

Indonesia

BUBUN

HUMAN DEVELOPMENT PROJECT

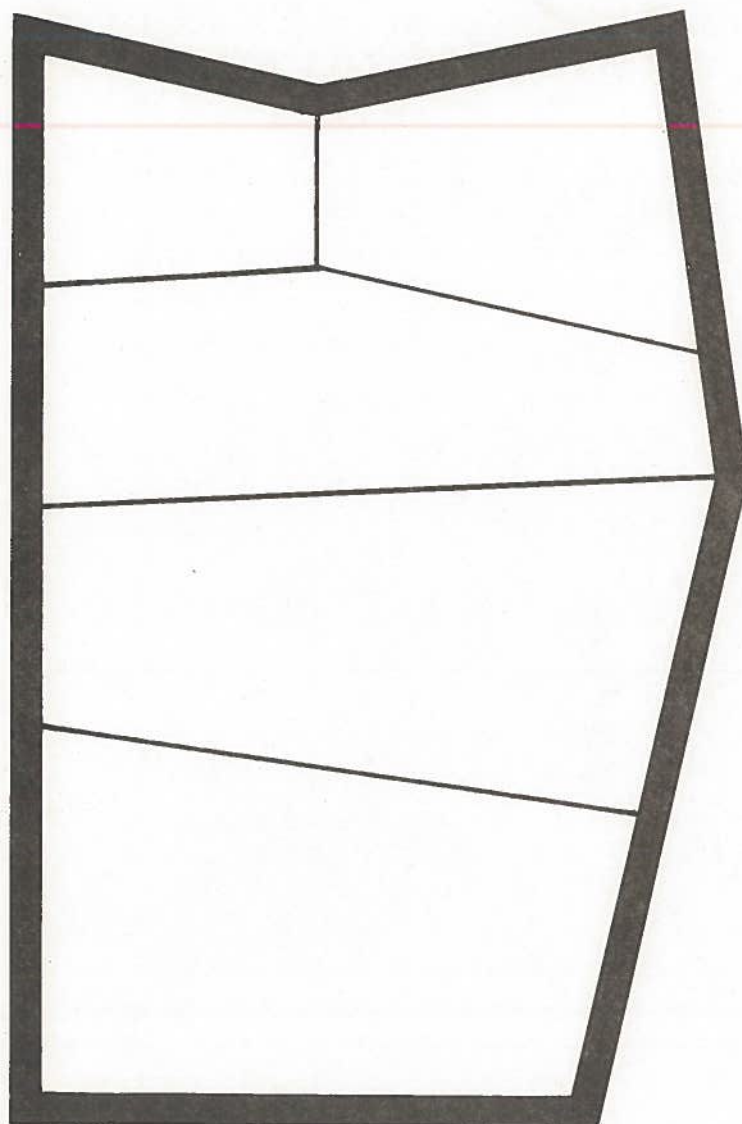


Bubun - Indonesia

CONSULTATION
SUMMARY STATEMENT
SEPTEMBER 1978

BUBUN

HUMAN DEVELOPMENT PROJECT



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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
Bubun Human Development Project Consultation
which took place at
Bubun, Langkat District
in the
North Sumatra Province of Indonesia
19-23 September, 1978
organized by
The Institute of Cultural Affairs
consultants
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in collaboration with
Badan Penyelidikan dan Pengembangan
Kebudayaan Nasional
(BAPPENAS-2U)
Badan

This is a publication summarizing the
Bubun Human Development Project Consultation
which took place at
Bubun, Langkat District
in the
North Sumatra Province of Indonesia
17-23 September, 1978
organized by
The Institute of Cultural Affairs
consultants

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In collaboration with
Badan Perencanaan Pembangunan
Daerah Propinsi Sumatera Utara
(BAPPEDA-SU)
Medan

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PROLEGOMENA

I

THE LOCATION

BHDP

The Bubun Human Development Consultation was the initiating step in a comprehensive demonstration project by the people of Bubun, a remote rural village located in the Tanjung Pura Kecamatan of the Province of North Sumatra, Indonesia. Bubun is located on the Langkat River northwest of Medan near the Straits of Malacca in the Kabupaten of Langkat. The project is a comprehensive effort that involves both the social and economic development of the village. It was begun through a cooperative effort of villagers and the Indonesian government. 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 the methods which can be used by any rural community in Indonesia and therefore, can be duplicated elsewhere.

INDONESIA

In 1969, the Republic of Indonesia, the fifth most populous nation in the world, initiated its 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. Agricultural expansion, 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, especially in the rural areas. With eighty percent of her one hundred and thirty 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 overcrowded cities, the government now discourages new movement into cities and seeks to reverse the tide of migration from rural to urban centers. 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. The Human Development Project now being initiated coincides with a decision of the Province of North Sumatra to encourage comprehensive rural village development particularly among the coastal villages.

MEDAN

Medan, the capital city of North Sumatra, is located in north-eastern Sumatra, 24 kilometers from the port of Belawan which was recently incorporated into the municipality of Medan. Medan is the third largest city in Indonesia and serves as a market center and export outlet for rubber, palm oil and tobacco from private and government-owned estates to world markets. Fruits and vegetables from smallholdings are exported to the nearby nations of Thailand, Malaysia and Singapore. Medan is the center of regional development for the northern four provinces of Sumatra. Research and development teams who are building the infrastructure for northern Sumatra are based in Medan. It is the main base also for a number of employees of companies who are bringing in a vast natural gas field in Aceh, the neighboring province to the north.

TANJUNG PURA

Tanjung Pura is the local market center for the area serving Bubun. It is the site of the local government structure and functions as the educational, commercial and business center of the area, providing a provisioning service to remote villages. It has a brisk business in lumber, boat building, fish and other marine products.

BUBUN

Bubun, whose name means, "the way people catch birds," is surrounded by water. Rivers form natural boundaries on every side, the Langkat tidal River on the west and small tributary rivers on the other three sides. The river Langkat is the only link to Tanjung Pura, 12 kilometers southwest, the former land road now interrupted by a series of unbridged rivers. Public river transportation is limited to one round trip each day leaving Bubun at midnight and Tanjung Pura at noon. The village has 873 residents whose lives are primarily related to fishing and agriculture. There is a fifty-percent literacy rate, and the two primary schools enroll about fifty percent of the school-age children. Schooling beyond the primary level requires living outside the village. Homes are of wood or bamboo with atap roofs in the classic Melayu style, built off the ground with wood, brick or cement pilings. There are outside pit toilets and bathing facilities for some households; many, however, use the river for both functions. Water comes from the river or shallow wells and must be boiled for drinking. The rice fields, for the most part, are abandoned due to salt

BUBUN

water contamination. There are fourteen sewing machines in the village and several bicycles. Men fish in small boats for subsistence income and the women earn small amounts by making atap roof from nipah palm, weaving mats and catching shellfish. There are fourteen shops in the village selling mostly items bought in Tanjung Pura and brought on the daily boat. The village has been designated as one of the seven growth centers of North Sumatra by the Coastal Development Project of the Indonesian Government. Over the past two years, it has received a new clinic and office complex towards that purpose. However, these buildings have yet to be fully occupied.

II

THE CONSULTATION

AGENTS

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. The Institute has headquarters in Brussels, Bombay, Chicago, Hong Kong, Nairobi and Singapore. In addition, there are ICA offices in more than one hundred major cities serving 29 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. The Institute of Cultural Affairs is working in Indonesia in collaboration with the Central Government's Department of Internal Affairs and the Social Department, with the Governor's Office through Bappeda in the Province of North Sumatra and with all appropriate agencies at the Kabupaten and Kecamatan levels.

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. Consultant teams composed of Asian and non-Asian staff traveled through Java, Sumatra and Sulawesi. In 1972 the Institute of Cultural Affairs 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 staff of the Institute of Cultural Affairs began the research needed to locate a site for a pilot project. This project was to demonstrate a comprehensive approach to community development. After giving serious consideration to a number of possible locations for this project, Kelapa Dua was chosen. The practical sign over the past two years of community development in Kelapa Dua has led to the request on the part of the government and villagers to begin two more such projects, one in Bubun in North Sumatra and one

in Bontoa in South Sulawesi, in September and October 1978, respectively.

PARTICIPANTS

The Consult took place in Bubun from September 17-23, 1978. The team of consultants numbered 300 of which 240 were local residents. Approximately 300 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 place of work, as well as visiting social agencies, industries, businesses and schools in Tanjung Pura and Binjei. The sixty non-residents consultants came from Medan, Jakarta, Tanjung Pura, Binjei, Kuala Langkat and Pangkalan Biduk. Other consultants came from the United States, Singapore, Australia, West Malaysia, East Malaysia and the Federal Republic of Germany. 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, fisheries, horticulture, several sectors of the business community, doctors, nurses, a contagious disease eradication specialist, people in all levels of community planning and development, banks, cooperatives, a construction contractor and a home industry planner. Citizens of Bubun attending, likewise, represented a wide range of occupations and expertise: merchants, farmers, fishermen, shell-fishermen, homemakers, boat builders, a carpenter, students, pandan weavers, atap makers, a nurse and midwife.

VISION

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 Bubun. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally they discerned the necessary Programs which would facilitate the application of the tactical system. The aim of the Consult was to assist the citizens of Bubun in accelerating the expansion of the project and empowering its impact upon the neighborhood.

FOLLOW UP

The task following the Consult is to initiate implementation of tactics which are focused in the Actuating Programs reported in this document. First, this will involve the on-going meeting of local leaders, the Bubun 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 Coastal Development Project and related government agencies. It will also be necessary to develop support systems with foundations, corporations, trusts

and individuals who can decide to participate in initiating particular elements of the project. 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 occasion a response to the task of developing one's own community.

III

THE PRESUPPOSITIONS

Virtually any local community provides the elements required for a Human Development Project. In the past twenty years, the work of the Institute of Cultural Affairs in rural villages, urban neighborhoods and suburban towns across the globe has confirmed the 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, the potential location will be characterized by apparent hopelessness and the absence of community direction. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing creatively 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, only superficial social change results. Fourth, both local and outside perspectives are required in planning Human Development Projects. 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 of replication forces.

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

ECONOMIC

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 functional 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 efforts. 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 issues beneath all the underlying social economic contradictions are discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in areas 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 efforts and occasioning profound transformations. 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 efforts of both the public and private sectors are needed. The combined assistance of both sectors in the form of consultant services, funding and materials 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 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

ACTUATION

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 the 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. Concluding sections offer 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 concern, their hopes and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of Bubun 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 Bunbun 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 Bubun. 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 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 Bubun 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 total community, 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 most of the 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 151 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 Bubun. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the Consult.

RESULTS

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Bubun. Section A, Toward Accelerating Economic Competence, reflects the desire of the citizens to expand the productivity of the natural resources. Section B, Toward Ensuring Resident Well-Being articulates the concerns for facilities and structures for an ordered existence. Section C, Toward Releasing Social Development points to the longing for essential services and access to broad-based knowledge. The chart is divided into nine master categories within which there are thirty components. These are then further subdivided into a total of 120 individual items, each representing a facet of the Operating Vision of the people of Bubun. It is in these that the practical substance of the vision is held. The central master category deals with Resident Well-Being. The first two on the left deal with Agricultural Expansion and Business Activities. The next two deal with Production Means and Essential Management. The two immediately to the right of center deal with Health Mechanisms and Access Routes. The last two deal with Children's Training and Adult Instruction.

SUSTENANCE

The achievement of economic sustenance by expanding the local base of the economy is a central theme that the people of Bubun see for their community's future. During the Consult, the residents expressed a desire to increase their fishing through upgraded equipment and cultivation of ponds. They also saw the need to expand the business activities with enlarged and diversified shops and new processing and manufacturing structures. The citizens want to control the pests, acquire upgraded agricultural implements and extend the usable land. Increasing the available capital and diversifying the marketing systems are seen as ways to accelerate the economic activity.

CARE

The citizens of Bubun see that structural support is necessary in this village. They desire improved housing of permanent materials with adequately drained yards. Installing a village wide electrical system was another vision. The residents wish to have a more beautiful mosque, a cinema theatre and sports facilities and school rooms. There is a wish for securing the everyday lifestyle with emergency aid, safety partols and preventive measures.

MOTIVITY

The community wishes to upgrade the environmental structures and the functional education. They see the need to have health mechanisms including a medical clinic, public toilets, laundry and bathing space and a refuse disposal system. The residents see that drinkable water is critical and will require deep wells, cisterns, testing and pumps. They wish better roads and pathways, more complete drainage system, and better ways to communicate more quickly with people outside the community. The people desire children's training, both through formal activities like post-primary grades and pre-school classes as well as through informal recreational activities.

OPERATION VISION CHART
A Summary Of The Existing Operation Vision Of The People
Of Bubun

September 1978
Consult
Plate 1

A — toward ACCELERATING ECONOMIC COMPETENCE foundational sustenance						B — toward ENSURING RESIDENT WELL-BEING structural support	C — toward RELEASING SOCIAL DEVELOPMENT human motivity																				
BASIC COMMERCE			RESOURCE USE				ENVIRONMENTAL STRUCTURES			FUNCTIONAL EDUCATION																	
AGRICULTURAL EXPANSION I		BUSINESS ACTIVITIES II	PRODUCTION MEANS III	ESSENTIAL MANAGEMENT IV			HEALTH MECHANISMS VI		ACCESS ROUTES VII		CHILDREN'S TRAINING VIII		ADULT INSTRUCTION IX														
upgrading FISH CATCHES	Total Income	broadening RETAIL SHOPS	Enlarged Stores	Wild Pigs	Farmers' Cooperative	constructing IMPROVED HOUSES	Basic Design	opening MEDICAL SERVICES	Maternity Clinic	Bridge Connections	More Courses	enhancing PRACTICAL ARTS	Infant Care														
	Deep-Water Boats						Boat Restoration		Monkey Eradication				Bubun Marketplace	Regular Renovation	Assigned Doctor	Hard Surfacing	Technical Wisdom	Domestic Welfare									
	Nylon Nets													Insecticide Use				Government Support	Permanent Materials	Family Planning	Vehicle Width	Post-primary Grades	Homemaking Studies				
	Cooperative Labor																		Adequate Fencing				New Options	Drained Grounds	Preventive Measures	Pathway Maintenance	Village Based
creating SEA PONDS	Shallfish Lagoons	Cycle Repairs	Vessel Motors	Nipah Areas	securing ELECTRICAL POWER	Street Lights	Public Toilets	Laundry Space	Mosquito Control	starting PRE SCHOOL CLASSES	advancing VOCATIONAL SKILLS	Business Practices															
	Shrimp Cages					Coconut Oil						Livestock Feed	Marine Gear	Clear Jungle	Home Lighting	Stagnant Pools	Teacher Guidance	Preparatory Curriculum	Mechanics Knowledge								
	Swamp Utilization														Harvesting Implements					Salt-Free Hectares	Community Nodes	Commercial Outlets	River Gates	Play Arena	Handicraft Technique		
	Feeding Scheme																									Farm Ownership	Sports Facility
expanding CROP CULTIVATION	Vegetable Gardens	Palm Enterprise	Home Crafts	Seed Strains	Money Access	erecting PUBLIC FACILITIES	Beautiful Mosque	Bathing Place	Refuse Disposal	on-going EFFECTIVE DRAINAGE	Youth Band	maximizing LITERACY POTENTIAL	Clear Handwriting														
	Plant Trees						Ice Manufacture						Fertilizer Chemicals	Credit Models	Security Patrol	Concrete Cisterns	Frequent Transport	Women's Sports	Pilgrimage Support								
	Intercropping Plan																			Sewing Activities	Irrigation System	Local Bank	Emergency Aid	Hand Pumps	Radio Phone	Traditional Music	Burial Place
	Upgrade Rice																										
raising MORE ANIMALS	Poultry Flocks	establishing SMALL INDUSTRIES	Cold Storage	Fertilizer Chemicals	Irrigation System	increasing CAPITAL FLOW	fostering SECURE EXISTENCE	Interest Groups	Hand Pumps	stimulating OUTSIDE RELATIONS	facilitating RECREATION EVENTS	deepening RELIGIOUS AWARENESS	Quality Instructors														
	Milk Cows												Desalinated Water	Low-interest Loans	Water Safety	Periodic Testing	News Commentary	Modern Films	Additional Instruction								
	Goat Ranch																			Fish Salting	Desalinated Water	Low-interest Loans	Water Safety	Periodic Testing	News Commentary	Modern Films	Additional Instruction
	Sheep Farm																										

PART TWO

UNDERLYING CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Bubun. 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.

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 162 pieces of data were then organized into a comprehensive set of 14 Underlying Contradictions facing the people of Bubun.

Fourteen fundamental contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these fourteen contradictions are subsumed all the specific deterrents, irritants,

or socio-economic blocks identified in Bubun 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 fourteen 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 four overarching groups of contradictions. These figures are an additional aid to contradictional analysis. There are 162 items listed on the whole chart. The first group of three contradictions list 59 responses or 38% of the total (I, II, and III). The second group of three (IV, V and VI) total 38 responses or 23% when viewed as a group. In like manner, the third group of contradictions (VII, VIII, IX and X) total 37 responses or roughly 23%. The last grouping (XI, XII, XIII and XIV) total 28 responses or 16% of the total. This pattern of contradictional analysis reveals several basic implications. The first set of contradictions are concerned with the primary forces which have shaped the life style of the community, namely, limited technological skills, individualistic approach and subsistence economy. Group two underscores the necessity of a new story about the worth of this community supported by practical information and outside resources plus effective use of the jungle land surrounding the village. The third group suggests that the intellectual and social life of Bubun must be broadened to care for every family and individual. It also points to the necessity of adapting again to the coastal terrain in a changing situation while at the same time creating new methods for overcoming its remote location. The last grouping points to the possibilities of expanding economic ownership, cooperative efforts, and capital investment. These 14 contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.

RESULTS

UNDERLYING CONTRADICTIONS

I THE Depleted Reservoir Of Technical Skills IN BUBUN	II THE Unformed Confidence In Community Corporateness IN BUBUN	III THE Confining Directions Of Subsistence Economy IN BUBUN	IV THE Debilitating Content Of Village Story IN BUBUN	V THE Partial Availability Of Basic Information IN BUBUN	VI THE Bewildering Effects Of Jungle Environment IN BUBUN	VII THE Narrow Scope Of Education Opportunities IN BUBUN	VIII THE Restrictive Consequences Of Coastal Terrain IN BUBUN	IX THE Minimal Opportunities For Corporate Activities IN BUBUN	X THE Remote Access To Essential Services IN BUBUN	XI THE Fragmented Forms Of Commercial Management IN BUBUN	XII THE Disorganized Approach To Land Ownership IN BUBUN	XIII THE Constricting Results Of Costly Necessities IN BUBUN	XIV THE Stagnant Sources For Capital Base IN BUBUN
Few Women Instructors	Special Training Uncoordinated	Skilled Leave Village	Students Lack Incentive	Limited Advertizing Concept	Untapped Government Sources	Disrelated School Curriculum	No Road Access	Seasonal Fishing Restriction	Infrequent River Transport	Unprofitable Home Industries	Outside Land Ownership	High Training Cost	Limited Loans Access
Minimal Leadership Coordination	Perferred Individual Labor	Insufficient Trade Income	Village-Leader Distant Relations	Coastal Project Unclear	Outside Successes Unknown	No Teacher Housing	Salt water Flooding	Limit for Others	Distant Boat Repair	Unpromoted Outside Marketing	Conflicting Land Rights	Expensive Equipment Needs	Inadequate Improvement Funds
Single Trade Training	Devisive Family Ties	Small Farm Plots	Pests Discourage Farming	Distrust Loan Structures	Crab Methods Unresearched	Unfunded Adult Education	Uncontrolled River Erosion	Today Mindset Dependence	Remote Training Opportunities	Limited Local Demand	Unclear Government Stance	Costly Teaching Staff	Minimal Boat Size
Untrained Sewing Skills	Unrealized Corporate Power	Frustrated Future Vision	Traditions Block Profit	Dependence on Government	Unkempt Coconut Land	Irregular Outside Instruction	Tide Determines Transportation	Insufficient Personal Time	Removed Governmental Structure	Minimal Management Skills	Bewildering Owner- ship Requirement	Decreasing Natural Resources	Local Investing Elsewhere
Vague Poultry Knowledge	Personal Supercedes Community	Retraining too Expensive	Unfavorable Cooperative Image	Inadequate Health Understanding	Unchecked Crab Damage	Unattractive Teacher Post	Decreasing Coconut Production	Limited Family Opportunities	Irregular Doctor Care	Decreasing Fish Profits	Jungle Harvesting Barriers	Few Skilled Teachers	Restricted Store Capital
Limited Local Initiative	Difficult Village Consensus	Single Source Income	Fear of Police	No Tuberculosis Materials	Inadequate Drainage System	Crippling Leadership Void	Rechanneling Confuses Future	Child Work Force	Restrictive Outside Communication	Expensive Middleman Cycle	Neglected Coconut Trees	Old Musical Instruments	Narrow Fishing Grounds
Partial skilled Farmers	Unclear Village Plan	Unstable Fishing Season	Low Self Confidence	Unfamiliar Government Procedures	Undetermined Crab Control	Unwarranted Secondary School	Salty Padi Fields	Subsistence Living Cycle	Isolated Village Mentality	Unpopulated Fishing Grounds	Difficult Land Aquisition	Inadequate Health Equipment	
Untapped Animal Information	Unorganized Labor Potential	Limited Health Funds	Static Education Patterns	Deficient Health Service	Limited Cooperative Experience	Few Outside Volunteers	Tidal Water Damage	Unpredictable Work Schedule	Inaccessible Outside Expertise	Confusing Government Competition			
Little Educational Incentive	Neighboring Village Isolation	Consuming Daily Routine	Disoriented Habitual Modes	Little Local Initiative	Small Animal Numbers	Family Blocks Schooling	Shallow River Restrictions	Minimal Volunteer Time	Unknown Drainage Alternative				
No Vocational Teachers	Collapsed Corporate Effort	Inadequate Fishing Equipment	Cultural Dances Dated	Insufficient Outside Guidance	Limited Equipment Repair	Little Special Training							
Ineffective Agricultural Technology	Unconsented Drainage Plan	Remote Training Possibilities	Family Planning Disinterest	Minimal Pest Knowledge	Insufficient Animal Foods								
Unresearched Pest Control	Individualized Farming System	Questionable Trade Viability	Ravaging Wild Animals	Technical Knowledge Void	Undeveloped Pest Control								
Insufficient Health Personnel	No Pioneer Spirit	Minimal Cash Flow	Outside Aid Dependence	Unclear Tool Needs									
ill-equipped Village Leadership	Buildings Not Maintained	Little Recreation Time											
Unavailable Community Doctor	Mistrust Hinders Corporateness	Dependence on Children											
Undeveloped Bridge-building Methods	Rare Community Meetings	Few Job Opportunities											
Confining Occupational Experience	Bulk-buying Methods Unused	No Saving Foresight											
Lack Practical Example	Defegting Community Image	Low Income Potential											
Unorganized Land Scheme													
Spare Female Leadership													
Complex Government Bureaucracy													
Inexperienced Animal Husbandry													
Unclear Drainage Techniques													
23	18	18	13	13	12	10	9	9	9	8	7	7	6
I			II			III				IV			

CONTRADICTION I

The Depleted Reservoir of Technical Skills in Bubun

The underlying contradiction most frequently pointed to is in the arena of technical skills. In the twentieth century, vocational training, literature and visual demonstrations have made a wide range of modern technology available. The reservoir of such technical skills in Bubun is extremely limited. Fishing, the single vocational skill of the majority of the community, has become an inadequate means of providing financial sustenance. There are no vocational teachers in the community. There is little chance of bettering their income through a second trade. The complications of working with outdated agricultural technology is augmented by an unorganized land scheme and the inability to control pests. Villagers know their present drainage system is not adequate, but have neither alternative techniques nor any practical example to follow. Bridge building is deterred by minimal know how. Little is known, for example, of poultry raising and animal husbandry. The unavailability of trained health workers results in insufficient health service for the community needs. Few women have technical skills and are hindered economically. The community in general experiences little initiative in expanding its narrow technological perspective. The proper channels for doing so are unknown to them. Only if Bubun is able to increase its technical skills will the village be able to successfully meet the requirements of its people.

CONTRADICTION II

The Unformed Confidence in Community Corporateness in Bubun

The second contradiction in Bubun is in the arena of community corporateness. There is a growing world wide awareness of the interdependence of all facets of society. However, Bubun finds itself struggling with the practical forms to enable its basic care, which at present remain fragmented and individualistic. Bubun has yet to realize the power to be found in corporate efforts which are extremely difficult in a subsistence economy. The consuming work schedule of the villagers and the individual and family concerns allow few community meetings to take place. As a result, there is no long range plan for the village despite a common desire for various local programs. Although the drainage system is inadequate, a consensed plan cannot be reached. Bulk buying remains an unused alternative to high supplies cost. Special training, a much needed dimension in agriculture remains uncoordinated. Over emphasis on labor has resulted in ineffective efforts as well as an inability to organize community actions. Strong family ties further weaken the community spirit as personal needs continue to supercede those of the village. Until fragmented

and individualistic images in Bubun are overcome, corporate action will remain unformed and the people's confidence diminished.

CONTRADICTION III

The Confining Directions of Subsistence Economy in Bubun

The third contradiction confronting the Bubun residents is in the arena of the constraints of the subsistence economy. Across the world the diversification of the production potentials at the local level can provide an adequate amount of income to a given community. However, Bubun's low production is in sharp contrast to this trend with its declining fishing population and low yield farm lands. The fishing industry provides the community with an income on a day-to-day basis. Over the years, the villagers have come to rely on this system of immediate cash assets, and as a result the concept of savings plans are not part of the community life. Any excess cash is usually spent on the immediate needs of the family. The concern for the present far outweighs the desire for an emergency store of cash. Consequently, there is little opportunity to increase production as fishing equipment repairs and expansion cannot be presently funded. The daily routine of a fishing family leaves little time for recreation, as any deviation jeopardizes that day's much needed income. Child labor makes for little chance of any educational advancements within the family which could secure a higher level of income. High re-training expenses combined with few practically located training possibilities further discourage any additional income options. Those villagers who do manage to overcome this obstacle usually leave the community since job offerings in Bubun are limited and they wish to pursue jobs with higher income potential. No significant social or economic development of Bubun can occur unless the income sources of its people are radically expanded.

CONTRADICTION IV

The Debilitating Content of Village Story in Bubun

The fourth contradiction lies in the arena of the village's own story. Every local community experiences the need to be conscious of its unique and significant role in history as a vital part of its future development. As life in Bubun becomes more insecure relative to its future, the question of its essential worth and historical role has been more forcefully thrust to the foreground. Although strictly adhered to, traditional modes of the village are seen as blocking the inflow of diverse attitudes needed for community development. Fishing dominates community life, and its immediate necessity far prevails over any futuristic

worth to be found in education. This gives the youth of the village little incentive to complete their schooling. Bubun's rich Indonesian heritage is quickly being forgotten, to the dismay of the elder villagers. Today's youth view many of the cultural traditions such as traditional dancing as merely being old-fashioned. Villagers view themselves inferior to their leaders. Without this self-confidence in their own leadership abilities, they have become dependent on outside aid. The inability to overcome the rodent problem and the continual fear of jungle animals reinforces the view that agriculture cannot be done here and discourages whole-hearted farming attempts. There is a fear of unquestioned detainment by the police when outside the village. Until Bubun recreates its image as a community with a significant role in the future of Indonesia and the world, there will be no further socio-economic development.

CONTRADICTION V

The Partial Availability of Basic Information in Bubun

The fifth contradiction concerns basic information needed for living in the world today. As the world has shifted into the technological age, daily living requires an ever enlarging amount of information to effectively carry out routine activities. This shift has left behind villages like Bubun, still relying on old information suited for another time. Surface skills have been received, but without the full understanding necessary for their complete application. As a result, the village experiences more and more dependence on outside resources and government programs. There is still an unclear picture of what it means to be part of the Coastal Village Development Project. Loan structures are not trusted and remain unused. Local diseases are acknowledged, but health services are not utilized and prevention materials rarely seen. The concept of local advertising is referred to, but limited in its effect. Precise tools needed for pest eradication and how to acquire them remains unclear. Government procedures seem extremely complex and beyond the reach of local people. In general, the acquisition of basic information that would transform everyday life has thus far prompted confusion and basic misunderstanding of new scientific practices. Unless a way is found for thoroughly acquainting villagers with critically needed information, Bubun will remain cut off from the contemporary dynamics of global growth.

CONTRADICTION VI

Bewildering Effect of Jungle Environment in Bubun

The sixth contradiction has to do with the jungle environment surrounding the village. This is an age when the world is

experiencing huge leaps in managing one's immediate physical environment. However, in Bubun, the rapid growing jungle constantly dictates the life style of the local people. The unkept coconut groves are a constant reminder of the struggle of the village to care for resources so close at hand. The continued presence of pests like monkeys, wild pigs, and crabs cause crop damage, water pollution, erosion, and discourage the local village from risking large farm plots. Yet, the necessary information and eradication methods have not been sought or used. Drainage, which is such a particular hazard to health in this tropical area, remains disorganized and left to individualized planning and application. The equipment needed to manage this environment is sparse, and ways of repairing equipment are limited within the village. The resource of outside consultants or government aid is still unknown and plans have never been emphasized to secure either information or financial help. Unless the necessary physical environment management is created, no significant development will occur and the human care of Bubun's residents will continue to be stifled.

CONTRADICTION VII

Narrow Scope of Education Opportunities in Bubun

The seventh contradiction discerned by the consult relates to the arena of available education opportunities. People around the globe understand that education must prepare children, youth and adults to deal practically with the actual situations which confront them. The demand is to utilize not only formal educational structures, but virtually any situation where deepening of practical wisdom is possible. In Bubun, this trend has not been developed. Educational opportunities have often seemed impractical and unrelated to the daily requirements experienced in the community. The primary school conducts classes from 12-24 hours a week. However, the evaluation by parents indicates the need for more practical and imaginative curriculum to stimulate learning, equip students and encourage parents to assist in seeking further education. At present two blocks prevent Bubun children from continuing secondary school. One, the large number of young people who begin work at an early age. Often those who receive advanced training do not return to the village. The community is not considered as an attractive teaching post even though one of the schools is new. There are no houses available for new teachers. Outside instruction is limited and irregular. Adult education does not exist in any formal manner, even though basic reading, writing and mathematics are increasingly necessary. Instructions on health practices, information on agriculture and commercial methods and leadership training are not locally available. The community desires to learn additional skills, but they experience

being thwarted by few relevant training events. Until every villager is fully equipped with practical training, the community will continue to lack the critical expertise and leadership needed for development.

CONTRADICTION VIII

The Restrictive Consequences of Coastal Terrain in Bubun

The eighth contradiction determined by the consult has to do with living in a coastal area. Many rural communities throughout the world are demonstrating practical ways of adapting to the constant changing of their environment in order to meet their needs. In Bubun, the coastal terrain is now a real challenge to their future. Over the past few years, rechanneling upstream of the shallow river has allowed the sea water to flow further inland. Tidal flooding has effected major erosion around houses and salinated much of the agricultural land, leaving it useless for many crops. Drainage, which had always been a problem has become more acute. Shallow wells have a greater salt content leaving fresh water in only a few wells which are further inland from the river. The tides determine transport by anything larger than the small fishing boats. This requires adjustments to schedules making transportation less flexible to the community's needs. Road access seems highly impracticable, requiring seven major bridge spans between Bubun and Tanjung Pura. More and more people have been forced to locate land for growing rice outside the village and travel back and forth. Some people have already begun to move away from the village to be near their newly acquired land. If Bubun is to deal with this new challenge, modern methods, and practical adaptations must be quickly forthcoming which give new hope to the social and economic viability of the community.

CONTRADICTION IX

The Minimal Opportunities for Corporate Activities in Bubun

The ninth contradiction identified has to do with the arena of corporate activity. Throughout the globe, communities are experiencing that a means for sufficient livelihood now demands less and less time providing more opportunities for community, family, and corporate activities. In Bubun, this trend is blocked by the demanding daily requirements of providing for one's family and its economic sustenance. The cycle of subsistence living has had a deep impact on the village life style. The mindset of immediacy blocks significant participation in community life and prevents practical care for one's neighbors. The fishing situation requires that men begin work at 3:30 am, returning about 2:00 pm. They then must prepare their catch for sale and repair their

equipment. The women and the children do household chores and then collect shellfish along the river. What little time is left in the evening is the only available family time before preparation begins for the next day's work. This routine must be continued day after day to provide for family needs. The community suffers from insufficient time for volunteer activities. The time for corporate effort required in any village to knit together authentic and effective care for the whole community is limited. This individualistic style is maintained through little personal time and consuming family obligations. Until an effective corporate activities structure emerges and a method of significant local care evolves, Bubun has little chance of creatively shaping its own future.

CONTRADICTION X

The Remote Access to Essential Services in Bubun

The tenth contradiction is in the arena of essential services. The advances of modern technology have succeeded in making it possible for needed services to be within the reach of all the world's communities. Bubun, however, experiences itself cut off from these basic amenities. No effective method for drainage of the area at the river's edge has been established leaving the area around homes swampy, unusable and a breeding ground for mosquitoes, parasites and other insects. Infrequent river transport stands as another block in this contradiction. There is only one trip a day connecting Bubun and Tanjung Pura leaving at midnight and arriving in Tanjung Pura about two and a half hours later. It returns the next day at mid afternoon. If one intends to make the trip one must prepare to be gone for eighteen hours and spend the night on the boat. Any outside consultant must follow the same procedure or arrange special transport. This restrictive travel requires a major decision on the part of the community to secure government advice, needed information, doctor care, mechanical repairs or other essential services. The nearest hospital and doctor service is available in Tanjung Pura. Most training opportunities require one to be gone from the village for extended periods of time due to the isolated nature of the village. Communications with the outside are done through a radio phone to the District Government Office. This radio phone requires a specially trained operator and is difficult to hear and is suitable mainly for emergencies. The village senses deeply this remoteness and feels trapped by this single form of transportation and communication. Until Bubun and the coastal villages in Sumatra find ways to actualize the delivery of essential services to the people, the village will not be able to establish its own economic and social development.

CONTRADICTION XI

The Fragmented Forms of Commercial Management in Bubun

The eleventh contradiction lies in the arena of forms of commercial management. The world today is a global market in which every local community has become aware of its need to freely participate in the exchange of available goods and services. Yet, in Bubun, participation is sporadic to the extent that one feels unable to acquire the goods and services needed. The ability to obtain outside markets and have access to daily information concerning them is minimal. Simple management skills such as book-keeping, purchasing, credit, interest rates, and saving methods are extremely limited. Home industries at present are unprofitable because markets outside the village have not been secured and the local demand for goods is limited. The fourteen provisional shops offer overlapping inventories and are unable to expand to a profitable size. At present, fishing profits are on the wane. Middleman costs in marketing are high, encompassing both cold storage and transport. Farming is done on small plots which are low income producing. Essentially, all goods in the community are purchased by individual shop owners in Tanjung Pura. Bubun has no choice but to increase its economic productivity. Unless the commercial management forms of Bubun are improved, this community will not experience a shift from subsistence living to a viable dynamic market economy.

CONTRADICTION XII

The Disorganized Approach to Land Ownership in Bubun

The twelfth contradiction in Bubun falls in the arena of local land ownership. The twentieth century has witnessed a reversal in land ownership, placing it in the control of the people. However, in the community, land holdings are still very small and procedures for ownership unclear. This results in a disorganized approach to obtaining the land necessary for a second major income source, farming, to complement the fishing. Bubun is situated close to the river which has been the focus for its economic well-being. It has large sections of jungle land encroaching on three sides, limiting its developed land area. Land ownership becomes a major factor in preparing for any significant clearing of this land for agriculture. At present, basic knowledge on land ownership and availability is sparse. The government position is unclear from one level to another. Present outside ownership often restricts jungle crop harvesting. Land rights which have been handed down through the families seldom have written deeds and often are not honored. However, land can be claimed, but procedures are complex and difficult for any one person to obtain.

Villagers feel hampered by this unclarity. To date, no organized effort has been made to locate accurate information and ownership procedures. Until viable, coordinated plans are designed by the village to secure available land for community residents, local development will be blocked from a creative necessary new thrust.

CONTRADICTION XIII

The Constrictive Result of Costly Necessities in Bubun

The thirteenth contradiction is in the arena of the cost of necessities in Bubun. The advance of modern technology has made it possible for the resources of the entire globe to be at the disposal of every human settlement. Bubun, however, experiences itself cut off from these necessities. Expensive training costs have discouraged any type of technical self-sufficiency within the community, continuing a reliance on services in Tanjung Pura. High vocational teaching salaries allow for few skilled instructors. There is a music teacher in the community and an interest in music appreciation. However, there is no financial way to repair or replace old instruments or provide adequate pay to support his family. A centrally located health clinic has been built in the village, but Bubun has not been able to meet the expense of medical equipment and personnel so it is only partially used. Decreasing agricultural resources at the local level have forced more outside purchasing. This spirals prices upward. There are fewer fish to be caught in the river and acquiring boats and equipment to go farther for larger fish is economically beyond their reach, so the income and buying power has decreased. Until the village succeeds in lowering the costs of commodities and services to an adequate level, Bubun will be unable to fulfill its community needs.

CONTRADICTION XIV

The Static Sources for Capital Base in Bubun

The last contradiction focuses on the arena of the static capital base. The emerging global economy is increasingly calling upon local communities to sustain their own populace. In Bubun, the decline of fishing and the absence of major capital has created a sense of frustration at not being able to increase one's potential or the starting of a new trade. This further results in difficulty of acquiring improved equipment or new investments in more diverse economic arenas. The need to expand the existing depleted fishing grounds is strongly felt in every aspect of the community. However, the small boats of Bubun are incapable of covering the distance to the sea or using large enough nets. In the past, there has been little chance of expanding either the size or number of village boats. Agriculture, considered the most practical alternative to fishing, is stifled in the sense that villagers

have limited knowledge in obtaining the needed loans for the equipment necessary for a viable operation. Bridge-building, a project desperately sought in order to remove the barrier of physical isolation and increase inter-village commerce, cannot be funded by the small community income alone. In fact, general village improvements are slow in being accomplished for lack of adequate funding. The low restrictive capital sources have discouraged storekeepers from venturing in the area of slow turn-over merchandise or buying in large enough quantity to decrease their long term investments. To those villagers with any assets, Bubun is seen as a bad business risk, forcing investments elsewhere. It is increasingly evident that unless the outward flow of money reverses back into the village and new sources of capital are found there will be little economic development in Bubun.

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 images 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 Bubun 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 Bubun.

RESULT

The Practical Proposals Chart (Plate 3) is comprised of twenty-four proposals referred to as projects. They are organized under seven master proposals which reflect decisional responses to the major contradictions. Two of the seven Master Proposals relate to functional skills within the community and call for the development of comprehensive education and the provision for civic formation. Three others deal with the acceleration of the economic potential of the community through commercial enterprises, broadened infrastructure and agricultural expansion. The remaining two proposals deal directly with the weaving of the social fabric in terms of community significance and essential services. Separate charts

with descriptive phrases containing 96 subproposals add detail and clarity to the major categories of the Practical Proposals Chart. These proposals do not indicate what specific activities 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 SKILLS PROPOSALS		II ECONOMIC GROWTH PROPOSALS			III SOCIAL FABRIC PROPOSALS	
A COMPREHENSIVE EDUCATION PROPOSAL	B CIVIC FORMATION PROPOSAL	C COMMERCIAL ENTERPRISES PROPOSAL	D BROAD INFRASTRUCTURE PROPOSAL	E AGRICULTURAL EXPANSION PROPOSAL	F COMMUNITY SIGNIFICANCE PROPOSAL	G ESSENTIAL SERVICES PROPOSAL
ADULT EQUIPPING PROJECT 1	WORK FORCES PROJECT 5	COOPERATIVE TRADING PROJECT 8	CAPITAL ACCESS PROJECT 11	CASH CROP PROJECT 15	EXTERNAL AMBASSADORS PROJECT 18	COMPETENT DRAINAGE PROJECT 21
VOCATIONAL TOOLING PROJECT 2			LAND USAGE PROJECT 12			PUBLIC TRANSPORT PROJECT 22
HEALTH INSTRUCTION PROJECT 3		RETAIL BUSINESS PROJECT 9	MARKETING ARRANGEMENTS PROJECT 13	SMALL LIVESTOCK PROJECT 16	VILLAGE IDENTITY PROJECT 19	ELECTRICAL POWER PROJECT 23
YOUTH ADVANCEMENT PROJECT 4			FARM TECHNIQUES PROJECT 14			POTABLE WATER PROJECT 24
	ORGANIZATION SCHEME PROJECT 7	NEW INDUSTRY PROJECT 10		FISH CULTIVATION PROJECT 17	OUTSIDE RESOURCES PROJECT 20	

I

FUNCTIONAL SKILLS PROPOSALS

One of the key elements in any community development effort is to ensure that the total education of each individual is structured in such a way that he has the skills to operate effectively. In Bubun, the Functional Skills Proposals are designed to equip the residents with the practical, vocational data and the corporate methods to do creative village formation. The Comprehensive Education Proposal will provide skills training for adults and youth in practical, vocational, health arenas through courses, trips and demonstrations. The Civic Formation Proposal will organize the community's human resources in work forces, trips, planning sessions and the community's data pool through a center, sample demonstrations and exposure events.

A
COMPREHENSIVE
EDUCATION

Communities around the world, and in particular small rural villages are finding ways to prepare all their residents for effective engagement in the modern world, through a broad range of comprehensive educational events. The Comprehensive Education proposals will accomplish these objectives through four projects. The Adult Equipping Project will foster well qualified faculty to train people how to operate modern equipment. Vocational Tooling will develop the techniques to increase the income base. It will also teach management, pest control methods and animal care. Health Instruction will offer first-aid and hygiene practices as well as child spacing and preventive measures. Youth Advancement will create opportunities for young, emerging adults to learn new skills and receive foundational training. Also, exposure trips will organize the youth to experience other forms of human settlement and cultural and economic activities of the city.

B
CIVIC
FORMATION

As the twentieth century world requires the abilities of local groups to organize and make decisions out of the broad spectrum of information, Bubun must find the means to do this. The Civic Formation proposal will accomplish this through three projects. First, the Work Forces Project will release the human potential through work days and cooperative planning, as well as through organizing the youth and creating a time-task design. The Information Systems will assemble the data and demonstrate methods of purifying water, draining stagnant water and exterminating pests. The organization scheme will facilitate the on-going structures through training leadership, excursions to other parts of North Sumatra and community congress meetings.

II

ECONOMIC GROWTH PROPOSALS

The Economic Growth Proposals call for refining existing profit-oriented activities and risking new ventures to move Bubun to being an economically self-sufficient community. There are three basic proposals that are necessary for this type of comprehensive economic development. The first calls for the organization of commercial enterprises and industrial ventures through developing local resource usage and corporate management arrangements. The second deals with the relationship of Bubun's economic growth to the broader infrastructure by developing contacts with the government and private economic structures. The third proposal moves directly on increasing the agricultural and fishing production through modernizing methods and the introduction of new crop potential. Essential to these proposals is the corporate approach to economic growth and a new level of management sophistication. A demonstration of rapid and expanding economic growth will be a sign of possibility to the numerous villages throughout North Sumatra and to Indonesia as a whole.

C
COMMERCIAL
ENTERPRISES

Commercial Enterprises proposal deals with the upgrading and creation of a wide range of business services and industrial ventures for the village of Bubun. This proposal provides both the income generation of intermediate scale industries as well as the community based market place for the purchasing of essential goods and services. Three projects contribute to this intent. First, the Cooperative Trading Project will initiate a buying service and marketing of village products as well as back-up facilities to the retail services. Second, the Retail Business Project upgrades maintenance services and diversifies inventory supplies. Third, the New Industry Project establishes new processing ventures utilizing local resources and fosters quality traditional products.

D
BROAD
INFRASTRUCTURE

The Broad Infrastructure Proposal provides the relationships linking the village economic concerns with the resources of the public and private sectors of the wider area. This proposal is intended to procure necessary capital security and marketing advisors to ensure necessary back-up to Bubun's economic growth. The first of four projects in this proposal, Capital Access Project intends to make available both local and regional capital sources for financing economic ventures. Second, the Land Usage Project establishes legal land ownership opportunities and land security for the village. Third, the Marketing Arrangements Project provides a more direct distribution channel for locally produced

goods along with standards for quality control. Fourth, the Farm Techniques Project equips the village with necessary modern implements and technologies appropriate to increasing agricultural production.

E
AGRICULTURAL
EXPANSION

The Agricultural Expansion Proposal intends to dramatically increase agricultural and fishing production by introducing modern techniques and intensifying current land and river use. This proposal provides for the development of a wide range of cash crops and livestock potential as well as expanding fish cultivation to provide the solid income base for Bubun's economic growth. The first of three projects, the Cash Crop Project, opens fallow and unused and salinated land for horticulture intensification that is responsive to greatest marketability. Second, the Small Livestock Project upgrades and increases current poultry production and provides new varieties and maintenance schemes for small animal husbandry. Third, the Fish Cultivation Project expands the areas available for fishing and provides new harvesting potential through modernizing equipment and fish pond management.

III

SOCIAL FABRIC PROPOSALS

The transitory nature of villages as the drift of young people from the rural to the urban areas continues, as well as families who come and go according to the economic opportunity, has meant that community significance is in flux. The Social Fabric Proposals involve the building of identity and providing essential services. The Community Significance Proposal will release the historical gifts and communicate these to the villagers. Essential Service Proposal will provide an injection of crucial assistance to households through systematic drainage, power and water supplies and effective transport systems.

F
COMMUNITY
SIGNIFICANCE

One of the most critical concerns in rural subsistence economies is the story the residents articulate. The Community Significance Proposal is intended to empower that story through three projects. The External Ambassadors Project will communicate the activities of this community to visitors and to other similar projects and will discover new methods by taking global trips and by distributing information. Through celebrative activities and traditional dances the Village Identity Project will recover the past and present victories. A community node and systematic care of the public grounds will inform the community of its role in history. The Outside Resources Project will develop assistance with market seminars, credit schemes and marine consultations. This project will keep government officials informed about the Bubun activities.

G
ESSENTIAL
SERVICES

Making the physical design of a village attractive, encourages the residents to continue to live in Bubun and more importantly to experience a deeper quality of life. The Essential Services Proposal will do this through four projects. The Competent Drainage Project will provide the ways to keep the stagnant water flowing toward the sea. This can be accomplished by deepening and increasing the number of ditches, building canal gates and maintaining the drainage system. By building roads and wooden carts, leveling pathways and procuring additional boats, the Public Transport Project will connect Bubun residents with each other. The Electrical Power Project will provide the community with light and power for business and industry. With the improvement of current wells by constructing concrete walls, the Potable Water Project will deliver drinkable water to the entire community. This will also require drilling a deep-bore well, erecting catchment vessels and laying PVC pipes to deliver water to the houses.

I. FUNCTIONAL SKILLS

A. Comprehensive Education Proposal

ICA Consultants

Plate 3A

1. ADULT EQUIPPING PROJECT	1 Practical Techniques	supplying modern equipment operators
	2 Teacher Recruitment	hiring carefully selected personnel
	3 Corporate Work	demonstrating cooperative action methods
	4 Instructor Salaries	supplying enough well-qualified faculty
2. VOCATIONAL TOOLING PROJECT	5 Business Courses	developing new management techniques
	6 Trade Skills	creating varied income potential
	7 Animal Care	showing intermediate tested methods
	8 Soil Control	eradicating established crop pests
3. HEALTH INSTRUCTION PROJECT	9 First Aid	teaching basic home remedies
	10 Family Planning	ensuring effective child spacing
	11 Preventive Campaign	using multifaceted promotional means
	12 Personal Hygiene	establishing total family practices
4. YOUTH ADVANCEMENT PROJECT	13 Available Classes	finding available nearby sources
	14 Training Center	utilizing professional facilities needed
	15 Exposure Trips	organizing regular short-term excursions
	16 Technical Courses	providing job options base

I. FUNCTIONAL SKILL

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B. Civic Formation Proposal

Plate 3B

5. WORK FORCES FORCES PROJECT	17 Youth Organization	involving young people support
	18 Work Days	broadening whole community participation
	19 Task Timeline	transforming visible one-day events
	20 Cooperative Plan	maximizing massive work power
6. INFORMATION SYSTEM PROJECT	21 Data Center	maintaining basic information flow
	22 Clean Water	learning various purification means
	23 Drainage Methods	eliminating insect breeding places
	24 Pest Extermination	destroying unneeded predatory animals
7. ORGANIZATION SCHEME PROJECT	25 Elders' Trips	transforming traditional outlook images
	26 Village Congress	establishing on-going consensus process
	27 Trainees' Return	upgrading community vocational skills
	28 Leadership Prowess	forming unified resident cooperation

II ECONOMIC GROWTH

ICA Consultants

C. Commercial Enterprises Proposal

Plate 3C

8. COOPERATIVE TRADING PROJECT	29 Bulk Buying	obtaining low-cost needed goods
	30 Marketing System	initiating collaborated product sales
	31 Loan Availability	generating community investment fund
	32 Auction Team	organizing lobby spokesman group
9. RETAIL BUSINESS PROJECT	33 Motor Boats	repairing fishing vessels engines
	34 Village Stores	diversifying present outlet inventories
	35 Cooperative Group	systematising major wholesale purchases
	36 Accounting Procedures	controlling rapid funds turnover
10. NEW INDUSTRY PROJECT	37 Coconut Oil	starting new processing press
	38 Home Crafts	fostering quality pandan products
	39 Charcoal Manufacturing	converting wood fibre by-products
	40 White Wash	using discarded cockle seashells

II. ECONOMIC GROWTH

D. Broad Infrastructure Proposals

ICA Consultants

Plate 3D

11. CAPITAL ACCESS PROJECT	41 Credit Union	pooling available local capital
	42 Low-interest Loans	financing economic venture equipment
	43 Community Fund	establishing corporate village treasury
	44 Reserve Balance	accruing possible negotiable assets
12. LAND USAGE PROJECT	45 Security Certificates	avoiding terrain loss fear
	46 Use Restrictions	publishing current grounds regulations
	47 Government Jungle	homesteading adjacent uncleared swamp
	48 Territory Ownership	securing actual legal control
13. MARKETING ARRANGEMENTS PROJECT	49 Outlet Team	assessing goods range needed
	50 Fish Station	cutting excessive middleman take
	51 Bubun Mart	starting homegrown market sales
	52 Trademark Symbol	significating quality product sign
14. FARM TECHNIQUES PROJECT	53 Modern Equipment	procuring key agriculture implements
	54 Pest Control	discerning appropriate insecticide distribution
	55 Idle Ground	increasing fallow soil tillage
	56 Animal Traps	decreasing agricultural crop losses

II. ECONOMIC GROWTH

B. Agricultural Expansion

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Plate 3E

15. CASH CROP PROJECT	57 Fallow Land	designating marketable plant grounds
	58 Market Gardens	supplying nutritious family menus
	59 Diked Farms	recovering salinated rice fields
	60 Deepen Channel	preventing salt water floods
16. SMALL LIVESTOCK PROJECT	61 Goat Herds	developing viable animal industry
	62 Duck Flocks	providing dietary protein supply
	63 Chicken Coops	structuring poultry feeding house
	64 Animal Stalls	generating adequate terrain protection
17. FISH CULTIVATION PROJECT	65 Fish Ponds	increasing available harvesting potential
	66 Boat Motors	broadening possible sea areas
	67 Marine Storage	controlling wholesale marketing time
	68 Various Nets	maximising seasonal fish volumes

III. SOCIAL FABRIC
F. Community Significance Proposal

ICA Consultants

Plate 3F

18. EXTERNAL AMBASSADOR PROJECT	69 Village Visits	discerning additional implementation ideas
	70 Communication Channels	fostering inter-community concerns interchange
	71 Global Trips	stimulating natural multi-national awareness
	72 Projects Exchange	sharing mutually beneficial ideas
19. VILLAGE IDENTITY PROJECT	73 Celebration Event	creating corporate affirmation activities
	74 Traditional Dances	holding heritage recovery demonstrations
	75 Space Care	promoting orderly public grounds
	76 Community Center	providing needed meeting places
20. OUTSIDE RESOURCES PROJECT	77 Regular Orientation	informing multi-leveled government officials
	78 Credit Protection	developing viable credit schemes
	79 Market Seminars	discovering available income techniques
	80 Marine Consultations	exploring more fishing options

III. SOCIAL FABRIC

G. Essential Services Proposal

ICA Consultants

Plate 3G

21. COMPETENT DRAINAGE PROJECT	81 Deepened Ditches	promoting rapid water flow
	82 Openable Gates	blocking daily tidal backwash
	83 Numerous Canals	launching waste run-off speed
	84 Maintenance Scheme	systematizing upkeep work forces
22. PUBLIC TRANSPORT PROJECT	85 Road Building	providing route to Tanjung Pura
	86 Additional Boats	developing more frequent trips
	87 Wooden Carts	hauling homegrown agricultural products
	88 Leveled Pathways	encouraging safe intra-village travel
23. ELECTRICAL POWER PROJECT	89 Large Generator	creating adequate power source
	90 Bubun-Wide Wiring	installing needed house-by-house facilities
	91 Commercial Requirements	expanding industrial base options
	92 Payment Plan	securing on-going rental system
24. POTABLE WATER PROJECT	93 Catchment Vessels	saving natural rain resource
	94 Deep-Bore Well	tapping abundant salt-free water
	95 PVC Piping	fostering every home access
	96 Concrete Lining	supporting natural filtering process

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 again proceeded in this fourth step 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, thirty-two basic tactics and subtactics indicating 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 subtactics 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 Plate 4A-E hold the systems together and represent the over-arching 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, Extending Local Economic Base, consists of two paratactics and ten basic tactics. This arena is focused towards providing the basic elements in which this community can increase its economic base. This will take major effort in two forms, diversified agriculture and commercial ventures. Major improvements in land will provide new crop expansion. Livestock will be expanded to include sizeable businesses in ducks and chickens. New techniques in fishing will open up new forms of production and boat motors will make year-round fishing a new possibility. Commercial expansion will increase employment opportunities and new forms of capital injection from outside. These tactics will utilize local resources and local labor to create a new picture to emerge in this community focused around the development of natural resources and local industries. It will also enhance skills which will multiply the income and move from a subsistence economy to a substantial base.

ARENA B

Tactical Arena B, Expanding Available Resource Usage, is comprised of two paratactics and four basic tactics. This arena is directed at broadening the usage of equipment and local resources to enable expanded engagement and physical transformation. Major building construction will create needed gathering and work space. It will also create new homes and the renovation of existing ones to bring about a healthy and attractive environment. Transport systems will create improved travel access both within the community and to neighboring centers through alternative boat schedules and improved roads. This will include building and procuring transport vehicles. The injection of new equipment will increase the production in fishing and agriculture and the acquisition of new skills like sewing. It will also provide the basic requirements for community services like electricity. The implementation of these tactics will enable the full utilization of local resources and engagement.

ARENA C

Tactical Arena C, Developing Cohesive Natural Environment, consists of two paratactics and ten basic tactics. This arena is concerned with creating the foundational story of the intent of this community. It provides the vehicle for creating a healthy environment through caring for the arena of major transformation in essential services. These tactics are urgently needed to deal with the water, sanitation and drainage which debilitate human energy. These tactics are also dealing with basic services which relate Bubun to a larger context through postal services, transportation, electricity and an emergency system. In addition to caring for its well-being, these tactics provide creative forms for building the community self-story which enables it to make corporate decisions, celebrate, support varied interest groups and create community structures which care for the community. The implementation of these tactics will forge a new understanding of community will and give support for creating a transformed environment aimed at the well-being of the whole community.

ARENA D

Tactical Arena D, Enhancing Creative Community Participation, consists of two paratactics and six basic tactics. This arena is aimed at eliciting community engagement which will enhance its potential for self-development. Foundational education opportunities will provide for schooling options, literacy prowess and leadership training. Practical training events will enable new skills to be learned in farming, vocational arenas and health. The implementation of these tactics will enable local people to do their own marketing, improve their agriculture, engage in new creative businesses and take care of their health as a whole community. They will, at the same time, make provisions for recovering basic learning skills and develop new leadership.

ARENA E

Tactical Arena E, Structuring Comprehensive Interchange Mechanism, is comprised of one paratactic and two basic tactics. This arena is directed at creating an interchange mechanism which will provide information and expertise flow into the community. It will also coordinate the external public services which are available to the community, but have not to this point been fully utilized. The information needed varies from pest control to drilling information. Expertise assistance centers around technical and professional wisdom which is absent in the community. The implementation of these tactics provide the community with knowledge access that will be beneficial to its particular development. Implementation otherwise would be difficult to develop without that outside assistance and relationships.

TACTICAL SYSTEMS CHART

Tactical Arena A								
EXTENDING LOCAL ECONOMIC BASE								
Tactical Arena B								
EXPANDING AVAILABLE RESOURCE USAGE								
Tactical Arena C								
DEVELOPING COHESIVE NATURAL ENVIRONMENT								
Tactical Arena D								
ENHANCING CREATIVE COMMUNITY PARTICIPATION								
Tactical Arena E								
DIVERSIFIED AGRICULTURE	PHYSICAL TRANSFORMATION	ESSENTIAL SERVICES	PRACTICAL TRAINING	STRUCTURING COMPREHENSIVE INTERCHANGE MECHANISM	FOUNDATIONAL EDUCATION	CIVIC IDENTITY	BASIC EQUIPMENT	COMMERCIAL VENTURES
Paratactic I	Paratactic II	Paratactic III	Paratactic IV	Paratactic V	Paratactic VI	Paratactic VII	Paratactic VIII	Paratactic IX
Tactic 1 demonstrating SUPPLEMENTAL FISHING MEANS	Tactic 6 starting ADDITIONAL BUILDING CONSTRUCTION	Tactic 8 obtaining POTABLE WATER SUPPLY	Tactic 13 promoting MULTIPLE FARMING SKILLS	Tactic 16 coordinating NECESSARY INFORMATION FLOW	Tactic 18 beginning CHILDHOOD SCHOOLING OPTIONS	Tactic 21 supporting SYMBOL CREATING ACTIVITIES	Tactic 26 assimilating CORPORATE TOOL ASSETS	Tactic 28 accelerating RETAIL SALES OUTLETS
Tactic 2 raising VARIOUS ANCILLARY LIVESTOCK		Tactic 9 erecting APPROPRIATE SANITATION FACILITIES			Tactic 14 conducting APPLICABLE VOCATIONAL COURSES	Tactic 19 strengthening MULTI-LANGUAGE LITERACY PROWESS		Tactic 22 maintaining DESIRABLE SANITARY SURROUNDINGS
Tactic 3 expediting IMPROVED CROP PRODUCTION		Tactic 10 augmenting ADEQUATE DRAINAGE SYSTEM	Tactic 23 empowering INDISPENSABLE CONSENSUS PROCEDURES					Tactic 30 opening SMALL MANUFACTURING PLANTS
Tactic 4 optimising ACCESSIBLE LAND CONVERSION		Tactic 7 devising VARIED TRANSPORT SCHEMES	Tactic 11 forging QUALITY MEDICAL ASSISTANCE		Tactic 15 teaching INCLUSIVE HEALTH CLASSES	Tactic 20 eliciting LOCAL LEADERSHIP POTENTIAL	Tactic 24 organising NEEDED INTEREST GROUPS	Tactic 27 procuring UPGRADED MARINE INSTRUMENTS
Tactic 5 encouraging MODERN FARMLAND TECHNIQUES	Tactic 12 installing REQUIRED PUBLIC PROVISIONS		Tactic 25 establishing EFFECTIVE VILLAGE FUND				Tactic 32 forming FUNCTIONAL MANAGEMENT PRACTICES	

TACTICAL ARENA A : Extending Local Economic Base

Paratactic I: Diversified Agriculture

To increase productivity and land development in Bubun diversified agriculture will be developed by demonstrating supplemental fishing means and encouraging modern farmland techniques. Various livestock enterprises will be expanded to provide additional productive markets. Improved crop production will provide increased income and alternative forms of income production. The accessible land will be converted to form space for intensified agriculture.

Tactic 1: Demonstrating Supplemental Fishing Means

Subtactics	In order to expand the fishing potential, supplemental fishing means will be demonstrated. Fish culture will
1	be opened in the river in a new work field using impounding
2	and floating methods. Conserving practices will be initiated
3	using nets and cages. Marine ponds will be built
4	in tidal swamps and brackish water areas. Capital assistance
5	will be obtained through commercial lending institutions, launching new fishing means. Marketing development
	will be orchestrated using contacts in other villages and the markets available across Indonesia and the world.

Tactic 2: Raising Various Ancillary Livestock

Subtactics	In order to diversify agricultural engagement, various ancillary livestock will be raised. Duck farming will
6	be expanded with ten lots beginning with two hundred
7	ducklings. Chicken ranches will be initiated using
8	an enclosed pattern with coops and pens beginning with
9	local chickens. A goat herd will be tethered and moved
10	to new locations as needed for feeding. Stock containment
11	will be built with adequate facilities and maintenance for goats, ducks, chickens and work animals.
12	Immunization care will be held regularly. Poultry eggs
13	will be marketed corporately. Salted eggs will be
14	processed using a method that prolongs their freshness. Feed control
	will be utilized by measuring feed given to animals and a chart drawn to show the growth rate.

Tactic 3: Expediting Improved Crop Production

Subtactics	In order to provide multi-purpose land use, improved crop production will be expedited. Coconut inter-
15	cropping will be initiated by clearing undergrowth and planting with short term cash crops. Replanted
16	coconut will be started by phasing plots, planting seedlings and formulating a distribution and financing
17	plan. Improved rice will be grown using fertilizers,

- 18 insecticides and new hybrid seeds. Cash crops will
be planted beginning with peanuts and a variety of
19 vegetables. House gardens will be encouraged to
include crops which aid nutrition like tapioca,
20 peanuts, soybeans, green vegetables, fruits and mung
beans. Demonstration plots will be located in prominent
21 places in the village using a wide variety of plants.
Animal feed will be grown for confined cattle, goats,
22 ducks and chickens. Banana horticulture will be developed
with new varieties and additional new fields. Tapioca
23 cultivation will be enlarged in family gardens and as
a cash crop. A seedling nursery will be initiated as a
24 back-up support for agricultural development providing
plants for cash crops.

Tactic 4: Optimizing Accessible Land Conversion

- Subtactics In order to utilize the maximum amount of land available
to the community, accessible land conversion will be
25 optimized. Mangrove clearing will be initiated, releasing
new land for cultivation and ownership. Farm consoli-
26 dation will be practiced by combining various plots
producing the same crop. Idle land will be brought
27 into production by owners or by others on a share basis.
Property planning will be organized designating various
28 growing areas for various crops. Earth fill will be
continued using dirt from new and improved drainage
29 channels.

Tactic 5: Encouraging Modern Farmland Techniques

- Subtactics In order to increase the productivity of the land,
modern farm techniques will be encouraged. A fish
30 market will be created through a larger export to Medan
and an on-going relationship with other villages.
31 Cultivation practices will be improved using modern
methods of seed selection, fertilization and disease,
32 weed and pest control. Crab control will be initiated
by testing eradication methods for eliminating burrowing
33 crabs. An economic structure will be formed extending
benefits of economic development to all village structures.
34 Land certificates will be obtained by corporate appli-
cation to the appropriate government agency.

TACTICAL ARENA B : Expanding Available Resource Usage

Paratactic II: Physical Transformation

To expand the available resource usage within Bubun, a physical transformation calling for greater community utilization will

occur. Additional building construction will begin to create usable public space and provide necessary corporate facilities. Accessible means of transport will provide added transportation avenues within the village as well as to the surrounding communities.

Tactic 6: Starting Additional Building Construction

Subtactics	In order to transform public space and provide necessary corporate facilities, additional building
35	construction will be started. A model home will be
36	constructed with adequate drainage, toilet facilities,
37	kitchen and water catchment systems. A fish station
38	will be built with large dock, ice storage, auctions
39	and water supplies. A market space will be built in
40	a strategic space to facilitate access and visibility
41	for the community and river traffic. A company ware-
42	house will be constructed in a central location which
43	will hold all the members' merchandise. A cold storage
	plant will be built with space for fresh fish and
	perishable foods until they are taken to market or sold
	locally. A generator room will be erected with the
	equipment necessary for establishing a power source for
	community electricity and industry. A Preschool facility
	will be built and house early education classes and
	teacher training. A youth hostel will be built creating
	student, guest and resident trainee facilities. Home
	renovations will be initiated by inviting architects
	and landscape designers to create appropriate housing
	renovation and residential space designs.

Tactic 7: Devising Various Transport Avenues

Subtactics	In order to provide accessibility to those resources
44	needed, various transport avenues will be devised.
45	A road plan will be coordinated with all villages
46	on the roadway to Tanjung Pura, with future construction
47	time lines. An entrance gate will be constructed at
48	the main dock in Bubun signaling a new future and
49	intent of Bubun to be a demonstration project on behalf
50	of all villages. Village path ways will be upgraded
51	by filling holes, leveling and covering with new dirt
	from drainage channels. Hauling vehicles will be built
	using local goods and produced within the community.
	Boat building will be initiated by creating a boat
	center which will build both small and large boats.
	A marine dock will be built near the new market place
	and provide adequate unloading of goods and passengers.
	A speed craft will be obtained by the community and
	provide daily quick transport to Tanjung Pura. A
	community workshop will be established and equipped

- 52 with necessary tools. Small bridges will be placed
at strategic locations using local labor and materials.
53 A street survey will be conducted in coordination with a
public transport office regarding the necessary road
54 improvements within the community and on the road to
Tanjung Pura. The Pangkalan Biduk trail will be improved
in coordination with both communities.

TACTICAL ARENA C: Developing Cohesive Natural Environment

Paratactic III: Essential Services

To provide this community with those services essential to its well being, Bubun will take steps to cohesively develop its natural environment. A potable water supply will be obtained. Appropriate facilities will be built for public sanitation standard. Adequate drainage systems will be dug throughout the community, controlling excess water flow. A comprehensive medical system encompassing both clinical and educational aspects will be provided. Public provisions will be established with transportation, electrical power and emergency aid.

Tactic 8: Obtaining Potable Water Supply

- Subtactics In order to keep the community healthy, a potable water
55 supply will be attained. Storage systems will be constructed for drinking water from cement in several
56 locations in the village. Inland wells will be improved
and piped for public use including crop irrigation.
57 Improved enclosures will be applied to existing wells
by encasing, covering and installing hand pumps. Farm
58 irrigation will be initiated by channeling stagnant
inland water. Public catchments will be constructed
59 using existing public buildings with tin roofs. Home
tanks will be initiated by creating a model home example
60 which can be replicated by families at low cost. Safe
water will be promoted through demonstrations and
61 information regarding proper and safe usage of water
and its relationship with sanitation. Regular purification
62 will begin with storage tanks and wells using a
filtration system. A pipe system will be installed to
63 distribute water throughout the community from safe
public wells and storage tanks. Periodic testing will
64 be done assessing the usability of wells and water
catchment systems. A deep-bore well will be drilled
65 two hundred meters deep and pipes installed to all
parts of the village.

Tactic 9: Erecting Appropriate Sanitation Facilities

- Subtactics
- 66 In order to have a healthy environment, appropriate sanitation facilities will be erected. Community toilets will be built throughout the community, convenient to all homes, yet in proper placement to water sources. Public washing areas will be built in coordination with public toilets. Blueprints will be created for the total village sanitation facilities at low cost to the community and individual families. Garbage collection will be initiated across the community on a regular basis using work days, weekly collection and public garbage cans. Bathing spaces will be created for community use in conjunction with proper placement of wells, toilets and wash areas.
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Tactic 10: Expediting Adequate Drainage System

- Subtactics
- 72 In order to rapidly control the excess tidal water flow, an adequate drainage system will be expedited. A sea dam will be built at the end of the central drainage channel. Wall dikes will be built along the river edge. Central channels will be built by creating a common system with branches throughout the community. Fish ponds will be dug and filled using excess drainage. Home ditches will be dug around each house and connected to the central drainage system. Clean-up promotion will be held during community gatherings and special events using posters, films and displays in public spaces. Regular maintenance will be established for the drainage system completed by community task forces. Standing water will be drained and used for crop irrigation and animal raising. A swamp survey will be conducted, determining where and how channels will be most effectively placed.
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Tactic 11: Forging Comprehensive Medical Assistance

- Subtactics
- 81 In order to create liaison with the existing clinic and public health structures, a comprehensive medical assistance will be forged. An information network will be provided through community structures, meetings and liaison with outside health agencies. Nutrition promotion will be held by creating a meal demonstration at a Nutrition Fair with posters encouraging the growing of green, leafy vegetables, work groups and special events. Tests and information will be given at regular intervals in coordination with public health services regarding how to eradicate and care for malaria, tuberculosis and parasites. Immunization events will be scheduled in the community in coordination with public health personnel visits.
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- 85 Health caretakers will be organized and trained in basic
86 health care and to work with the health clinic. Mother-
87 child clinics will be held providing post-natal and
88 child care assistance. Facility usage will be formed
89 through local structures for the use of training and
90 special clinics. Services liaison will be provided on
a regular basis to help bridge the medical services
to the community. Dental care will be provided in
coordination with health services at the clinic and
use of additional services in Tanjung Pura. Dukun
relationships will be formed providing information
and training in midwifery.

Tactic 12: Installing Required Public Provisions

- Subtactics In order to equip the community with basic public
91 services, required public provisions will be installed.
92 Postal services will be established for convenient mail
93 services. A transportation system will be designed
94 including several modes of transport for people and
95 goods. A boat schedule will be created for more frequent
96 and conveniently timed travel. Community electrifi-
97 cation will be obtained for lighting in Bubun. Street
98 lights will be installed on main pathways. Electrical
99 outlets will be installed at public gathering spaces
to provide public lighting. Industrial power will be
supplied by the community power system. Pathway repair
will be carried out on a regular basis with an initial
improvement on major existing paths. An emergency
system will be established with services and procedures
for accidents, fire and serious illnesses.

TACTICAL ARENA A: Enhancing Creative Community Participation

Paratactic IV: Practical Training

To enhance creative community participation, practical training will be promoted in Bubun. Agricultural resources will be fully utilized through the development of supplemental farming skills. Effective vocational courses will be conducted to provide the villagers an alternative to fishing. Health-oriented classes will raise the community's awareness to the importance of maintaining health standards.

Tactic 13: Promoting Supplemental Farming Skills

- Subtactics In order to fully utilize Bubun's agricultural resources, supplemental farming skills will be promoted.

- 100 Animal care will be taught in Bubun informing people in proper feed, containment, disease prevention and breeding of animals. Modern fishing will be brought
- 101 to Bubun by demonstrating up-to-date fishing methods. Agriculture courses will be established to demonstrate
- 102 techniques of cash crops and rice with the help of recruited expertise. A fishing consultation will be
- 103 held in Bubun to discern the needed steps to be taken to successfully develop the fishing industry in Bubun.
- 104 A marketing seminar will be held to determine the most profitable crops and the best way to market them.
- 105 Poultry care will be taught in Bubun to inform people in the proper care of poultry.

Tactic 14: Conducting Applicable Vocational Courses

- Subtactics** In order to present the villagers in Bubun alternative ways to provide income in addition to fishing, effective vocational courses will be conducted. Sewing techniques will be established teaching women and men tailoring and sewing machine skills. Handicraft classes will be taught giving skills training in pandan hats and embroidery as well as other handicrafts. Credit information will be provided in Bubun to train all who are involved with the local credit union. Mechanic skills will be taught in conjunction with the addition of motors to the fishing economy. Secretarial know-how will be taught in basic secretarial skills. Beauty culture will begin with the art of make-up, hair and beauty salon techniques. Accounting procedures will be directed toward the book-keeping aspect of business. Furniture seminars will be given for those who will manufacture furniture. Coconut rope making will be taught in the correct use of coconut husks in the rope industry. Management methods will be focusing on the managerial aspects of business. Marketing training will be held emphasizing the buying and selling aspects of business.
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Tactic 15: Teaching Inclusive Health Classes

- Subtactics** In order to raise the awareness of the importance of health standards, inclusive education classes will be taught. First-aid courses will be started utilizing the local health clinic and nearby technical expertise. Nutrition education will be conducted with the emphasis on the introduction of new foods and balanced basic food groups. Early child care courses will be given by health officials and teachers demonstrating to parents care for young children one to five years of age. Health classes will be provided giving basic
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- 122 needed knowledge about tuberculosis, malaria and other health issues. Infant care will be taught to expectant
- 123 mothers to prepare them properly for the birth and new
- 124 baby. Dental care will be explained in classes taught
- 125 through the clinic. Family care education will be offered in Bubun. A hygiene course will be given demonstrating basic personal and cleanliness care.

TACTICAL ARENA E : Structuring Comprehensive Interchange Mechanism

Paratactic V: Interchange Mechanism

To pursue greater community growth Bubun will open its doors to outside informational sources. There will be a coordinated information flow of a diverse nature to educate and provide the community with wanted data. Outside expertise will be encouraged to share their wisdom with Bubun as teachers and coordinators.

Tactic 16: Coordinating Necessary Information Flow

- Subtactics
- 126 In order to give the community crucial data, necessary information flow will be coordinated. A data center will be located in the community center displaying information materials, coordinating incoming data and its distribution and providing data access. Nation building will be promoted through the display of the national Pancasila in public buildings and inviting officials from Tanjung Pura and the Department of Information to speak on the Pancasila. Film shows will be shown weekly, procured from the Education Department and commercial film companies. Immunization publications will be distributed from the Health Clinic at community gatherings, through the schools and displayed on the community bulletin board. A community library will be established in a public facility and will provide access to books, secondary school materials, magazines, newspapers and brochures. Vermin control will be enhanced by publishing information on the latest methods of protection from pests and collecting data from local experience to share with the whole community. Pest extermination will be started by sharing data of successful methods and experimentation with new forms of fencing and trapping. Family planning data will be obtained from the Health Department regarding the advantages of smaller families. Sanitation knowledge will be transmitted by holding regular meetings, publicizing sanitary methods, exhibiting health equipment and obtaining feed back on results. Drilling facts will be shared regarding exploration and drilling of wells for safe water and testing water assuring its usability. Bulletin boards will be constructed and placed in primary community spaces informing of community events and significant data.
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Tactic 17: Enlisting Outside Expertise Sources

- Subtactics In order to train Bubun residents in appropriate technology to implement village services, outside expertise sources will be enlisted. Police assistance will be requested to help exterminate monkeys, wild pigs and other pests. Drainage engineers will be invited for advice on comprehensive drainage plans and methods to be used in the village. Government employees will be invited to deliver extension services to Bubun including fish pond methods. Ex-Bubunites return will be encouraged by special visits to Bubun for sharing their expertise with the village. Expert relationships will be created putting Bubun in contact with needed resources including sewing, handicrafts and other skills as requested. Skilled workers will be provided with incentives to practice in Bubun and train villagers in their skill, particularly in the arena of fishing, agriculture, mechanics and boat building.
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TACTICAL ARENA D : Enhancing Creative Community Participation

Paratactic VI : Foundational Education

To increase community participation in education Bubun will offer several educational alternatives to the community. Schooling options will be developed and strengthened to include all members of the community. The local leadership potential in Bubun will be elicited and developed to serve the community's educational needs.

Tactic 18: Extending Childhood Schooling Options

- Subtactics In order to enrich the experiences of Bubun's younger citizens childhood schooling options will be extended. Secondary equivalency will be set up enabling young people to pursue academic subjects while still living in Bubun. Art subjects will be started giving youth greater appreciation for the various visual art mediums. Preschool classes will be given for all children from four to six years. A children's playground will be built adjacent to the preschool. Primary tutorials will be established for assisting in basic courses. After-school courses will be held providing further education in sports, arts, math, geography, history and language. Music appreciation will be taught in courses. Cultural recovery will be developed by telling old stories singing ancient songs and relating them to present times. The athletic skills of youth will be developed by means of a physical education program.
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Tactic 19: Strengthening Multi-Language Literacy Prowess

Subtactics In order to develop special classes and opportunities for bilingual usage, multi-language literacy prowess will be strengthened. Indonesian literacy will be taught using local teachers. English classes will be provided giving the village a grasp of a global language. An Arabic course will be given providing intermediate and advanced language training. Local teachers will be recruited. Curriculum coordination will be developed by creating a comprehensive curriculum among all working in education. Writing skills will be developed at all age levels.

Tactic 20: Eliciting Local Leadership Potential

Subtactics In order to equip this village to do its own development local leadership potential will be elicited. Teacher preparation will be started by recruiting village residents to become teachers in the preschool and to participate in curriculum building and imaginal education. Leadership training will be introduced using workshop methods and consensus making. Family planning will be taught by Bubun resident teachers trained by the Public Health structures. Town Meetings will be held at regular intervals in other villages.

TACTICAL ARENA C: Developing A Cohesive Natural Environment

Paratactic VII: Civic Identity

To point Bubun in the direction of community-mindedness the notion of the village's civic identity will be reaffirmed. Bubun's image will be rebuilt by providing significating events and supporting activities which will create a new positive story for the village. A desirable sanitary environment will be maintained. Workable village programs will be established through a strengthened community consensus. Interest groups will back needed projects that will also enhance the community spirit. An effective village fund will create the means by which Bubun will finance its various community proposals.

Tactic 21: Supporting Symbol Creating Activities

Subtactics In order to create a new story in Bubun significating events will be held. Religious education will be taught in coordination with the education department who will provide the religious teachers and supply the necessary books and classroom equipment. A Bubun trademark will be created by holding art and slogan competitions to

- 164 select the community trade-mark which will be placed
on all goods produced in Bubun. Quality products will
be produced for marketing and advertised at local and
165 regional fairs demonstrating Bubun's marketable goods.
Sports contests will be held in the village and with
other interested villages promoting sports competition
and building local teams. Weekly movies will be held
166 in the village by arranging with the government public
relations to loan documentaries and other educational
films, obtain a projector and also to show commercial
167 movies on special nights. Winning occurrences will be
celebrated by organizing a committee for promotion
and publicity to provide regular reports to interested
168 agencies and contributors. Mosque beautification will
be organized through corporate community work events to
plant flowers, erect a large signboard, construct a fence
169 around the mosque and repaint. Special events will be
held by creating a roster of important days and dates, cele-
brating anniversaries of the Nation and Bubun and
170 organizing cultural songs and dance events. A pop
band will be initiated by procuring the necessary
instruments, recruiting band members, creating a uniform,
171 holding practice sessions and performing at special events.
Trade fairs will be held throughout the area promoting
Bubun products. Two of these will be held in Bubun.
172 Agricultural festivals will be held in Bubun and other
communities providing information, sharing skills and
celebrating agricultural prowess. A village calendar
173 will be created and displayed signifying special events
and time designs for the day, week, quarter and year.
Traditional culture will be encouraged through songs,
174 dances, traditional musical instruments and stories.

Tactic 22: Maintaining Desirable Sanitary Surroundings

- Subtactics In order to create sanitary surroundings community
services will be strengthened. Garbage collection will
be set up for creating litter free roads and enabling
175 each household to dig garbage pits and building carts
to assist in the corporate workdays to clean public
176 areas. Malaria eradication will be done by insecticide
spraying of all drains and swampy areas, encouraging
177 medical treatment at first signs of illness and informa-
tion distribution relative to the dangers of mosquito
breeding grounds and stagnant water. Toilet placement
178 will be designed to keep appropriate distance between
wells and toilets and ensure sanitary drinking water.
Space beautification will be created throughout the
179 village by marking roads, planting shrubs and flowers,
creating parks and erecting signs to designate special
180 areas. A village design will be created to give inten-

tional care for all space by designating in picture form the total usage of Bubun property. Garbage pits will be dug in specified areas for the use of garbage disposal by the community.

Tactic 23: Empowering Indispensable Consensus Procedures

Subtactics In order to strengthen corporate structures indispensable consensus procedures will be empowered. Leadership roles will be expanded broadening the base of leadership opportunities and creating a further means of soliciting village opinion. A rental system will be established, sharing community items with other villages at reasonable rates, of which the proceeds will go back into the community. Village fairs will be held, sharing progress and raising money for community projects. Community leaders will be engaged by participating in all community structures and events. An organizational council will be formed. A leadership meeting will be held weekly to deal with community issues, planning and implementation.

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Tactic 24: Organizing Needed Interest Groups

Subtactics In order to establish progress in Bubun needed interest groups will be organized. A parent-teacher organization will be started providing community support for the school, as well as actively engaging parents in the educational system. Boy Scouts will be established teaching citizenship to village youth and promoting their participation in village security. Girl Scouts will be expanded teaching community care and responsibility. A youth center will be formed recruiting all Bubun youth to participate in training and recreation events. A self defense force will be formed and trained in the use of silat and karate marshal arts. Cultural corps will be accelerated emphasizing cultural gifts. A global women's forum will be held strengthening women's engagement within the community. Youth support will be attained from outside sponsorship of youth activities. A sports club will be introduced teaching the importance of physical recreation to one's health and well-being.

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Tactic 25: Establishing Effective Village Fund

Subtactics In order to create the means by which Bubun could finance its various community projects, a transportation treasury

- 196 will be implemented as an added money source for the
197 community. A savings program will be set up for the
198 benefit of Bubun. A community account will be maintained
199 to provide for the community expenditures. A credit
200 union will be established to provide loans to its members
in conjunction with Bank Rakyat Indonesia. A trans-
portation committee will be charged with the responsi-
bility of establishing transportation fees on incoming
marketable goods.

TACTICAL ARENA B: Expanding Available Resource Usage

Paratactic VIII: Basic Equipment

To provide the most advantageous resource expansion program possible for the community, equipment needs will be determined on a corporate level. Agricultural and industrial training equipment will be purchased through a community effort as community farming develops. Upgraded marine equipment will be procured corporately to improve fishing methods and river transportation.

Tactic 26: Assimilating Corporate Tool Assets

- Subtactics In order to make available the mechanical means for
community building projects, corporate tool assets will
201 be assimilated. Ploughing implements will be acquired
202 by the community. Sewing machines will be obtained
and training will be provided in domestic skills.
203 Athletic gear will be solicited from outside sources.
204 Electrical equipment will be installed in community
space, industrial work places and in individual homes.
205 Building utensils will be purchased including hoes,
206 axes and shovels to be used in work days and village
improvements. Farming machinery will be used corporate-
ly by the community.

Tactic 27: Procuring Upgraded Marine Instruments

- Subtactics In order to secure an increased income from fishing,
upgraded marine implements will be procured. Fast
207 boats will be secured for the use of the community.
208 Appropriate nets will be acquired. Teachers' trans-
209 portation will be assisted by coordinating boat
transport to and from the village. Motorized crafts
210 will be obtained and used for necessary transport to
vary fishing methods and year-round potential. Fuel
211 storage will be constructed in a safe place, storing
extra fuel for new equipment and machinery.

TACTICAL ARENA A : Extending Local Economic Base

Paratactic IX: Commercial Ventures

To broaden Bubun's capital base and stimulate the village economy, several commercial ventures will be introduced. Saleable products will be created, increasing local marketing potential. Coconuts will be fully utilized as coconut processing industries are broadened. Local manufacturing plants will be opened, establishing small business ventures in Bubun. Cooperative schemes at present untapped will be initiated and a foundational base for corporate economic ventures created. Functional management practices will be formed in order to provide a managerial system practical for the entire community.

Tactic 28: Inaugurating Retail Sales Outlets

Subtactics	In order to create new, saleable products and increase market potential, retail sales outlets will be inaugurated. Cockle satai will be sold using locally available cockles in the Bubun Day Market. Daily buying will be established providing services to all of the member
212	merchants and offering lower prices in the community. A
213	credit policy will be created among members providing an
214	effective management system. A daily market will be
215	started in Bubun. It will sell local goods and encourage
216	other villages to market and buy here. A Medan Fair
217	will be attended, expanding market potential and publicising Bubun quality goods and potential.

Tactic 29: Broadening Coconut Processing Industries

Subtactics	In order to utilize the potential of coconut as a local resource for marketing, coconut processing industries will be broadened. A charcoal business will be launched by using available coconut shells and marketing locally and outside the community. Broom manufacturing will be expanded by increasing the production of brooms made from the spine of the coconut leaf. Carpet fabrication will be introduced as a marketable product using fibers from the coconut husks. Support beams will be created from local wood and marketed primarily outside the community. Coconut oil will be processed in Bubun using local resources. Chicken feed will be produced from the coconut by-product and used as feed locally and marketed outside. Gelando will be produced from the coconut oil by-product and used as animal feed.
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Tactic 30: Opening Small Manufacturing Plants

- Subtactics
- 225 In order to increase the job positions in Bubun, small manufacturing plants will be opened. A lime industry will be formed, producing lime from cockle shells to be used for making white wash.
- 226 Seafood chips will be made from local produce and sold in shops, at special events, day markets and celebrations.
- 227 Straw mats will be made from wild grasses and be marketed outside Bubun. Pandan hats will be made from the pandan leaf and sold in Tanjung Pura.
- 228 Fence posts will be cut from local wood and developed into a marketable item for use locally and outside.
- 229 Wood products will be created from the local forests. Various marketable products like window frames, tool handles and flooring will be made from wood.
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Tactic 31: Initiating Untapped Cooperatives Network

- Subtactics
- 231 In order to create a foundational base for corporate economic ventures, a new cooperatives network will be initiated. A community company will be formed which will do wholesale buying of major commodities and reduce prices.
- 232 A profit sharing scheme will be devised according to community consensus, allowing both the merchants and residents to benefit from community endeavors.
- 233 A village bank will be started enabling capital formation, savings and loans.
- 234 A fishing union will be initiated with membership contributions and savings to enable their capital backing.

Tactic 32: Forming Functional Management Practices

- Subtactics
- 235 In order to insure the profitability of economic ventures for the whole community, functional management practices will be formed. A supervisory board will be formed and will set up a corporate system which will manage community efforts and consult with individual enterprises.
- 236 Seller-buyer meetings will be held on a regular basis giving shape to a new form of local participation in marketing negotiations.
- 237 Initial capital will be secured by bringing in outside money to invest in local businesses.
- 238 A marketing group will be operative, providing cooperative price shopping and finding the best wholesale prices.
- 239 An accounting system will be designed and assist in the use and flow of money and recording data.

EXTENDING LOCAL ECONOMIC BASE

ICA Consultants

Plate 4A

paratactic I Diversified Agriculture	paratactic IX Commercial Ventures
tactic 1: Fishing Means	tactic 28: Sales Outlets
1 Fish Culture 2 Conservation Practices 3 Marine Ponds 4 Capital Assistance 5 Marketing Development	212 Cockle Satai 213 Daily Buying 214 Credit Policy 215 Daily Market 216 Dock Mart 217 Medan Fair
tactic 2: Ancillary Livestock	tactic 29: Processing Industries
6 Duck Farming 7 Chicken Ranches 8 Goat Herd 9 Work Animals 10 Stock Containment 11 Immunization Care 12 Poultry Eggs 13 Salted Eggs 14 Feed Control	218 Charcoal Business 219 Broom Manufacturing 220 Carpet Fabrication 221 Support Beams 222 Coconut Oil 223 Chicken Feed 224 Gelando Making
tactic 3: Crop Production	tactic 30: Manufacturing Plants
15 Coconut Intercropping 16 Replanted Coconuts 17 Improved Rice 18 Cash Crops 19 House Gardens 20 Demonstration Plots 21 Animal Feed 22 Banana Horticulture 23 Tapioca Cultivation 24 Seedling Nursery	225 Lime Industry 226 Seafood Chips 227 Straw Mats 228 Pandan Hats 229 Fence Posts 230 Wood Products
tactic 4: Land Conversion	tactic 31: Cooperative Network
25 Mangrove Clearing 26 Farm Consolidation 27 Idle Ground 28 Property Planning 29 Earth Fill	231 Community Company 232 Profit Sharing 233 Village Bank 234 Fish Union
tactic 5: Farmland Techniques	tactic 32: Management Practices
30 Fish Market 31 Cultivation Practices 32 Crab Control 33 Economic Structure 34 Land Certificates	235 Supervisory Board 236 Seller-Buyer Meetings 237 Initial Capital 238 Marketing Group 239 Accounting System

EXPANDING AVAILABLE RESOURCE USAGE

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Plate 4B

paratactic II

Physical Transformation

tactic 6: Building Construction

- 35 Model Home
- 36 Fish Station
- 37 Market Space
- 38 Community Warehouse
- 39 Cold Storage
- 40 Generator Room
- 41 Preschool Facility
- 42 Youth Hostel
- 43 Home Renovation

paratactic VIII

Basic Equipment

tactic 26: Tool Assets

- 201 Ploughing Implements
- 202 Sewing Machine
- 203 Athletic Gear
- 204 Electrical Equipment
- 205 Building Utensils
- 206 Farming Machinery

tactic 7: Transport Avenues

- 44 Road Plan
- 45 Enhance Gate
- 46 Village Pathways
- 47 Hauling Vehicles
- 48 Boat Building
- 49 Marine Dock
- 50 Speed Craft
- 51 Community Workshop
- 52 Small Bridges
- 53 Street Survey
- 54 Pangkalan Biduk Trail

tactic 27: Marine Instruments

- 207 Fast Boats
- 208 Appropriate Nets
- 209 Teachers' Transport
- 210 Motorized Craft
- 211 Fuel Storage

tactical arena C

DEVELOPING COHESIVE NATURAL ENVIRONMENT

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Plate 4C

paratactic III

Essential Services

tactic 8: Water Supply

55 Storage System
 56 Inland Wells
 57 Improved Enclosures
 58 Farm Irrigation
 59 Public Catchments
 60 Home Tanks

61 Safe Water
 62 Regular Purification
 63 Pipe System
 64 Periodic Testing
 65 Deep-Bore Well

tactic 9: Sanitation Facilities

66 Community Toilets
 67 Washing Areas
 68 Blue Prints
 69 Building Materials
 70 Garbage Collection
 71 Bathing Spaces

tactic 10: Drainage System

72 Sea Dam
 73 Wall Dikes
 74 Central Channels
 75 Fish Ponds
 76 Home Ditches

77 Clean-Up Promotion
 78 Regular Maintenance
 79 Standing Water
 80 Swamp Survey

tactic 11: Medical Assistance

81 Information Network
 82 Nutrition Promotion
 83 Disease Tests
 84 Immunization Events
 85 Health Caretakers

86 Mother-Child Clinics
 87 Facility Usage
 88 Services Liaison
 89 Dental Care
 90 Dukun Relationships

tactic 12: Public Provisions

91 Postal Service
 92 Transportation System
 93 Boat Schedule
 94 Community Electrification
 95 Street Lights

96 Electrical Outlet
 97 Industrial Power
 98 Pathway Repairs
 99 Emergency Systems

DEVELOPING COHESIVE NATURAL ENVIRONMENT

ICA Consultants

Plate 4C

paratactic VII

Civic Identity

tactic 21: Creating Activities

- | | |
|---------------------------|---------------------------|
| 162 Religious Education | 169 Special Events |
| 163 Bubun Trade-Mark | 170 Pop Band |
| 164 Quality Products | 171 Trade Fair |
| 165 Sports Contests | 172 Agricultural Festival |
| 166 Weekly Movies | 173 Village Calendar |
| 167 Winning Occurrences | 174 Traditional Culture |
| 168 Mosque Beautification | |

tactic 22: Sanitary Surroundings

- 175 Garbage Collection
- 176 Malaria Eradication
- 177 Toilet Placement
- 178 Space Beautification
- 179 Village Design
- 180 Garbage Pits

tactic 23: Consensus Procedures

- 181 Leadership Roles
- 182 Rental System
- 183 Village Fairs
- 184 Community Leaders
- 185 Organizational Council
- 186 Leadership Meetings

tactic 24: Interest Groups

- | | |
|---------------------------------|--------------------------|
| 187 Parent-Teacher Organization | 192 Cultural Corps |
| 188 Boy Scouts | 193 Global Women's Forum |
| 189 Girl Scouts | 194 Youth Support |
| 190 Youth Center | 195 Sports Club |
| 191 Self-Defense Force | |

tactic 25: Village Fund

- 196 Transportation Treasury
- 197 Savings Program
- 198 Community Account
- 199 Credit Union
- 200 Transportation Committee

ENHANCING CREATIVE COMMUNITY PARTICIPATION

ICA Consultants

Plate 4D

paratactic IV

Practical Training

tactic 13: Farming Skills

100 Animal Care
 101 Modern Fishing
 102 Agriculture Courses
 103 Fishing Consultation
 104 Marketing Seminar
 105 Poultry Care

tactic 14: Vocational Courses

106 Sewing Techniques
 107 Handicraft Classes
 108 Credit Information
 109 Mechanic Skills
 110 Secretarial Know-How
 111 Beauty Culture
 112 Accounting Procedures
 113 Furniture Seminars
 114 Coconut-Rope Making
 115 Management Methods
 116 Marketing Training

tactic 15: Health Classes

117 First-Aid Courses
 118 Nutrition Education
 119 Child-Care Instruction
 120 Health Classes
 121 Infant Care
 122 Pre-Natal Seminars
 123 Dental Techniques
 124 Family Planning
 125 Hygiene Practices

paratactic VI

Foundational Education

tactic 18: Schooling Options

143 Secondary Equivalency
 144 Art Subjects
 145 Preschool Classes
 146 Children's Playground
 147 Primary Tutorials
 148 After-School Courses
 149 Music Appreciation
 150 Cultural Recovery
 151 Athletic Skills

tactic 19: Literary Prowess

152 Indonesian Literacy
 153 English Class
 154 Arabic Course
 155 Local Teachers
 156 Curriculum Coordination
 157 Writing Skills

tactic 20: Leadership Potential

158 Teacher Preparation
 159 Family Planning
 160 Leadership Training
 161 Community Meetings

tactical arena E

STRUCTURING COMPREHENSIVE INTERCHANGE MECHANISM

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Plate 4E

paratactic V

Interchange Mechanism

tactic 16 : Information Flow

- 126 Data Center
- 127 Nation Building
- 128 Film Shows
- 129 Immunization Publications
- 130 Community Library
- 131 Vermin Control
- 132 Pets Extermination
- 133 Family Planning
- 134 Sanitation Knowledge
- 135 Drilling Facts
- 136 Bulletin Boards

tactic 17 : Expertise Sources

- 137 Police Assistance
- 138 Drainage Engineer
- 139 Government Employees
- 140 Ex-Bubunites Return
- 141 Expert Relationships
- 142 Skilled Workers

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.

RESULTS

The Actuating Programs of the Bubun Human Development Project shown on Plate 5 are fifteen in number. Six of these programs are related to the attainment of economic self-sufficiency in Bubun. The intent of these programs is to provide the means for increasing the total income of the community and broadening the economic base. Four of the six deal with Expanded Agriculture including Commercial Fishing Complex, Diversified Farming Station, Common Agronomy Enterprise

and Agro-Processing Industry Combine. The second programmatic arena has to do with Broadened Commerce, which is a Merchants Development Association and the means of initiating New Business Ventures. The second major programmatic division deals with the Village Self-Confidence. The main emphasis has to do with Technical Instruction which includes Crucial Skills Institute, an In-Service Training Center and a Leadership Extension Network all of which will contribute to the upgrading of the total community skills. The third major programmatic division is in the arena of Social Self-Reliance in Bubun. The intent of these programs is to provide the basic amenities which relates to the vitality and full engagement of the community. Under Foundational Services the main emphasis is on an adequate Health Delivery Campaign which includes potable water, sanitary facilities and a preventive health program. Cooperative Construction Works deals with industrial buildings, electricity, land, drainage and housing. The last four programs are concerned with Corporate Patterns. This includes education and practical engagement at every age, special emphasis on the role of women and the use of the entire space of the village.

A more detailed description of each of the fifteen 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 (Pates 5B-0).

THE FIFTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Bubun

ONE TOWARD THE ECONOMIC SELF-SUFFICIENCY OF BUBUN		TWO TOWARD THE VILLAGE SELF CONFIDENCE OF BUBUN	THREE TOWARD THE SOCIAL SELF-RELIANCE OF BUBUN	
EXPANDED AGRICULTURE A	BROADENED COMMERCE B	TECHNICAL INSTRUCTION C	FOUNDATIONAL SERVICES D	CORPORATE PATTERNS E
COMMERCIAL FISHING COMPLEX I	MERCHANTS' DEVELOPMENT ASSOCIATION V	CRITICAL SKILLS INSTITUTE VII	HEALTH DELIVERY CAMPAIGN X	YOUTH ENGAGEMENT CORPS XII
DIVERSIFIED FARMING STATION II		IN-SERVICE TRAINING CENTER VIII		INCLUSIVE CHILDREN'S UNIT XIII
COMMON AGRONOMY ENTERPRISE III	NEW BUSINESS VENTURES VI	VIII	COOPERATIVE CONSTRUCTION WORKS XI	WOMEN'S ADVANCEMENT LEAGUE XIV
AGRO-PROCESSING INDUSTRY COMBINE IV		LEADERSHIP EXTENSION NETWORK IX		SPACE TRANSFORMATION SCHEME XV

THE FIFTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation In Bubun

ONE TOWARD THE ECONOMIC SELF-SUFFICIENCY OF BUBUN				TWO TOWARD THE VILLAGE SELF-CONFIDENCE OF-BUBUN		THREE TOWARD THE SOCIAL SELF- RELIANCE OF BUBUN																										
EXPANDED AGRICULTURE A		BROADENED COMMERCE B		TECHNICAL INSTRUCTION C		FOUNDATIONAL SERVICES D		CORPORATE PATTERNS E																								
COMMERCIAL FISHING COMPLEX I	1	Fish Pond Program	17	Bulk Buying Program	CRITICAL SKILLS INSTITUTE	25	Effective Management Program	37	Potable Water Program	YOUTH ENGAGEMENT CORPS XII	45	Vocational Know-how Program																				
	2	Sea Boat Program											26	Area Proficiency Program	46	Income Incentive Program																
	3	Appropriate Motors Program															27	Local Prowess Program	47	Further Education Program												
	4	Cold Storage Program																			28	Adult Literacy Program	48	Competitive Sports Program								
DIVERSIFIED FARMING STATION II	5	Family Gardens Program	19	Speed Transport Program	VII	29	Government Extension Program	39	Laundry Facilities Program	INCLUSIVE CHILDREN'S UNIT XIII	49	Preschool Center Program																				
	6	Coconut Intercropping Program											20	Commodities Warehouse Program	IN-SERVICE TRAINING CENTER	30									Consulting Expertise Program	40	Preventive Measures Program	50	Corporate Work Program			
	7	Varied Poultry Program															21	Sunday Market Program	VIII	31										Communications Node Program	41	Manufacturing Compound Program
	8	Small Livestock Program																			22	Diversified Inventory Program	IX	32								
COMMON AGRONOMY ENTERPRISE III	9	Land Reclamation Program	23	Outside Sales Program	LEADERSHIP EXTENSION/ NETWORK	33	Village Meetings Program	COOPERATIVE CONSTRUCTION WORKS	43	Swamp Drainage Program	XV	53																				
	10	Pest Control Program											24	Entrepreneur Team Program	IX	34									Methods Pedagogy Program	44	Model Homes Program	SPACE TRANSFORMATION SCHEME	54			
	11	Upgraded Production Program															25	Multiple Interchange Program	35	Impact Trips Program										XI	45	Geographical Beautification Program
	12	Equipment Pool Program																			26	New Business Ventures Program	36	Leadership Extension/ Network Program								
AGROPROCESSING INDUSTRY COMBINE IV	13	Coconut Processing Program	27	Product Coordination Program	37	Leadership Extension/ Network Program	47	Identity Symbols Program																								
	14	Wood Finishing Program							28	Product Coordination Program	38	Leadership Extension/ Network Program	48	Building Utilization Program																		
	15	Cottage Crafts Program													29	Product Coordination Program	39	Leadership Extension/ Network Program	49	Building Utilization Program												
	16	Product Coordination Program																			30	Product Coordination Program	40	Leadership Extension/ Network Program	50	Building Utilization Program						

Actuating Program 1

COMMERCIAL FISHING COMPLEX

Agricultural enterprises continue to expand their use of modern techniques to increase production. Historically, the major source of sustenance for Bubun has been fishing in the salt water river and more recently in the Straits of Malacca. The Commercial Fishing Complex is designed to contribute significantly to the economic development of Bubun and to provide food for Indonesia's people. New and more profitable forms and methods are being called for, such as fish ponds and more suitable and effective equipment. Link this with a new means of marketing and the base of village economy can again become vital.

The Commercial Fishing Complex consists of four components. First, the Fish Pond Program will cooperate with the government and the private sector in constructing a demonstration that will radically increase the income of Bubun. A complex of small ponds will be initiated for harvesting throughout the year. Second, the Sea Boat Program will provide the large appropriate sized boats necessary for profitable sea fishing. This fleet will have the nets required for various kinds of fishing in all seasons. Third, the Appropriate Motors Program will enable the procurement of motors to improve access to the sea and allow for the optimum catch. Along with motors will be the additional nets necessary for fullest flexibility. Fourth, Cold Storage Program will allow the fishing industry to make greater profits by reducing the wastage and procuring direct marketing. Further, this will allow profit from rental use to other villages and will increase the outside buying from Bubun directly.

During the first week of implementation the Governor, Banks and the Coastal Village Project will present ten inboard petrol engines (EY18) to the fishermen from the Bubun Growth Center. Money for the motors will be loaned by Bank Indonesia at low-interest rates over at least a two year period. Within the first month, two to five large boats will be secured by the village for deep sea fishing, using appropriate motors and nets. Within the first quarter the fishing dock will be enlarged and renovated to facilitate the appropriate cold storage program. The expanded dock will also become the center for the day market and will facilitate fishing exports to Tanjung Pura and other centers.

Actuating Program 2

DIVERSIFIED FARMING STATION

It has been said that the world food crisis could be solved if every village raised enough food for its own use. The Diversified Farming Station will contribute to make Bubun not only self-sufficient in food, but will allow the villagers to sell goods outside the community. Bubun has already started to use the land as an economic base. Now the time has come to expand and to diversify its productivity. What has become clear is that the villagers must work together to claim the yield, in home gardens, rice fields, intercropping among the coconut trees and in clearing further into the jungle. Fishing alone will not support the village. As farming expands and diversifies Bubun will be a dramatic demonstration to other coastal villages that the resources are there awaiting creative unified and practical development.

The Diversified Farming Station consists of four components. First, the Family Gardens Program will provide better balanced nutrition for the village and will cut down on food costs. Crop experimentation will take place through strategic village demonstration plots. Second, the Coconut Intercropping Program will expand land use as cash crops will be grown for village consumption and export. Third, the Varied Poultry Program will provide for broad based village income through duck and chicken farming using corporate production, marketing and management schemes. The government and private sector will act as consultants along with local experts. Fourth, the Small Livestock Program will move beyond the random existing animal farming to more technical productive livestock enterprises under controlled environment. For example, existing goats and chickens and ducks will be contained.

During the first week of implementation a village demonstration garden will be plowed, planted, fenced and signs will be created to mark the nine new types of vegetables. The Bupati has given personal consultation for this venture and has encouraged the villagers to plant a garden for each family. Duck farming will begin during the first month, stimulated by the performance and profit made by one villager who has 1500 ducks with 80 percent laying and with a considerable profit. The market has been established for all the duck eggs produced. Within the first six months demonstration chicken farms will be established working with one larger feed and chicken industry consultant. Intercropping between coconut trees and small livestock will begin the second six months.

Actuating Program 3

COMMON AGRONOMY ENTERPRISE

The systematic introduction of new and more effective farming methods is crucial to rapid agricultural development. The Common Agronomy Enterprise will make possible expanded production with major steps to put more land under cultivation. Outside consultants are ready to help. Bubun will be supported by both the public and private sectors. To break loose the imagination of the village some large and immediate tasks are critical. Those involved in agricultural ventures must see the real possibility of viable economic improvement, with modern equipment pest control and new varieties of seeds. This can happen through demonstrations and corporate participation. The village is ready to work together. Within a year the village will be freed to carry on with a new self-confidence.

The Common Agronomy Enterprise consists of four components. First, the Land Reclamation Program will achieve much greater use of land for agriculture production through cropping and livestock. With consultation, Bubun will corporately build a land use design then formally implement ownership certificates, commercial loans and government agreements. Second, the Pest Control Program will work corporately and use appropriate technology to exterminate and control wild pigs, monkeys, rats and insects to increase productivity. Third, the Upgraded Production Program will bring to Bubun the necessary pesticides, fertilizers, grafting techniques and rotation schemes that will dramatically upgrade new and existing crop production. Fourth, the Equipment Pool Program will provide the space needs for existing village agricultural equipment and small implements, and will manage and maintain new and larger equipment.

During the first week of implementation the men of Bubun will walk and survey all of the land of Bubun, marking that which can be used immediately and that which will be in the first and second stage of reclamation. They will note land owned by the villagers, some 65 hectares, land owned by non-residents and unclaimed government land. Following this a precise and comprehensive land use scheme will be devised and phased. A special village planning session will take place to implement adequate land use. This planning session will also propose appropriate pest control systems. A consultant is currently investigating an effective means of erradicating the crabs which continually dig up and tunnel through the ground. Upgraded production information on pesticides, fertilizers, grafting and crop rotations will be used. The needed agricultural implements and equipment will be designated.

Actuating Program 4

AGRO-PROCESSING INDUSTRY COMBINE

Industry is a critical part of any developing community. A profitable new industry diversifies the economic base, generates other business and provides employment. Resources can be utilized; the coconut alone has at least 67 by-products. Expertise from all outside sectors will demonstrate a concerted effort to discover the full potential of this coastal village as a signal to other coastal villages. Additional income methods will be found. As these methods are applied to industries, the industrial compound and home industries will become productive. Engagement of local people in these small business will develop confidence and employment.

The Agro-Processing Industry Combine consists of four components. First, the Coconut Processing Program will draw on the resources of the district in order to make it a feasible operation. Second, the Wood Finishing Program will utilize the various timbers available. It will cut fence posts, make window frames, flooring and support beams used in building construction. It will carve wood handles for hand tools and make charcoal. Third, the Cottage Crafts Program will organize the many already skilled mat makers and pandan hat makers to produce items for export. Brooms, ropes and carpets will be made with the aid of simple hand machinery. Fourth, the Product Coordination Program will be housed in the industrial compound and be the outlet for products. It will keep records and charts on production and sales.

In keeping with one of the high priorities of Indonesia as a nation, miniature handicraft samples will be collected and displayed along with a picture of the person at work. At first, this will be marketed through a consultant who is directing export of handicrafts to the European Market. As the market demand expands, more people will be trained in handicraft skills to produce high quality goods. In the first month, a loan will be secured to build the model house for the village, setting to work the wood products team cutting local timber for the construction. Manufactured whitewash will furnish paint for village beautification such as coconut husks to line the paths. Hand machines will be purchased for rope making, brooms and carpets. Within the next two weeks Bubun will begin to manufacture charcoal for an already secured market. The organization of a coconut processing plant will be initiated in planned stages by the end of the first year.

Actuating Program 5

MERCHANT DEVELOPMENT ASSOCIATION

Effective purchasing and marketing by a rural community requires a corporate structure. The Merchant Development Association is intended to extend a number of retail services locally available and to reduce the retail price. An emphasis in Indonesia's current Five Year Plan is a new effort to respond to individual entrepreneurs who are working corporately within a village frame. The villagers see their corporate strength as a new practical possibility as well as a real necessity. In conjunction with capital input is the evolving system of reducing buying, storage and transport costs. Cooperative local economic systems in villages like Bubun are the key to national economy. This program intends to create a vigorous commercial and industrial climate.

The Merchant Development Association consists of four component parts. First, the Bulk Buying Program will provide all retail stores with the high volume and fast moving items beginning with rice. This is a means by which items will be purchased at the most competitive price available. The savings in purchase price will be passed on to the consumer. Secondly, the Capital Access Program will provide a better cash flow for store owners by establishing credit with the wholesalers on a joint merchant basis and seek short-term loan capital for expanding retail lines. Third, the Speed Transport Program will provide a quick means by which the merchants' representatives can get to the sources of supply and transport the goods back to the village. Fourth, the Commodities Warehouse Program will provide a dry, secured storage space for bulk purchases. It will be open for placing orders and purchasing at regular times to accommodate all merchants.

The night following the closing of the Consult the merchants will meet to discuss bulk buying of rice. Based on a per capita basis, the volume of rice consumed is about one-half kilogram a day. Nearly 80 percent of income is used for rice and other essential goods. Through bulk buying the merchants pass on a 10 percent savings to the villager. Careful comparative price shopping will be done in the major commercial centers. An office in the warehouse will be opened and run by a person trained to keep the books, issue inventory and collect on accounts while the purchasing and credit arrangements will be arranged by a representative team from among the merchants themselves.

Actuating Program 6

NEW BUSINESS VENTURES

The economic survival of a village is dependent upon the liveliness of its commercial activity. The New Business Venture program is intended to expand the variety of retail items and find new markets for Bubun produced goods. Commerce within Bubun is ready to enter a new phase of development. The businesses developing from fishing, agriculture and commerce will catalyze new buying, new retail outlets and new markets. As Bubun becomes an area center of commerce, monies will enter the village as residents from other places come to buy in Bubun. A new base for economic relationships with outside business is expected to emerge. Bubun, a fishing-agriculture village, is imaged as becoming a river port of trade.

The New Business Ventures consists of four components. First, the Sunday Market Program will be a gathering of sellers bringing their fruits, vegetables, eggs, fowl, fish and handmade products to a central market. It will be set up in a strategic location in the village out of portable stalls. Second, the Diversified Inventory Program will provide the opportunity to sell the special items not normally found in the village such as satai shrimp and seafood chips, batiks and flowers, and other items now purchased outside the village. It will mean that the day market sellers will not have to carry a continuous inventory on occasionally purchased goods and special food. Third, the Outside Sales Program will evolve as the lower costs and diversified inventory bring other village and urban buyers to Bubun. Fourth, Entrepreneur Team Program will emerge through the one-day market scheme, as the individuals begin to establish themselves in separate space or form a structure for ongoing market stability.

An arrangement of stalls with brightly colored canopies will line the area of the commercial dock to provide for the market. Before the end of the fourth month every village on the river will be handed advertising pamphlets with the trademark "Purchased in Bubun". This will build a consumer consciousness. The Bubun village newsletter will herald the grand opening of the market. An exciting part of the day will be entertainment which will be from both the village and from outside. Outside businesses who desire stall space will be charged a fee set by the Merchants Association. They will also organize taking the market participants to the annual Medan Fair.

Actuating Program 7

CRITICAL SKILLS INSTITUTE

New industries, commercial expansion and technical advances in agriculture in a village are dependent upon a labor force equipped with new skills and techniques. The Crucial Skills Institute is built on the understanding that much of the training must happen in Bubun. The key will be a new self-confidence. This will rise out of a network of instruction support and a proficiency in methods. As they learn, use and begin to train others in practical skills and methods, a strong and broadened leadership will occur. Most residents of Bubun have made their decision to learn quite obvious.

The Crucial Skills Institute consists of four components. First, the Effective Management Program will coordinate the agriculture, business and industry to enable broad based and effective self-management by the villagers to occur quickly. Second, the Area Proficiency Program will enable villagers to travel and attend extended technical training courses offered by the public and private sectors. Third, the Local Prowess Program will promote and coordinate essential technical skills training to be conducted in Bubun, using local and outside expertise and materials, especially for one or two day sessions. Fourth, the Adult Literacy Program, using local leadership will conduct regular and ongoing sessions to increase critically needed literacy skills in Indonesian, Arabic and English, especially among the adults.

Within the first month of implementation several training sessions are in the planning; agriculture, fisheries, health and business. The focus will be on technical and management training. For example, within the village there is a resident who has a successful duck farm in profitable operation. He along with an outside consultant will help to establish between five and ten other such farms in Bubun. The participating duck farmers have agreed to cooperate in joint training, buying and marketing. At least five men of the village have requested to go to six-week training at the governmental demonstration centers such as the Pangkalan Brandan fish pond experiment. Within the first month, an ongoing adult literacy class will begin.

Actuating Program 8

IN-SERVICE TRAINING CENTER

The continual effective functioning of any community in the globe is dependent on a network of communication links with expertise and local needs. The In-Service Training Center is intended to be an avenue for outside expertise to come to Bubun and conduct training events. The center will also be the node for assembling information and distributing it to the whole community. Bubun desires training that grows out of demonstratable results. As practical training and initial consultation are available, the village will effectively use a coordinated and comprehensive training center.

The In-Service Training Center consists of four components. First, the Government Extension Program will provide access to the government resource staff with their equipment and materials. It will coordinate appropriate technical training for residents from Bubun in the arenas of fishing, agriculture, commerce, industry and village services. Second, the Consulting Expertise Program will elicit the engagement of outside expertise from the private sector, who will become ongoing volunteer technical assistance and will help to create a network of support for Bubun. They will lead various training sessions. Third, the Communications Node Program will be an integral part of the training center in its formal and informal function. Dispatch communication, such as short-wave and mail, publication process equipment and media equipment will facilitate training conducted in Bubun. Fourth, the Information Repository Program will hold information files with appropriate technology details and designs to be used as training aids for the training center.

The In-Service Training Center began during the Consult as 350 villagers attended the sessions and planned with 55 consultants. More formally, many of the consultants, especially from the government, filled in cards with particular information on how their department can set up formal extension training in Bubun in such arenas as health, education, fisheries, handicrafts, agriculture, cooperatives and public works. A cross-section of these department consultants and villagers will meet within the first month to schedule dates for extension training. The Coastal Villages Project will assist in establishing the communications node. The village newsletter will be published within the first month.

Actuating Program 9

LEADERSHIP EXTENSION NETWORK

One of the more important factors in effective development is the continuing motivation of local people. One of the keys to that motivation is the enabling of merging leadership to demonstrate the methods they know to others on a systematic scheme, and to share their own practical experiences. This kind of extension also gives the participating villages new methods of planning and ideas for implementation. The person-to-person interchange of the wisdom of local development is a critical informal training opportunity. It also enables one to see the possibility and cruciality of development far beyond his own village. This kind of travel experience will allow Bubun residents to see new options for engagement, broaden the base and deepen the resolve of their leadership.

The Leadership Extension Network consists of four components. First, the Village Meeting Program will train local Bubun people and other consultants to lead groups in comprehensive planning, by conducting these meetings in surrounding villages. Second, the Methods Training Program will teach the basic skills for planning and leading workshops and other practical leadership methods. Participants will see practical demonstrations of social and economic development as well as living environment, corporate patterns and identity systems methods. Third, the Multiple Interchange Program will communicate the practical wisdom discovered in Bubun through speaking engagements and other exchange programs. Fourth, the Impact Trips Program will make it possible for villagers to attend a variety of training events and will expose them to many experiences outside their own community. This will call forth a number of trained villagers to become proficient in leadership roles.

During the first few months, groups of Bubun residents will visit in other villages to begin the interchange network. They will make circuits to villages to lead one-day village planning meetings. Before the second year is completed a training school of at least six weeks will be conducted at the Bubun training center with participants coming from other communities. A variety of short term events in Indonesia, Malaysia, Singapore and the United States are scheduled for village participation on a representational basis where interchange with representatives from similar projects will occur.

Actuating Program 10

HEALTH DELIVERY CAMPAIGN

Fundamental to Bubun development is physical vitality, that without which no village can long sustain its creative expenditure. At the same time that an economic leap takes place in Bubun, an accelerated campaign in preventive health care must be launched. The Health Delivery Campaign will provide such basics as nutrition, water, sanitation, a comprehensive health program and the use of existing facilities. Unless a village moves on both the economic and basic health services at once, neither succeeds, and the total community is further victimized by a subsistence life. The people of Bubun are concerned about the present health condition, yet improvement calls for physical change, education and determination at a new level. Health becomes a deep motivational block in the midst of village development unless the people see and experience new vitality.

The Health Delivery Campaign Program consists of four components. First, the Potable Water Program will drill a deep-bore well, supplemented by shallow inland wells, strategically located so that all families have access to clean water. A secondary system of water catchment will be constructed by attaching gutters to all tin roofs and funneling it to covered concrete containers and 40 gallon barrels. Second, the Bath House Program will provide the village with at least 10 units of toilet-bathing facilities. They will be attached to a septic tank system. Third, the Laundry Facilities Program will build in coordination with the Bath House Program, a concrete area well drained and at sufficient distance from the water source, for a public laundry. Fourth, the Preventive Measures Program in conjunction with health department will conduct campaigns to inform and inoculate residents against communicable diseases. It will also encourage the use of the village clinic, other health extension and consultation services.

Within a few months, a small boat will be available in Bubun for emergency use. To provide a preventive everyday service a person in each neighborhood will be designated as a health caretaker responsible for approximately 35 households. They will be trained to assist with health records and make regular and frequent rounds to assist in illness detection, health education and provide each household with needed information on health care. Concrete lined shallow wells will provide water for the most distant homes, and all water will be tested regularly.

Actuation of Program 11

COOPERATIVE CONSTRUCTION WORKS

Nothing motivates a development project more than continual visible building, be it the building of a wooden entrance sign or the building of a temporary open-air shelter for a planning consultation. When electrification first penetrates a village, villagers know that they are at a turning point. The Cooperative Construction Works will create the visible village transformation. Building catalyzes building in villages, which points to the power of actual economic and social construction. Beyond this visible motivating factor, is the real contribution to a more stable and viable community. When small industries begin in the industrial compound, tangible economic productivity and profit will catalyze development as well. Therefore, the practical and the symbolic arenas are tied closely together as the new construction projects multiply. Such building fosters a spirit of community care.

The Cooperative Construction Works consists of four components. First, the Manufacturing Compound Program will construct a building for handicrafts and wood products. It will serve as a warehouse for many products created in the village as well as establish an office. Second, the Electricity Supply Program will further expand the use of electricity by acquiring more generators and building rooms for them. Third, the Swamp Drainage Program will provide the engineering and organization to make it possible for stagnant water around homes and throughout the village to be drained with a graduated slope, lined with permanent material. Fourth, the Model Homes Program will design and construct a sturdy, inexpensive house made from local materials. It will be built through corporate effort by the villagers and will have a drainage and water catchment system.

A tractor loader back hoe will be borrowed and used to deepen the ditches. A team will be organized to build the model house with consultant advice on the low-cost innovations. It will be of a price range within the reach of an average villager. Financing will come from a long term loan. One experienced builder will be employed from outside the village to train the village builders. By the end of the first year, the new Balai Desa generator will support extending light down the main road. The manufacturing compound will be a long house where various craftsmen can work together in an open area with designated space for each. The building will be built by village builders with periodic construction inspection.

Actuating Program 12

YOUTH ENGAGEMENT CORPS

The youth of any village or neighborhood today are key to positive development. At the root of youth boredom and all the resulting side effects, such as drugs, is a vocational crisis. Youth are yearning for authentic engagement in building their own community. The Youth Engagement Corps Program is directed toward providing effective community participation. When the youth of Bubun initiate a profitable business and all ages see that their creativity benefits the village, youth participation will greatly increase. Youth with a real context and experience in building their own village will attend higher levels of formal schooling out of different motives. They will want vocational know-how. The youth moving to the city will decrease. The youth of Bubun have concrete reason and means anew to engage in Bubun's future.

The Youth Engagement Corps consists of four components. First, the Vocational Know-How Program will provide the critical bridge for the village youth to learn income producing skills. Second, the Income Incentive Program will bring into being a new and necessary business for Bubun and will consequently catalyze a youth income to be managed corporately. Third, the Further Education Program will insure formal education beyond the six years in Bubun. Supplemental formal education will go on in Bubun regularly. Fourth, the Competitive Sports Program will be augmented by utilizing space, securing equipment and organizing the team dynamic. Inter-village competition will enhance this.

The youth will meet in implementing teams on Monday after the Consult to begin village beautification. A core of youth will meet with the business leaders during the first week to report and propose the beginning of a youth business that will be crucial to the village. During the first month the youth will clear the football field and hold a village sports event with the proceeds going toward initiating the new business. In the first three months they will obtain permission to create a second sports field on the south end of the village. Two older youth leaders initially will head the youth. A representative team of youth and village adults will discuss with the Camat and his staff in Tanjung Pura a practical plan for more youth to attend secondary school.

Actuating Program 13

INCLUSIVE CHILDREN'S UNIT

Few children in the world are adequately prepared for full participation in today's society. The Inclusive Children's Unit is designed to allow the role of injecting spirit into the village to be manifest. At the same time, unless the children, and especially the 116 preschool age children, have effective learning, recreation and engagement structures on a regular daily basis, they then become a spirit drain on the village. If parents or older brothers and sisters have to be at home most of the time to watch the children, the total engagement of the village for the comprehensive implementation needed is noticeably decreased. For the sake of developing the village and the children, it is necessary for a preschool and organized village tasks to come into being. Recreation can be provided through playground and other activities. The children of Bubun have demonstrated throughout the Consult that they want ways to participate.

The Inclusive Children's Unit consists of four components. First, a Preschool Center Program will be started for all under the formal school age. Second, the Corporate Work Program will organize for the engagement of children in necessary development tasks. Ongoing village responsibilities will be set up. Third, the Supplemental Tutorial Program will augment formal school learning through corporate afternoon sessions where preparation for continuing formal education is stressed. Fourth, Recreation Locations Program will make available adequate indoor and outdoor space. Playgrounds, television watching rooms, movie space and appropriate village sports areas will be constructed or designated among existing facilities.

On Monday of the first week of implementation, the preschool will begin. Eighty of the 116 in the four to six age range are registered. Initially the preschool will be housed in the Balai Desa until a new building is erected. Curriculum writing and training will be carried out on a regular basis. The children will be organized by task forces to join with the adults and youth in crucial implementation work. Their energy will focus first on helping to construct the outdoor recreation areas. Villagers will work as a team to design the after school supplementary curriculum for the elementary school children.

Actuating Program 14

WOMEN'S ADVANCEMENT LEAGUE

Women around the world are forging out new ways of service and broadening their concerns on community issues beyond a domestic role. The Women's Advancement League is designed to accelerate Bubun Women in their participation in all arenas of Bubun's life. The village is ready to give the women much more responsibility in the economic ventures such as fish ponds, poultry, home industry and village industries. In the social arenas their role will dramatically intensify as they become health caretakers, children's preschool teachers and after-school activities leaders. Village beautification will engage them deeply. They want and need practical training for these expanded roles. The men of Bubun and of Indonesia as a whole have gradually and wisely encouraged women to participate in building the villages and nation. The concrete activities call for the new role of the women.

The Women's Advancement League consists of four components. First, the Corporate Enterprises Program will be established for Bubun women to work in homes or in the future industrial compound. Second, the Innovative Tasks Program will incorporate the formal role of the women in essential tasks, such as community life, education and services. Formal and informal training will happen in the midst of their engagement. Third, the Regional Forums Program will allow for special events of national awareness and methods for effective engagement in village development. A mixture of village and non-village women will be trained to conduct these forums. Fourth, Household Management Program will coordinate with resource people in the arenas of nutrition, healthy homes, water usage and family hygiene.

Within the first month of implementation the Bubun women will formally plan their quarter's and first year's corporate activities. One woman will give Bubun the use of her land for agricultural crop demonstration plots. A small sewing industry will be established using the fourteen sewing machines presently in the village. Market research, skills training and modern machines will be necessary. Within the first quarter a one day women's advancement forum will be held in Bubun with an international staff. After this forum, village women will be trained in leadership roles to lead the same forum in a number of other villages.

Actuating Program 15

SPACE TRANSFORMATION SCHEME

The attractive appearance of a village is a vital factor in the development of positive self-images and pride among citizens. The way in which a community presents itself to itself and to outsiders is indicative of its understanding that a community is transformed through its intentionality to detail and to overall design. The Space Transformation Scheme is designed to show Bubun's care through demonstrations which meet its functional needs. A village is an artform that can enliven its inhabitants through the creation of daily signs. In Bubun the task is to intensify and make more substantial this care by dealing corporately with such space as muddy paths and unused building space.

The Space Transformation Scheme consists of four components. First, the Geographic Beautification Program will begin during the first week to construct and paint village signs in four locations; the landing, the central square, the demonstration garden plot and a welcoming sign for the Governor's visit. Second, the Walking Paths Program will provide for leveling of paths and covering with a hard surface. In addition, the ground for ten feet on either side of the path will be cleared, planted with jungle plants and maintained on a regular basis. Third, the Identity Symbols Program will provide a bulletin board, grid and community map. A sign will be painted for the newly planted garden and the dock. These are the first of many symbols for the future. Fourth, the Building Utilization Program will provide for doubled or even tripled hours of use for public structures such as the Inpres School, the Religious School, the Balai Desa and Coastal Villages Project complex.

Dormitories and meeting rooms will be equipped and set up to handle the influx of work forces coming to Bubun. A new cement floor will be laid at the Balai Desa and the offices will be equipped. A roll-away movie screen will be set up for the weekly movies. In front of the Balai Desa the land will be cleared, and playground equipment will be put into place. The dock will be completely renovated to handle the added commercial traffic to Bubun. Unburnable refuse will be separated out for a compost pile in conjunction with the demonstration gardens. The clean road campaign will paint, repair and beautify homes as well as grounds around the houses.

EPILOGUE

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I

ACTUATION PHASING

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 Bubun are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document.

METHODS

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 Bubun residents, screened at the beginning of the week, indicated surprisingly specific, though broad, concerns in three distinct arenas: economic competence, resident well-being and social development. The central point of the vision, resident well being, indicates a resolve to the quality of village space in its housing, lighting, public buildings and basic safety procedures. Other emphasis indicate a concern for the economic activities including agricultural expansion, business activities, means of production and essential management. Furthermore, the vision indicated a concern for creating the health mechanism, access routes, and functional education activities. The following day's work in discerning the contradictions underlying these concerns revealed a dramatic emphasis on the depleted reservoir of technical skills, the unclear ways to building community corporateness and the confining directions of subsistence economy. These restrictions underly the village story, the limited access to basic information, and the influence of jungle environment. A third swirl of contradictions focus on the void of educational opportunities, the consequence of the coastal terrain environment, the minimum corporate activities and the remoteness of essential services. The final swirl involves managing the resources in commercial shops, land, costly necessities and available capital. The proposal work which followed on the third day used a broad approach to increasing functional skills and undergirding the social fabric. The focus of the proposals was on economic growth through creating effective commercial enterprises, broadening the agricultural activities, building the infrastructure of land usage, capital access, marketing schemes and farming improvement. The Tactical Systems Chart underscores the need of practical comprehensive interchange if the situation in Bubun is to change. Creative citizen participation will be facilitated through practical and foundational education. Essential services and civic identity will bring cohesiveness to the environment. Finally, transportation and equipment will allow a fuller use of the resources. The Actuating Programs Chart indicates three relatively independent yet inter-related dynamics necessary within the implementation process: the expansion of the economic base, the undergirding of functional education and the extension of the basic social fabric. In the arena of agriculture the focus is on increasing the productivity of the land and the sea and processing products for flexible marketing. A trading company and a business complex will broaden the commercial ventures. Training schemes will make use of formal and informal settings. Initiating basic health and construction is the downbeat of foundational services. The corporate patterns will transform the space and encourage effective working of the youth, children and women.

The Human Development Project model produced during the Consult represents the decisions of residents of Bubun to initiate development efforts. The Actuating Programs provide for the four year phasing of models. During the year of initiation, emphasis will be placed

PHASES

on expanding the economic base and increasing employable skills. By the end of the first year, all of the actuating programs will be operating. The second year will focus on the major construction and physical design of the land. As the project becomes established, local ICA staff are decreased. A second concern of this phase will be the extension of the project focus to nearby villages and more importantly to similar situations in other parts of North Sumatra and the nation. In effect, the new project model is actuated at the end of three years. By this time, external assistance is considerably reduced and local initiative is maximized in all program development.

II

PROJECT FINANCING

FUNDING

An important aspect of the social demonstration is comprehensive funding. Any effort in socio-economic development in the 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 15 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 arena of capital equipment to increase the productivity of the fishing and farming and the establishment of effective drainage, electrical power and drinkable water. 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 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, and the beginning of new industries, a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS

The actuating programs provide the framework for local participation and give direction to 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 sub-divide into special task forces. 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 15 programs of the Bubun 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 formula 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 village. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating programs and ensuring 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. The 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 Bubun.

Finally, the Actuating Programs indicate the form of the catalytic force, referred to here as the auxiliary. One of the marks 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, enriching and focusing the community's understanding of the development task.

AUXILARY

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-term residents, a reservoir of effective power emerges. In Bubun today such a force of people needs to include farmers, small business experts, educators, construction engineers, health personnel, civil engineers 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. The understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

IV

ANTICIPATED BENEFITS

TICIPATIONS

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

IDENTITY

Traveling by Bubun's outboard speed boat, the visitor leaves from Tanjung Pura and after a pleasant 30 minute ride down the Langkat River, the village of Bubun comes into view. As the boat draws near he can see the many coconut palms that line the shore. Above him looms the large sign painted on the archway located at the landing and supported by pillars made from coconut palms which proclaim in bold blue letters, in Indonesian and English, "Welcome to Bubun, Village on the move". Leaving the boat and coming out on the dock, the visitor sees the well cared for landing with several people waiting on benches, enjoying the breeze under the shade of the roof. He is promptly welcomed by a young Bubun Ambassador, one of a group who greet visitors. This guide leads him along the cement walk to the main road. On the right the visitor can see a small park, complete with park benches. Various flowers and shrubs are carefully placed among the lush green grass. Beyond the park he can see the yellow and blue community center with over fifty men attentively gathered in front of a chalkboard. His guide informs him that they are the Bubun Farmers' Cooperative, building a plan for harvesting and marketing their peanut cash crop. Upon reaching the road, he is directed by a street sign identifying "Beach Road". Beyond the street sign the mosque stands radiant with a fresh coat of paint surrounded by a whitewashed mangrove fence. The guide points out that the whitewash was made at the Bubun Lime Factory. Many people are walking along Beach Road.

Several women can be seen sweeping as they clean the area around their homes. Along the road, whitewashed coconut husks line the way with blue and yellow benches interspersed down the road. Each of the brightly painted homes sports a whitewashed fence and a small wooden bridge crossing the drainage canal to the road. Several blue trash barrels can be seen, each with yellow lettering reading "Bubun Village On The Move". Up ahead the visitor can see the new village square. At the center he can see village youth reading the announcements on the kiosk. Around the kiosk, bricks have been laid in a perfect square. On each corner are brick flower boxes displaying red and yellow orchids.

STYLE

As he crosses over a small bridge with hand rails, he is escorted into the community center compound. His first stop is the project office. Before entering, he is greeted by several children who are on their way to deliver the village weekly newspaper. The mimeograph machine is finishing the last copies as he enters. On the wall is a large map locating the various proposed development activities in a colorful design. He sees farmland and fishponds, industrial sites and businesses, a drainage system and parks. As he turns away from the map, his guide indicates a small aquarium where fish varieties from the different fish ponds are on display. Next door in the community office, he is introduced to the Headman and several of the village leaders. They explain how they were preparing for tomorrow's weekly guild meeting where each of them will lead one of the six community guilds: Education, Health, Well-Being, Commerce, Industry and Agriculture. They express their excitement about the weekly workday that will focus on clearing the drain adjacent to the cash crops farm. Around the corner of the compound he sees the library with several teenage youth studying. They explain they are preparing for tomorrow's secondary equivalency class. The visitor hears a flurry of activity out in the compound court yard and sees youth setting out benches. The guide mentions that a movie will be shown tonight following a traditional dance performance. This is a regular feature in the village. As the visitor leaves the community center compound, he notices a large banner being erected over the village square advertising the Bubun Community Congress the following weekend. His guide explains that each quarter the whole village gathers to build a consensus for the next quarter's activities. He proudly tells how he will be one of the workshop leaders.

EDUCATION

The quiet of the village is interrupted by vibrant singing as pre-school children make their daily march through the village. The visitor can see that each child wears a blue shirt. Again printed in yellow is the already familiar words, "Bubun Village On The Move". The guide hurries the visitor over to the sewing center where women are being shown how to tailor men's trousers. The instructor takes a few minutes to tell him about the education guild sponsored literacy class that follows the sewing course that afternoon.

INDUSTRY

The visitor is then taken toward the waterfront. While crossing the bridge the guide points out the newly dug drainage canal along the road that ends at the river with a seagate. At present the gate is closed keeping the seawater out while the tide is in. On the beach front the visitor walks along the wellkept embankment and can see men mooring a 40' fishing boat. Some are folding the large nets while others are hauling a large chest containing fresh Bonitas. They are taking them to the fishing cooperative shed where another man waits with a large fish scale. The men tell the visitor that the fish will be stored in the cold storage until they are taken to the market in Tanjung Pura tomorrow by the cooperative marketing agent. The visitor learns that they were out in the Straits of Malacca for three days and found a large catch with their new electronic fish finder. Further down the shore they encounter ten men building four new boats. The sign over the shed reads, "Bubun Boat Industry". Two men are spot welding iron frames on one boat while the others are applying wire to the other completed frames. The guide also points to the shed adjacent to the boat works, to a large furnace where two men are preparing Mangrove logs. The logs will be processed into charcoal, to be sold in Medan. Another hundred paces down the shore the visitor hears the voice of ducks and is shown the Bubun Duck and Egg Industry. While two men are putting sorghum, grown by the Farmers' Cooperative, in the feed troughs, they explain that over 2000 ducks are currently laying. The men proudly show the 6,000 eggs that they are preparing to take to Medan that afternoon. At the end of the bank the guide directs the visitor to the Bubun fish pond. In this pond he can see the milkfish skimming the surface in a swarm; duck manure is scattered into the pond daily to fertilize plant life for fish feed. The fish-pond supervisor demonstrates how the milkfish can live in very shallow water that was once useless swamp land. He also points to the electric powered aerators churning the water next to the screened locks used for supplying fresh water. Around the entire pond are banana trees with fruit ready for harvest. The pond supervisor goes on to explain that this is only one of three other such ponds covering 20 hectares.

AGRICULTURE

Beyond the fish pond the visitor walks through the newly planted atap palm grove, and sees women gathering some of the young stalks while two others are cutting and packaging the tender young leaves. One woman explains that these leaves are used for making cigarettes and have been sold in Tanjung Pura. As they are talking a half dozen other women wearing boots and gloves are hauling pandan stalks. They drop their loads and explain they are this week's gatherers for the Bubun Handicraft Industry. The guide shows the visitor his cigarette box that is one of their popular products. The visitor learns that all the handicraft produced here including hats, place mats, coasters and handbags are exported with the help of the government to western markets. Continuing on their way they see varied plots along the path. Some have the bright green color of lush groundnuts and soybeans.

Others are dotted with large red and some with purple egg plant. The visitor hears the roar of two hand tillers that are turning the soil where the freshly harvested sorghum once stood. The men stop their machines to explain that the sorghum stalks were taken to the composting area where all plant scraps are turned to fertilizer. They excitedly take the visitor beyond a row of young coconut trees to show him the vegetable plots. Here he can see the tomatoes, onions and tapioca in neat rows which two men are meticulously weeding. Surrounding the 2 acre vegetable plot are papaya trees planted in straight rows.

The visitor is then greeted by two women wearing white uniforms. They tell the visitor that they are the stake health caretakers for this section of Bubun and are on their daily rounds to their neighbors' homes. They explain how they were trained by government and private health agencies to make preventive diagnoses of the major diseases confronting Bubun as well as to provide information in basic health education and family planning. They have just returned from the house of an elder woman who has shown signs of respiratory tuberculosis. They have successfully encouraged her to visit the doctor on his weekly visit to Bubun. While walking together back into town they point out to the visitor a brick building where women are standing outside washing their clothing. They explain that this building was recently constructed as a comprehensive sanitation facility, also housing toilets with septic tanks and a bathing area. They point to the well. A pump and pipe lead to a cylindrical column filter where the water is purified through the filter and then pumped to the overhead storage tank. A total of ten of these units are being built in Bubun, giving the people drinking water. The guide explains this is an intermediate step until a deep-bore well can be drilled. The health caretakers take the visitor to the new clinic. Several patients are waiting their turn to see the dental nurse who is here on her weekly visit to Bubun. Inside the clinic he sees the wall charts on the five basic food groups used in the nutrition course. Several youth wander in and ask for the sign-up list for the first-aid course that will be held in Bubun next week by a Medan consultant. As he leaves the clinic the two health caretakers pick up the mobile baby scales and are off to weigh some of the village's new born children. They show the visitor their graphs that indicate the rate at which each child is gaining weight.

WELFARE

Near the end of the walk about the village, the visitor is treated to cold drinks and satai at the new Bubun Cafe. The cafe owner proudly shows him his new refrigerator. When asked about the power source he explains that each stake has its own generator service and that a small monthly fee entitles him to electricity. The shop owner mentions that he is sorry to go, but the weekly management course is soon to begin and today's subject is dealing with credit and interest rates. Looking out from the cafe the visitor sees the busy

COMMERCE

main street with a sign indicating a fruit and vegetable store obviously stocked from the gardens he had seen earlier. Next door is a sign reading, "Bubun Cooperative Trading Company". The guide explains that this cooperative has brought down all prices by purchasing at bulk rates and passing the savings on to the people. Several men carry in rice sacks. Women wait with their carrying bags. The excitement present in the street permeates the visitor as he reflects upon all the victories of the people of Bubun which he has seen today.

SPIRIT

As the visitor leaves Bubun, he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vitality and sureness of the youth in sports and their eagerness to participate in new activities. He senses the pleased look in the elders' eyes as they see the traditions of the village honored and remembered. He knows that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Bubun. Perhaps he will say that the people display a new kind of community spirit. He wonders, "If this can happen in Bubun, why not in other communities across Indonesia and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Bubun Human Development Project is the pilot project in North Sumatra. It is the second such project to be launched in Indonesia. Kelapa Dua was the first in August 1976. This means that both projects are designed for replication in other communities. Replication would involve six steps. The first step is the systematic sharing of the results of the project with other communities through speaking engagements by the auxiliary staff and residents of Bubun. Second, a visitation program is designed whereby leaders and residents of other communities visit the project site. Third, one-day community meetings would be held where people from prospective communities meet to discuss the challenges of their community and formulate working proposals. Fourth, concerned leadership is trained in the project methods through a Human Development Training School. Fifth, in communities deciding to participate, a Human Development Consultation is held in the community utilizing outside expertise, local participation and ICA staff. Finally the implementation of the plan from the consultation begins with the assistance of residents of the projects and staff from the ICA.

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

NATIONAL

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 of 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 29 nations has built a helpful foundation of support and responsibility which could greatly facilitate the move to replication.

PERSONNEL

Replication of a project raises the question of the necessary catalytic staff and the training needs. 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 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. More important than this, would be the deep concern of each staff member for the renewal of community life. Consulting groups would be made up of people from both the public and private sectors. They would be people from across Indonesia, possibly including university students whose degree requirements include a year of field placement. The ICA would provide practical training institutes in comprehensive community development methods for such local replication forces. Such training institutes would be at least six weeks in length and accommodate a minimum of 60 trainees. Classroom work would be involved, but most of the time would be used for practical field training.

FINANCING

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

VI

SUPPORT SYSTEMS

SELECTION

For over five months the Institute of Cultural Affairs surveyed many rural villages in the province of North Sumatra in anticipation of establishing a second Human Development Project in Indonesia. The community of Bubun was finally chosen for several reasons. First, although it is a rural village, it is located only 72 kilometers from the Medan International Airport which provides easy access for those who wish to visit the demonstration project. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in cooperating with such a coastal village development effort. Fourth, the village's location, as a part of a seven village Coastal Development Project of the Province of North Sumatra, is on the edge of the Straits of Malacca that link the South China Sea to the Indian Ocean. Fifth, and perhaps most important, Bubun residents and their village leaders are ready to move immediately towards the socio-economic development of Bubun.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Bubun 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 staff and local participants in Human Development Projects across the world. Assigned staff would live in Bubun and work fulltime 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 funding or in-kind contributions for program establishment. By working with a 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 is to develop a base of support for Bubun through the gifts and grants of government agencies, corporations, 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.

CONCLUSION

The Bubun Project is one of forty-eight local human development efforts initiated over the past three years in consultation with the Institute of Cultural Affairs, in Australia, Brazil, Canada, Chile, Egypt, Federal Republic of Germany, Guatemala, Hong Kong, India, Indonesia, Italy, Jamaica, Japan, Kenya, Malaysia, the Marshall Islands, Nigeria, Republic of Philippines, Republic of China, Republic of Korea, United Kingdom, United States, Venezuela and

Zambia. The Institute of Cultural Affairs anticipates that the Bubun Human Development Project will be of service to North Sumatra and the nation as a whole as one of many signs already present that local community is being renewed by local people.

For over five months the Institute of Cultural Affairs surveyed many rural villages in the province of North Sumatra in anticipation of establishing a second human development project in Indonesia. The community of Bubun was finally chosen for several reasons. First, although it is a rural village, it is located only 75 kilometers from the Medan International Airport which provides easy access for those who wish to visit the human development project. Second, it is vitally in need of socio-economic development. Third, both public and private sectors have indicated interest in cooperating with such a village development effort. Fourth, the village's location, as a part of a larger village coastal development project of the province of North Sumatra, is on the edge of the Straits of Malacca that link the South China Sea to the Indian Ocean. Fifth, and perhaps most important, Bubun residents and their village leaders are ready to move immediately towards the socio-economic development of Bubun.

SELECTIVE

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Bubun 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 indicated by a systematic interchange of information with staff and local participants in human development projects across the world. Assigned staff would live in Bubun and work fulltime in the project. The expenses of the staff have been written into the various programs in which they will be directly involved.

STAFF

The ICA stands ready to assist community leadership in procuring funding or linked contributions for program establishment. By working with a Gambian 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 is to develop a base of support for Bubun through the gifts and grants of government agencies, corporations, 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 generating the financial foundations of the community and lessening its dependence upon external funds.

SUPPORT

The Bubun Project is one of forty-eight local human development efforts initiated over the past three years in consultation with the Institute of Cultural Affairs, in Australia, Brazil, Canada, Chile, Egypt, Federal Republic of Germany, Guatemala, Hong Kong, India, Indonesia, Italy, Jamaica, Japan, Kenya, Malaysia, the Marshall Islands, Nigeria, Republic of Philippines, Republic of China, Republic of Korea, United Kingdom, United States, Venezuela and

CONCLUSION

BUDGET SUMMARY CHART

Fiscal Year 1978

ICA Consultants

Key 1.0 = \$1,000

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Commercial Fishing Complex	6.50	1.08	.90		1.06		9.54
2 Diversified Farming Station	6.40	1.08	.90		2.70		11.08
3 Common Agronomy Enterprise	4.00	1.78	.90		2.90		9.58
4 Agro-Processing Industry Combine	4.50	.50	-		.10	.25	5.35
5 Merchants Development Association	4.50	.20	.90		.48		6.08
6 New Business Ventures	1.80	-	.90		.78	.60	4.08
7 Critical Skills Institute	-	1.08	.90	.40	1.75	.40	6.53
8 In-Service Training Center	7.10	.60	1.80		.96	.70	11.16
9 Leadership Extension Network	-	.40	1.80		3.40	3.30	8.90
10 Health Delivery Campaign	9.65	2.35	.90	.50	2.05		15.45
11 Cooperative Construction Works	14.85	2.00	-	1.00	.45		18.30
12 Youth Engagement Corps	-	2.16	-		.55	.25	2.96
13 Inclusive Children's Unit	.15	1.08	-		2.38		3.61
14 Women's Advancement League	-		.90	.20	1.22	1.80	4.12
15 Space Transformation Scheme	.20	2.16	-		.90		3.26
Total	59.65	16.47	10.80	2.10	21.68	9.30	120.00

PROJECT BUDGET

Over Four Years

ICA Consultants

Key : 1.0 = \$1,000

program \ years	I	II	III	IV	TOTAL COST
	FY 1978	FY 1979	FY 1980	FY 1981	
1 Commercial Fishing Complex	9.54	6.18	-	-	15.72
2 Diversified Farming Station	11.08	3.26	-	-	14.34
3 Common Agronomy Enterprise	9.58	3.70	-	-	13.28
4 Agro-Processing Industry Combine	5.35	.75	-	-	6.10
5 Merchants Development Association	6.08	1.40	-	-	7.48
6 New Business Ventures	4.08	2.18	-	-	6.26
7 Critical Skill Institute	6.53	5.83	1.18	1.18	14.72
8 In-Service Training Center	11.16	4.14	3.30	3.30	21.90
9 Leadership Extension Network	8.90	9.85	7.52	7.52	33.79
10 Health Delivery Campaign	15.45	10.13	-	-	25.58
11 Cooperative Construction Works	18.30	1.09	-	-	19.39
12 Youth Engagement Corps	2.96	2.66	-	-	5.62
13 Inclusive Children's Unit	3.61	2.62	-	-	6.23
14 Women's Advancement League	4.12	3.70	-	-	7.82
15 Space Transformation Scheme	3.26	2.51	-	-	5.77
Total	120.00	60.00	12.00	12.00	204.00

PROJECT FUNDING FLOW CHART

ICA Consultants

toward local self - sufficiency

Key : 1.0 = \$1,000

years			year one launching	year two expanding	year three resolving	year four rendering	Four Year Totals
items							
Monies Injected and Stimulated	Outside Monies	Public Sector	60.00	30.00	12.00	12.00	114.00
		Private Sector	30.00	5.00	-	-	35.00
		Total	90.00	35.00	12.00	12.00	149.00
	Village Monies	Cash Contribution	10.00	10.00	-	-	20.00
		Loans Assumed	20.00	15.00	-	-	35.00
		Total	30.00	25.00	-	-	55.00
	Total Monies		120.00	60.00	12.00	12.00	204.00
Village Income Development	Village Annual Income	Current 96.00	192.00	288.00			
	Family Average Annual Income	Current .60	1.20	1.80			