structure that will help small village stores to improve and expand sales and services. It will also attract new businesses to provide more goods and services. Second, the Credit Union Program will provide a structure for the savings of village residents and will make available small business and individual loans as well as provide growth for savings. Third, the Management Assistance Program will give village businesses special assistance in bookkeeping, accounting and effective business procedures. It will provide sound advice on business efficiency and profitability. Fourth, the Businessmen's Association Program will be a liason for proper authorization and licenses for all community businesses and industries. It will assist in obtaining larger credit loans than are available beyond the community's present resources and will coordinate new business ventures.

To implement the Fiscal Promotion Agency, an advisory board will be set up immediately. It will be composed of outside business financiers, members of the Auxiliary Staff and two village leaders. They will investigate all small businesses and plan ways to broaden their operating base. They will also plan for attracting necessary new retail businesses. The board will establish a community credit union according to guidelines of Indonesia and assign a board of community directors and two outside advisers. The Credit Union will be set up in the Community Center and open daily at convenient hours. The Union will have a financial adviser available to everyone for fiscal instruction every day for the first three months. The Advisory Board will establish relations with the Central Bank of Indonesia, People's Bank and the Ministry of Finance relative to the funding laws of Indonesia and investigate obtaining large outside loans to spur local industry.

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FOUR YEAR PLAN  
PROGRAM BUDGET

Program 16

Plate 5P

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FISCAL PROMOTION AGENCY

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I  Capital Costs	Typewriter	\$ 700			
	Calculator	100			
	Credit Union	1,000			
	subtotal - capital	1,800			
II  Pay and Allowance	2 Community wages	700	\$ 700	\$ 700	
	1 Consultant fee	1,200			
	subtotal - pay	1,900	700	700	
III  Current Expenses	Stationery	200	200	200	
	Travel	1,000	500		
	subtotal - current	1,200	700	200	
Total Program Cost		\$ 4,900	\$ 1,400	\$ 900	



## EPILOGUE

### ACKNOWLEDGEMENTS

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## I

## ACTUATION PHASING

## METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Kelapa Dua are found in the five comprehensive charts and the accompanying discussion 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 Kelapa Dua residents, screened at the beginning of the week, indicated surprisingly specific, though broad concerns, in five distinct areas: basic facilities, local business, farm production, local prowess and local culture. The central point of the vision, farm production, indicated a resolve to upgrade the income of the village's basic industry, farming. Surrounding emphases indicate a concern for establishing a foundation of such expansion in the community in upgraded resident skills and fundamental commercial structures. A further concern was the creation of community structures through which significance and well being could be assured to all residents. The following day's work in discerning the contradictions underlying these concerns revealed a dramatic emphasis on the socially and economically constricted life patterns in the community. These constrictions are manifest in relation to available capital, farm production, access to knowledge and information, delivery of essential services and various aspects of community style--culture, social structures and mutual responsibility. Other impeding issues were also uncovered that are relatively unrelated to this isolation. The important issues among these were effective management of water, the maintenance of health, business skill-levels, and the debilitating effects of subsistence living on community life. The proposal work which followed used a broad approach to providing functional and informal education to all residents in an effort to overcome the isolation. An equivalent proposal thrust was aimed at molding effective forms of community life to overcome the internal dimension of isolation and constriction in the community. The third major thrust of the proposals aimed at economic expansion by providing cooperative action in the community and by bringing contemporary technology into the local situation. The Tactical Systems Chart underscores the need of practical community unity if the situation in Kelapa Dua is to change. Both rational and practical tasks must be provided. The economic base of the community must be broadened through industrial development and agricultural intensification. Finally, the extension and strengthening of the economic and



social relations of Kelapa Dua becomes the means to catalyze local development as well as to sustain its momentum. The Actuating Programs Chart indicates three relatively independent yet interrelated dynamics necessary within the implementation process: the systematic social development of local residents, the cooperative expansion of local economy and the construction of basic physical structures. In the arena of social development the major emphasis is on local training, the creation of social involvement and the enhancement of physical vitality through health and nutrition care. In economic development, the central strategy lies in exploding additional new industries in the community while organizing the farm and business efforts as a corporate thrust. Tying both of these together is the rapid installation of basic physical facilities and utilities to undergird both economic and social programs.

#### PHASES

The Human Development Project model produced during the Consult represents the decisions of residents of Kelapa Dua to initiate development efforts in the kampungs of Asam, Nurdin, and Dahung. The Actuating Programs provide for the four year phasing of the model. During the year of initiation, emphasis will be placed on rebuilding the physical vitality of the people through programs of food production, nutrition, health, utilities and improvements; on refunctionalizing the literacy of the people through programs of training and social interaction; and on the creation of practical forms of cooperation especially in the economic arena through programs related to business, agriculture and industry. By the end of the first year, all of the actuating programs will be operating. The second year will focus on the detailed reconstruction of the village and on the development of broad local leadership for the village to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously the number of local ICA staff are decreased. A second concern of this phase will be the extension of the project focus to other nearby kampungs and more importantly to similar situations in other parts of the nation. 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 initiative is maximized in all the development programs.

## II

### PROJECT FINANCING

An important aspect of the social demonstration is comprehensive funding. Any effort in socio-economic development in the

FUNDING

rural areas of the world requires back-up assistance from both the public and private sectors. This assistance can be in the form of grants, long-term loans and lines of credit. In-kind contribution of goods, services, time and facilities are also needed. Eventually, a local community must be in position to assume responsibility for the costs of development. However, at this moment, a great deal of financial leverage is needed to break the pattern of survival-living which prevails in rural villages. Therefore, it is crucial to find ways to bring as many external and internal resources to bear on the community over as short a period of time as possible.

COSTS

The 16 Actuating Programs provide the means for an initial analysis of the cost of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6 shows the estimated costs of the first year of each program and the combined total. Plate 6B provides a picture of the projected costs of 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 ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operation costs. The major share of this for the first year falls in the capital outlays column. This is explained by the number of public works and other construction projects required to undergird project launch, and represents a direct injection of funds into the community in the form of new capital assets. This injection will be multiplied through the benefits of increased levels of economic and social activity which it will catalyze. Over the four years, increasingly less direct funding will be needed to support capital improvements as programs begin to generate their own incomes and attract their own investment. Thus, direct costs are reduced by 63% during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of agriculture, the introduction and expansion of local industry, and the expansion of 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

The Actuating Programs provide the framework for local



GUILDS

participation and give direction to the necessary organization of the community residents who will do the work of implementation. Interested residents of all ages who are involved in the programs could organize themselves into groups to work together on community-wide projects or subdivide into special taskforces. These working bodies would constitute a contemporary form of the ancient guild. Though basically task-oriented, these citizens' groups would also do continuing planning and evaluation.

COMMISSIONS

The 16 programs of the Kelapa Dua Human Development Project could be divided into two groupings--one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged could be designated as a guild assembly. It would include guild participants, other concerned residents, auxiliary staff and guardians. It would be a cross-section of the community: men and women, young and old from across the three kampungs. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating programs and insuring that programmatic decisions reflect the concerns and needs of the community. This body should also constitute a broad cross-section of the community and should include members of the auxiliary staff and representative guardians.

GUARDIANS

The guardian and patron networks assure the continuance of external support to the Human Development Project. This support refers not only to strengthening the interest and assistance of governmental agencies, but also to establishing relationships with private forces both within and beyond the community. In addition to funding, outside support needs to include information sources, advocacy, and access to services and expertise not presently available within the community. These networks will be invaluable to Kelapa Dua.

AUXILIARY

Finally, the Actuating Programs indicate the form of the catalytic force, referred to here as the auxiliary. One of the indices of a dynamic human development project is the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. Functionally, this group engenders motivity in the community at large and continually seeds its imagination, thus enriching and focusing its understanding of the development task. It also provides an ongoing training dynamic--most of which goes on informally as people work shoulder-to-shoulder on a common task. Such training makes possible the continual emergence of new leadership. The presence of

such a body whose membership is international, provides a continual freshness of perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of community and practical wisdom of long-time residents, a reservoir of effective power emerges. In Kelapa Dua today such a force of people needs to include basic education specialist, farmers, small business experts construction engineers, health personnel, nutritionists, and industrial developers. Each member of the auxiliary will be charged with the responsibility of equipping one or more understudies in his area of expertise. These understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

#### IV

##### ANTICIPATED BENEFITS

##### ANTICIPATIONS

Since Kelapa Dua is intended to be a showpiece which will serve as a pilot illustration of possibility for similar locations, it is important that an imaginal picture of the anticipated benefits of the project be spelled out. Rather than state in abstraction the objectives of the model village, it will be more valuable to try to list what a traveller will see on his pilgrimage to the village in 3 to 6 months time. The hundreds of things the visitor might see are organized into 9 simple areas.

##### MOVEMENT

Probably the first thing a visitor will notice on entering Kelapa Dua will be a sense of movement and activity. He will have noticed signs as far away as Tangerang pointing the way to Kelapa Dua. As he approached the village he will be aware of the construction and design of the main road. He will pass a neatly lettered sign saying "Welcome to Kelapa Dua Human Development Project: A.N.D.-A Pilot Project for Indonesia and the World" written in Sundanese, Indonesian and English. Further on, he might pass the red and white market garden truck on its way to Jakarta with the week's harvest of vegetables and fruits for sale. Or he might pass the community bus filled with preschoolers in red and white uniforms on a trip to visit the International Airport in Jakarta. He will note other red and white vehicles, tractors, small vans and even bicycles transporting goods and people to town and carrying out various village tasks. As he turned off the main highway he will also be impressed with the all-weather construction and condition of the secondary road into Asam.

As the visitor moves through the three kampungs, he will be struck with a sense of orderliness and well-cared-for space



nutritious lunch each day.

#### KITCHEN

The visitor will notice the health and energy of the villagers. He might walk over to the community services complex for lunch to observe the community kitchen first-hand. He will be greeted by uniformed women members of the community Health and Nutrition Guild who run the kitchen. They will show him the cooking and storage facilities. He will hear nutrition education going on while community meals are prepared. He will hear that over 1800 meals a day are served to community residents from this and similar facilities in all three kampungs. He will be impressed to discover that the kitchen supports itself through nominal charges and through the contributions of food and supplies from local residents. They will serve him the day's lunch of baked telapia, poached eggs and fresh garden vegetables all produced by community enterprises. He will eat lunch in the dining hall of the community and perhaps talk with some of the paramedical workers in the health outpost about the parasite and tuberculosis eradication programs. The new sandals being worn by all residents will be pointed out as a means of parasite prevention. Depending on the day of the week, he may be introduced to the professional medical staff and students from the area working in the village every week. Quite likely he will also encounter members of other guilds at the assembly hall for lunch before their daily midday academy classes begin.

#### CENTER

The visitor will be aware of the confidence and openness of the adults of the community, and will be surprised to learn that a group has just left to spend a month visiting similar projects in other parts of Asia. He will visit the community center and see the TV room and other facilities. He will carefully examine the local crafts on display and perhaps watch a group of youth practice dancing for a coming special occasion. He might even sit in on an adult class in English or Indonesian or encounter a skills training group on their way out to an onsite lesson. He might walk quietly by the women's center so as to avoid interrupting a workshop to plan a coming village festival. He will pause at the community newsboard and note the yearly and monthly calendars, lists of guild members and tasks, and maps showing the world and the local community with the stake names on it. In conversation with passing residents he will discover that all the residents of the community are members of some guild: merchants, farmers, health and nutrition, teachers, sewing, industry, construction and beautification, crafts, and even an ambassador's guild--a member of which has been hosting him throughout the day. He will also find that these guilds and stakes meet weekly and that one day a week is set

## VILLAGE

throughout the village. He will appreciate the well designed paths outlined with concrete blocks that lead through the village. He will notice newly rehabilitated houses with cement slab floors and brick walls of local manufacture, and he will see others just started in reconstruction. As he strolled through clusters of houses, he will be pleased with the brightly painted exteriors of new and old buildings in coordinated colors and the sense of cohesion that the color schemes gives to the village. He will be amazed at the number small family gardens neatly laid out and growing a variety of vegetables. He will be surprised at the number of newly planted trees and other decorative plants placed artfully about. If he stays until evening, his walk will be guided by outdoor lights placed at public spots and also by light shining from the windows of nearby houses. He will be surprised to learn that the electricity, installed only a few months before, was supplied by community-owned generators run by diesel power. As he walked, he would notice small plaques identifying each home and attractive signs marking all community buildings.

## SCHOOLING

The visitor will doubtless be impressed with the vitality and engagement of the children in various education structures. He may notice the numbers of children on their way down the road to the Islamic Village School or to the school in Kelapa Dua proper. He will be pleased to know that their simple, well-fitting clothes had been manufactured locally by the women's Sewing Guild. He will certainly be drawn back to the large red and white tent on a permanent frame which he noticed on his way in. There he will see several hundred youngsters attending "The Kelapa Dua Human Development Project Preschooling Center" as the signs proclaims. He will be impressed with the power and discipline of the children as they sing several of their songs to him and surprised that they greet him in English as well as the Bahasa Indonesia. He will notice the class of older children nearby and be delighted to learn of similar schooling going on in each part of the village. He might even be amazed to discover that every young person and many adults are involved in some educational program. Several of the children might take the visitor off to see the school garden where youngsters learn practical skills while they raise food for the community kitchen. He will also notice the Infant Care Center nearby. In speaking with the young preschool teachers, he will discover that they have had little previous formal training but worked with a trained staff person to concentrate their preparation and pool their energy as a teaching team. If he asks about the apparent vitality of the children he will be informed of the systematic preventive health care they receive and also directed to the community kitchen which as a part of its program serves all the children a substantial and



aside as a community-wide workday. He will be pleased to hear that all the guilds emphasize the training of younger members in practical skills. He will also see reports from the previous community dewan where plans and assignments were made for all the current community work. He will remember passing smaller centers like this one located in each section of the village where, he is told, other programs of education and planning also go on.

## FACILITIES

On his way to the vegetable garden he will note the freshly dug and carefully designed drainage ditches which channel runoff rainwater to canals and catchment areas. He will be impressed with the skillful engineering which graded the ditches to leave no standing water. What in the distance appears to be a small node or center, he will discover on closer examination, to be a neighborhood laundry, bathing, and toilet block, complete with pure running water and a sanitary disposal facility. These too he will find are placed rationally throughout the kampungs. Later, up on the hill he will investigate first hand the deep bore and rain storage tanks which supply the village with domestic water to supplement the rainwater gathered from roofs and stored in household tanks. From there he will be shown the catchment areas for irrigation water scattered around the area. The telapia fish he had for lunch was raised in one of those catchment ponds. In the distance he will also see the work being done on renovating the channels and in laying pipe to carry water during the dry season to all the agricultural areas.

## FARMING

He will be excited by the diversity of cooperative effort in agriculture in the village. He will discover the demonstration vegetable garden to be using thoroughly modern methods and equipment. Members of the Farm Guild will point out the other plots in the area where similar enterprises have been initiated using similar techniques. They will quote with pride the contribution that agriculture has made in doubling the village income and in reducing costs of the community's food. The farmers will point out the pattern of rice, soyabeans and other crops across the fields that dramatize the diversified production techniques being used. They will also mention plans for fruit orchards, intercropping currently being tested in experimental plots in all three kampungs. After he has seen the commercial-scale cooperative poultry farm between Dahung and Nurdin and the new community food and grain storage warehouses and equipment sheds, he will understand the deep pride of the local farmers in what they have done.

On the way back through the village, the visitor has yet to see the soyabean processing operation, the craft guild's workroom where clothing and crafts are made, the brick and tile works, the cement slabs industry responsible for all-weather paths and some of the many home craft industry oper-

BUSINESS

ations in the village. He may hear about the team from the Trading Coop who are on a 2 week trip developing export markets for local crafts. He will stop by one of the stores in the community and note the variety of goods attractively arranged and reasonably priced which have resulted from the merchant guild's bulk buying activities. He will walk past the new community marketplace next to the Tangerang Road, and if it is market day, he may browse through the wide range of local goods for sale and wonder how many kampungs are represented among all the merchants and customers in the busy market. He may be invited to a meeting of local businessmen as they plan the initiation of other new industries for Kelapa Dua or discuss arrangements for sending an additional team of villagers to be employed in one of the new factories near Tangerang. He may even be asked if he can help with advice or contacts he may have.

MOTIVITY

Above all, at the end of such a tour the visitor will realize that he has been impacted by the people themselves. He will be aware that he has met a vital, hardworking, corporate people who possess confidence, dignity and pride in their village. He will sense that something profound has happened to these people which is reflected not only in the liveliness of their singing and their community celebrations but also in their conversations. He knows that he has been truly welcomed to the community. He recalls the breadth of an awareness and interest; the way the people spoke of the history of their village and its future; and their ability to converse in English. He is surprised at the quiet competence with which they talked about their village. He is impressed at their physical vitality and energy and amazed at the amount of practical cooperation throughout the village. He wonders too at the grace and dignity of the many women he has encountered in positions of community leadership and service. He recalls the liveliness of the children and the strength and vision of the men. Perhaps the visitor will say that these people of the village have spirit and high morale. He also wonders, "If this can happen in Kelapa Dua, why not in other villages across Indonesia and the world?"

V

REPLICATION SCHEMES

The Kelapa Dua Human Development Project is a pilot project in the socio-economic development of a rural community. Local replication of the project would involve several steps. One could be the systematic sharing of the Project in other communities through speaking engagements by local Project staff. Visitation programs could be devised whereby leaders and residents of other communities could visit Kelapa Dua. One day local community meetings could be held. People



LOCAL

from other communities, interested in replication could be invited to attend as a step in exploring ways to move in their respective communities. Concerned leadership could be trained in project methods in a Social Methods Institute. Finally, a consult similar to the one held for Kelapa Dua could be initiated in these communities in consultation with the ICA and Kelapa Dua residents.

NATIONAL

A national replication effort of the Human Development model could be of signal value for the communities of any country. It could provide concrete and constructive form for the movement toward local responsibility and the cry for local social transformation. Replication could benefit the nation as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalization of the rural community. It could be a model for creatively recovering community space, providing adequate housing for all residents and engaging every citizen in community decision-making. It could demonstrate an approach to community education which empowers every citizen's social participation. Finally, a Human Development Project is a demonstration of the recovery of community as a human environment. Practical replication steps would require an effort similar to that described in the preceding paragraph on local replication. It would be necessary to involve local people and solicit the support of the public and private sectors at all levels. The work of the ICA over the years in 23 nations had built a foundation of support and responsibility which would greatly facilitate the move to replication. It is conceivable that the first replication of the model could be accomplished this year, possibly in Medan, Sumat or Manado, Sulawesi.

PERSONNEL

The replication of this Project raises further issues about the necessary catalytic staff and the community training involved. The number of catalytic staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across a nation would require a staff of about 10 people for each community for a period of two or more years. This staff would live and work with the people of the community, sharing with them a variety of skills. The staff as a unit would encompass a wide range of expertise, but more important than this, would be the deep concern of each staff member for the renewal of community life. Such core groups could be made up of people from both the public and private sectors. They could be people from across the nation, possibly including university students whose degree designs incorporate a year of field placement. The ICA could provide practical training institutes in comprehensive community development methods for such local replication forces. Such training institutes would be at least one month in length.

gth and accomodate 50-60 trainees. Classroom work would be involved but most of the time would be used for practical field training in the pilot project and local replication experiments.

FINANCING

Through an operating Human Development Project, the ICA could provide training resources for replication in other locations throughout the nation at minimal costs. The program budgets for each replication project would be built on the basis of local necessity and could be supported to a large degree by allocated funds made available through the normal broad-based channels of public and private support as well as long-range public and private loans. Local people in each situation could participate directly through contributions of time and effort as well as direct cash donations. The possible sources of direct economic support, both within and outside the community, would be greatly expanded by the successful accomplishments of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

SELECTION

For over 6 months the Institute of Cultural Affairs surveyed many rural villages and urban neighborhoods in the metropolitan area of Jakarta in anticipation of establishing a pilot Human Development Project in Indonesia. The village of Kelapa Dua (A.N.D.) was finally chosen for several reasons. First, although it is a rural community, it is located near Halim International Airport and the capital city of Jakarta whereby it can be easily accessible to visitors who wish to see rural Indonesia coming alive. Second, it is dramatically in need of socio-economic development, yet has remained relatively unaffected by the renewal projects in the area. Third both the public and private sectors have indicated a keen interest in cooperation with such a rural development effort. Fourth, the village's location in the Kabupaten of Tangerang is reminiscent of Indonesia's long history and passionate struggle for independence. Fifth, and perhaps most important, the local residents and their community leaders are ready to move immediately towards the socio-economic development of Kelapa Dua.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Kelapa Dua Human Development Project in the coming year. This means assigning staff to serve as the Project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic interchange of information with



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staff and local participants in Human Development Projects across the world. Assigned staff would live at Kelapa Dua and work full-time in the Project. The expenses of the staff have been written into the various programs in which they will be directly involved.

SUPPORT

The ICA stands ready to assist community leadership in procuring cash or in-kind contributions for program establishment. By working with the Guardian network, local residents and auxiliary personnel will be in a position to seek support from both the public and private sectors. The funding objective for the coming year will be to develop a base of support for Kelapa Dua through the gifts and grants of corporations, agencies, foundations and interested individuals. At this point in its history, it is necessary for the Project to depend on outside funding. Over the long term, however, the Project will be recreating the financial foundations of the community and lessening its dependence upon external funds.

DIRECTION

The Kelapa Dua Project is the first of twelve local human development efforts to be launched this year in consultation with the Institute of Cultural Affairs. During the past twelve months, eight projects were launched in Australia, India, Kenya, the Marshall Islands, the Republic of the Philippines, the Republic of Korea, United Kingdom and the United States. The ICA anticipates that the Kelapa Dua Human Development Project will be of service to the Republic of Indonesia as one of the many signs already present in this nation that local community is being renewed by local man.

Fiscal Year 1976

ICA Consultants

Key: 1.0 = \$1,000

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Village Health Clinic	2.60	1.70	3.00		6.40		13.70
2 Village Nutrition Project	14.60	3.45	1.00		1.30	.50	20.85
3 Early Learning Center	14.50	7.25	6.00		6.50	1.50	35.75
4 Youth Training Corps	3.50	1.80	2.00		.50	.50	8.30
5 Adult Skills Institute	2.00	1.40	2.00		3.25		8.65
6 Community Cultural Node	1.75	.70			.80	.50	3.75
7 Women's Social Academy	.30	.70	1.00		3.00		5.00
8 Village Improvement Corps	35.00	9.50	2.00	1.00	4.75	.50	52.75
9 Essential Services Network	55.00	5.70	1.00	1.00	8.35	.50	71.55
10 Food Production Service	1.90	1.35	1.00		1.60		5.85
11 Farm Improvement Association	12.50	6.75	1.00		2.80		23.05
12 Small Industries Complex	1.70	.70	1.00		1.55		4.95
13 Building Materials Combine	3.50	6.00	1.00		5.80	.50	16.80
14 Cottage Crafts Enterprise	.40	1.70			.50		2.60
15 Kelapa Dua Trading Company	12.30	1.70	2.00		.45		16.45
16 Fiscal Promotion Agency	1.80	.70		1.20	.20	1.00	4.90
Total	163.35	51.10	24.00	3.20	47.75	5.50	294.90



PROJECTED COSTS  
over four years

ICA Consultants

Key: 1.0 = \$1,000

years programs	I	II	III	IV	Total Cost
	FY 1976	FY 1977	FY 1978	FY 1979	
1 Village Health Clinic	13.70	4.60	3.30	3.30	24.90
2 Village Nutrition Project	20.85	4.80	5.05		30.70
3 Early Learning Center	35.75	22.75	13.00	9.00	80.50
4 Youth Training Corps	8.30	3.30	2.10	2.10	15.80
5 Adult Skills Institute	8.65	3.65	1.80	1.60	15.70
6 Community Cultural Node	3.75	1.40	1.40	1.40	7.95
7 Women's Social Academy	5.00	4.20	3.70	2.70	15.60
8 Village Improvement Corps	52.75	18.50	5.00		76.25
9 Essential Services Network	71.55	17.60	8.40	12.20	109.75
10 Food Production Service	5.85	2.75	2.75		11.35
11 Farm Improvement Association	23.05	8.85	2.75		34.65
12 Small Industries Complex	4.95	1.70	1.80		8.45
13 Building Materials Combine	16.80	9.00	3.50		29.30
14 Cottage Crafts Enterprise	2.60	2.30	1.70		6.60
15 Kelapa Dua Trading Company	16.45	2.05	1.70		20.20
16 Fiscal Promotion Agency	4.90	1.40	.90		7.20
Total	294.90	108.85	58.85	32.30	494.90

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PROJECT FUNDING FLOW CHART  
toward local self-sufficiency

Plate 6C  
Key: 1.0=\$1,000

items \ years			year one launching	year two expanding	year three resolving	year four rendering	Four Year Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	160.00	60.00	20.00	.	240.00
		Private Sector	128.90	35.85	16.85		181.60
		Total	288.90	95.85	36.85		421.60
	Village Monies	Cash Contributed	5.00	10.00	15.00	22.30	52.30
		Loans Contributed	1.00	3.00	7.00	10.00	21.00
		Total	6.00	13.00	22.00	32.30	73.30
	Total Monies		294.90	108.85	58.85	32.30	494.90
Village Income Development	Village Annual Income	current 20.00	60.00	80.00			
	Family Average Annual Income	Current .12	.36	.48			