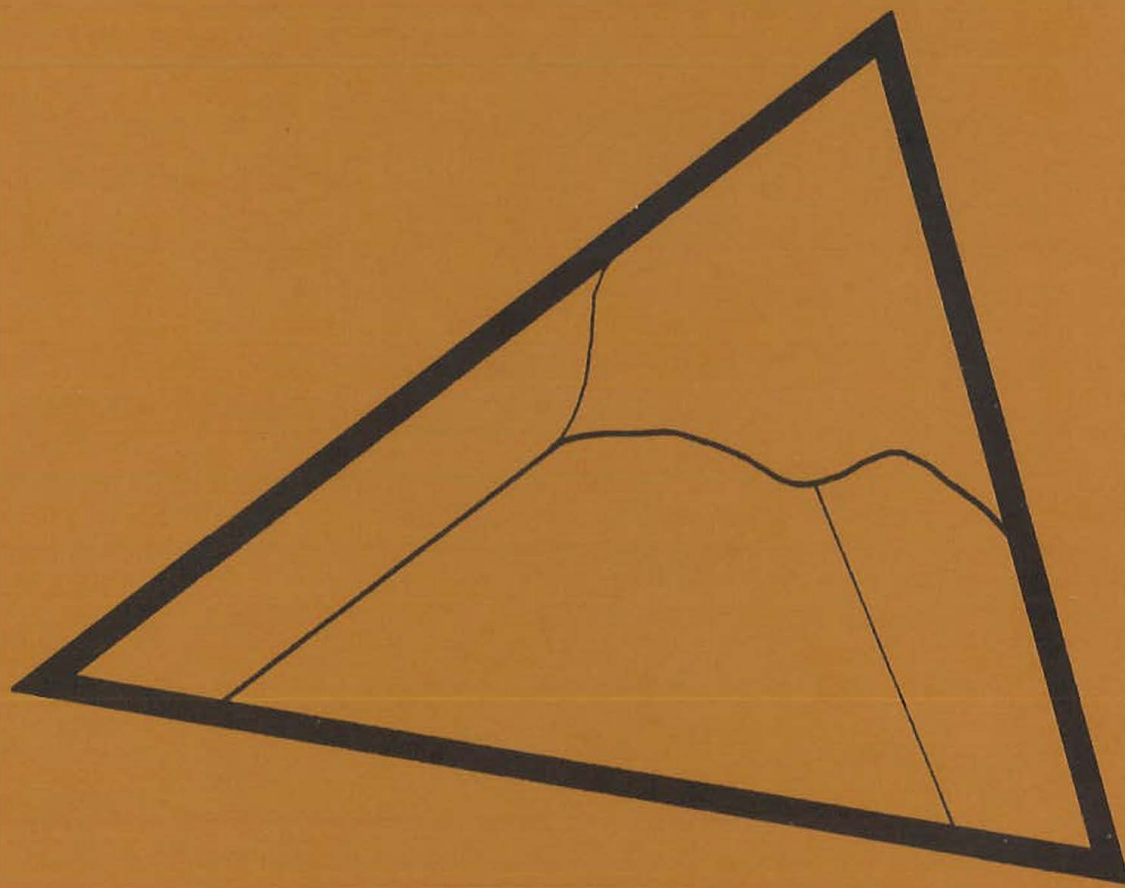


CAÑO NEGRO

HUMAN DEVELOPMENT PROJECT



**CONSULTATION
SUMMARY STATEMENT**

JANUARY 1977

CAÑO NEGRO HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prologomena

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

Epilogue

This is a publication summarizing the
Caño Negro Human Development Consultation
which took place in
Caño Negro, State of Miranda, Venezuela
January 9-12, 1977
organized by
The Institute of Cultural Affairs
Caracas

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consultants

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PROLEGOMENA

I

THE LOCATION

The Caño Negro Human Development Consultation was the initial step in a comprehensive development demonstration project in rural Venezuela. Caño Negro, meaning "Black Creek," is so named for its dark waters and is symbolic of the Black culture which has flourished nearby. The project, which will deal simultaneously with both social and economic development, began through the cooperative efforts of village leaders and staff of the Institute of Cultural Affairs. The project intent is to involve the creative potential of Caño Negro residents in establishing structures and services now lacking and, by expanding agriculture and commerce, to develop a self-sufficient economic base for the community. The project is viewed as a pilot program, the methods of which can be replicated in similar villages throughout Latin America and across the world.

CHDP

Venezuela, the northernmost country of South America, is known as one of the most economically and politically stable countries in the continent. Its rank as one of the world's largest oil exporters has catapulted the nation to a position of international prominence exceedingly rare among developing nations. Past generations of Venezuelans saw colonization by Spaniards and importation of African Blacks to serve as plantation slaves. The great independence movement of the early 19th Century in northern Latin America under the guidance of Simon Bolívar had its beginnings in Venezuela, and eventually contributed to the independence of Colombia, Ecuador, Peru, Bolivia and Panama. The rich diversity of cultures and races subsequently experienced long years of political turbulence and dictatorship. However, recent leadership has provided for dramatic freedom and participation in government across the country. In this environment a radical change from rural to urban living is taking place. Over the past 25 years Venezuela's urban areas have mushroomed to 8,700,000 people, or 75.5 per cent of the population. Many of these city-dwellers live in sprawling slum areas such as shacks built on hillsides around Caracas. The slums, overcrowded and lacking city services, have not provided an adequate alternative for those accustomed to rural community life. Those concerned with long-range economic development and planning adequate forms of community life are increasingly turning to rural areas as the hope for future development. Millions across the world are watching to see how this newly wealthy nation will create and carry out its development scheme.

VENEZUELA

In the eastern zone of the state of Miranda, in the north central region of Venezuela, stands the tropical forest region known as Barlovento, a valley bounded on two sides by mountains and on two sides by the Caribbean Sea. Barlovento (derived from the nautical term which means easterly winds) has been highly productive since colonial days in cacao, coffee and bananas. The labor-intensive operations of the Spanish haciendas required a large work force. As the Barlovento region is a lowland area, Black slaves were imported from Africa because the indigenous Indian population provided an inadequate work force. Hence, Barlovento today is a unique enclave of Blacks with a slave heritage. Although the area is neither a legally incorporated entity nor a recognized political unit, it is unified by its cultural tradition which is ever present in the minds of its inhabitants. The past is remembered in people's attachment to the land and to cacao farmed in the traditional manner. After slaves were emancipated in the early 19th Century, they continued to farm cacao as sharecroppers, giving half the harvest to the land owners. A law passed in the late 1940s stated that produce could be kept by whomever tilled the soil. People of Barlovento continued to farm cacao, receiving an estimated income of approximately one Bolívar or 23 cents US per tree annually. The reason for this is that cacao remains the most dependable local crop both in terms of yield and market. Beyond economics, the area's unique heritage is contemporarily expressed in style, dialect, songs and dances which articulate the African heritage. With Venezuela's current economic boom, there is a sense of hope at the local level. Barlovento inhabitants continually petition the government with frequent success for fiscal help to realize agrarian reform and to upgrade the agricultural base of the economy. Further, the state of Miranda has been designated for agricultural development by the national government, making available numerous extension services. The common concerns of local people and government technicians now need to be unified into effective social programs.

The village of Caño Negro is one of 26 in the Ribas Municipality of the Acevedo District in the State of Miranda. It is surrounded by lush tropical vegetation and hilly terrain at an elevation of less than 40 meters. The Caño or creek for which the village is named surrounds the village on three sides. The first houses were built here in 1912. Although people changed status in 1948 from sharecroppers to independent cacao farmers, production was relatively limited by minimal technology and the absence of mechanical equipment. The establishment of an agrarian syndicate in 1962 brought new stability and government benefits to local farmers. Government loans to 12 village cacao farmers made cacao, even then, the major cash crop, the fundamental economic support of virtually the entire village. A gift of land by a hacienda owner in 1970, the subsequent construction of 24 cement block houses by the government, electrification, a school and partial water access have made the village aware of itself as a substantial entity. With continued development, the present 43 families anticipate a total of 100 families in the village

over the next few years. Land has been set aside for a village plaza and for additional housing. This remarkable reverse in rural to urban migration cannot occur while the present severe malnutrition, lack of continued safe water and sanitation, low income and underemployment persist. A unique determination and strong community spirit, however, indicate that the residents of Caño Negro are ready to create a very different future.

Caño Negro is at the end of a dirt road three kilometers from the town of Tapipa. The village of Caño Negro includes 43 families. Families are large and childbearing begins at an early age. Many male youth emigrate to urban areas for work, there are more women than men and a number of households are headed by single mothers. The average village income is estimated at Bs 2,500, or \$580 US per year, a figure well below the national median. The principal product and sole cash crop is cacao which is harvested between December and June. The principal food crops, most of which grow wild, are bananas, plantains, tangerines, grapefruit, mangos, yucca, beans and ñame. There is abundant water in the wet season, but during the dry season fresh water is available only in low-ground water holes. The basic diet consists of plantains, yucca and seasonal fruits. Few vegetables are grown or eaten. The majority of the children are malnourished. Life expectancy is about 57 years. The nearest doctor is in Tapipa, three kilometers away. Health care units visit Tapipa three times a year to provide inoculations. There is a local school where grades one through three are taught. Fourth through sixth grade students walk to Tapipa. Fewer than half of the villagers' children attend school. Fifty per cent of the adult population is literate.

BASELINE

II

THE CONSULTATION

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. In Venezuela it operates as a program branch of the Ecumenical Institute which is registered in the State of Miranda as a not-for-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong and Nairobi. In addition, there are offices in more than 100 major cities serving 23 nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the federal, state and municipal levels and from private foundations, corporations, trusts and concerned individuals.

AGENT

Since 1966 the Institute of Cultural Affairs has been working in Venezuela from its Chicago office with persons concerned about

ORIGIN

reformation of local community life. Consultant teams composed of Latin Americans and non-Latin Americans offered courses and consultation services regularly in Caracas. In October 1973, following a three-week International Training Institute (ITI) which brought together delegates from across the continent, the Institute was requested to place resident personnel in the country. An office was established that fall in Caracas and consultation and training intensified as graduates of annual ITI's participated in the work. In 1976 a group of these graduates along with local Institute staff began research to locate a site for a pilot project which would demonstrate a comprehensive approach to community development. A number of possible locations in Barlovento were investigated as this area is reputed to be one of Venezuela's most difficult to develop. Following a meeting with community leaders, the Institute was invited to initiate a development project in Caño Negro. Significant support came from federal and state governments and from the Diocese of Los Teques. Staff members held a full community meeting in November 1976 and took up residence nearby to prepare for the Consult.

ARTICIPANTS

The Consult took place in Caño Negro on January 9-15, 1977. There were 128 consultants, 57 of which were local residents who participated on a full-time basis, often at the expense of working in the cacao fields for their livelihood. In addition to the consultants, approximately 300 other people were involved in a variety of indispensable capacities.

DESIGN

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 Caño Negro. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the Actuating Programs which would allow the application of the tactical systems. The time of the consultants was divided between work as teams in the field interviewing residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist Caño Negro residents in accelerating the impact and empowering the expansion of the project in the community.

The readiness of Caño Negro for the Consult was evidenced in many ways. In anticipation of the consultants' arrival, the residents built a large shelter to serve as a team meeting place and eventually as a preschool facility. They also cut poles needed to erect a large tent used for the Consult. The community took a substantial part in preparation for both the opening and closing feasts. Most of the residents

IMPACT

attended both events. Through the week, with great faithfulness and increasing numbers, the residents took part in the work of the Consult. Both adults and children voluntarily and spontaneously helped with moving equipment and clearing tables. They wrote poems and shared songs they had written about the future of Caño Negro, and those unable to read memorized the songs and joined in meal-time singing. Two acknowledged community leaders have been supportive of the project, and there has clearly been a spirit of community approval plus a desire to cooperate in every possible way. During the closing ceremonies, Caño Negro's oldest resident steadied himself with his cane as he rose to say that in his recollection of the entire village history he had never witnessed anything like the Consult. Two community leaders expressed confidence that all the villagers would work together to make the new Caño Negro a reality. One leader added that he felt an obligation to repeat this project elsewhere in Latin America.

FOLLOW-UP

The task following the Consult is to begin implementing the tactics focused in the Actuating Programs reported in this document. This project initiation phase will include 1) ongoing meetings of Caño Negro leaders, residents and other interested persons, 2) special project training sessions for those with major responsibilities 3) gathering community consensus concerning all project facets and 4) housing a catalytic staff within Caño Negro to begin the training of local persons and building the community incentive necessary to create a signal demonstration project.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community provides the elements required for a Human Development Project. In the past 20 years the work of the Institute of Cultural Affairs in inner city neighborhoods, suburban towns and rural villages across the globe has confirmed that wherever there is a local community, there is readiness and need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by an understanding that the project is a demonstration of possibility for comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, visible and accessible. The use of effective social methods in widely diverse situations demonstrates possibility for development in every local situation. Second, a potential location is characterized by apparent hopelessness and an absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both

social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of systematic replication of the pilot across a more inclusive geographical area. These five guides provide a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be a self-contained, independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold to outside areas, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using state and federal funds and, in some instances, by soliciting special cash grants and donations in kind. Third, funds injected into the community must be retained as long as possible. This can be done by producing locally as many consumable goods and services as feasible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for to be of maximum benefit money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, state, regional, national and international levels.

SOCIAL

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

calities of the project; thus, they can be the difference between social despair and creative engagement.

The actuation of a Human Development Project involves the application of five guidelines to establish support systems for effective implementation. First, the coordinated effort of both public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provide sustained support for the project as a whole as well as for its specific part. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community, thereby building the cooperation vital to effective results in every program arena within a period of six to twelve months. Although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

ACTUATION

IV

THE APPLICATION

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

DOCUMENT

PRACTICALITY

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

PART ONE

THE OPERATING VISION

I

VISION

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

PROCESS

In order to discern the local vision, the consultants were divided into five teams and spent a day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to closely investigate a specific aspect of community life -- agriculture, business, services, social development and education. The teams covered the entire community, talking informally with people they met, visiting local residences and surveying community facilities. Through these activities the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 143 pieces of data from the five teams were ordered in the basic categories of the present model. Plate I gives rational, objective form to the Operating Vision that exists in Caño Negro. In relationship to this model the underlying contradictions could be discerned in the subsequent phase of the Consultation.

The Operating Vision Chart (Plate I) is the result of the first phase of the Consult. The three major sections indicate the overarching dimensions of the vision of Caño Negro residents. Section A, Toward Providing Community Services, encompasses residents' needs for healthy living conditions and their concern for adequate farm

RESULT

machinery and transport vehicles. Section B, Toward Building Economic Self-Sufficiency, points to needs for local commercial life, better use of the agricultural potential of the region and applied knowledge and practical skills. Section C, Toward Ensuring Community Cohesiveness, reveals a deep concern for articulating common village history and establishing contact with the outside world. The vision chart is further broken down into seven master categories in which 20 components hold 80 items, all relating the practical substance of the vision. Two of the seven categories, Basic Needs and Common Machinery, relate to Community Services. Three categories, Local Business, Improved Agriculture and Practical Training, indicate how the community hopes to achieve Economic Self-sufficiency. The two categories of Extended Relations and Village Identity are expected to enhance Community Cohesiveness.

SERVICES

The people of Caño Negro clearly expressed their need for basic community services. An abundant water supply for domestic and agricultural purposes is considered essential to their well-being. More houses with additional units, adequate ventilation and better utilities are seen as elements of future household comfort. Village residents desire preventive dental and medical care as well as emergency service to safeguard their health. They want to establish a general sanitation system which will include garbage disposal, sanitary sewers, pest control and laundry facilities. Transportation vehicles would open possibilities for students and adults who commute to neighboring communities. The residents also want a delivery truck and community ambulance. The community seeks to upgrade its agricultural industry by obtaining access to clearing equipment, a farm tractor with all its implements and hand tools.

SUSTENANCE

Caño Negro residents see several concrete tasks as necessary to achieve economic self-sufficiency. Primarily, they realize that growing crops and livestock for sale outside the community can break exclusive dependence on unstable and irregular cacao harvests. Residents hope to start community gardening and livestock raising to decrease their economic dependence on outside sources. The community wants to market their crops and animals directly to realize higher profits. Technical agricultural assistance is desired by Caño Negro farmers to supply needed advice for new crops. The villagers seek to establish new local businesses and light industries such as a general store, repair facility and cottage crafts to provide jobs within the community. The people of Caño Negro see the need to prepare themselves for increased business and agricultural activity by getting practical training in basic literacy, handicraft skills and agricultural techniques. One of the community's major concerns is to have an elementary teacher residing in the village and teaching on a regular basis.

The residents of Caño Negro indicate that the development of their community depends on inclusive engagement of its people and on their

recovery of a basic community identity expressing a rich heritage, an exciting present and a hopeful future. Citizen engagement which ensures creating a sense of unity is seen in collaborating to provide the community with asphalt roads, transport services and augmented village electrification as well as in establishing communication links with other communities through such things as postal services and a telephone center. Community cohesiveness is nurtured by jointly structuring public space, including providing a chapel for Saint Joseph the Worker and building Bolívar Plaza. The now unfolding identity of Caño Negro can be supported by regular gatherings in common spaces and by special festivals celebrated in song, dance and symbol. The community sees that public order strengthens its image. Citizen engagement is enriched by recreation facilities and the involvement of all age groups in Caño Negro's life.

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Negro's life.

OPERATING VISION CHART
A Summary of the Existing Operational Vision of the People of Caño Negro

A - toward PROVIDING COMMUNITY SERVICES structural support		B - toward BUILDING ECONOMIC SELF-SUFFICIENCY resource efficiency				C - toward ENSURING COMMUNITY COHESIVENESS social efficiency												
BASIC NEEDS I		COMMON MACHINERY II		LOCAL BUSINESS III		IMPROVED AGRICULTURE IV		PRACTICAL TRAINING V		EXTENDED RELATIONS VI		VILLAGE IDENTITY VII						
insuring WATER RESERVES	Domestic Supply	forming TRANSPORTATION POOL	School Bus	developing LIGHT INDUSTRY	Co-operative Industry	Direct Marketing	Preschool Center	New Roads	strengthening PUBLIC SPACE	Village Plaza	multiplying CIVIC EVENTS	strengthening COMMUNITY IMAGE	Village Center					
	Flood Control		Community Ambulance											Cottage Contract	Technical Advice	Elementary Schooling	Asphalt Roads	Multi-Purpose Center
	Drainage Ditches		Delivery Truck											Manufacturing Contracts	Economic Assistance	High School Opportunities	Street Lights	Beautification Program
building MODERN HOUSING	Irrigation System	accumulating AGRICULTURAL EQUIPMENT	Passenger Vehicles	creating COMMUNITY JOBS	Local Business	New Fertilizers	After School Activities	Transport Services	multiplying CIVIC EVENTS	Special Festivals	strengthening COMMUNITY IMAGE	Local Song	Community Chapel					
	Additional Units		Farm Tractor											Piecework Operations	Community Library	Regular Gatherings	Common Symbols	
	Adequate Ventilation		Farm Implements											Steady Employment	Improved Facilities	Family Restaurant	Public Order	
establishing HEALTH DELIVERY	Ongoing Maintenance	Hand Tools	extending COMMERCIAL ACTIVITIES	enabling INCREASED PRODUCTION	Community Garden	Marketable Crops	Basic Literacy	Inter-Village Contact	strengthening COMMUNITY IMAGE	Cinema Showings	strengthening COMMUNITY IMAGE	More Families	Community Chapel					
	Home Expansion													Hardware Outlet	Domestic Livestock	Handcraft Skills	Telegraph Connection	Recreation Facilities
	Dental Clinic													General Store	Animal Export	Agricultural Techniques	Post Office	Youth Engagement
constructing SANITATION SYSTEMS	Medical Dispensary	Clearing Machines	Repair Facilities	enabling INCREASED PRODUCTION	Youth Opportunities	Domestic Livestock	Career Training	Telephone Center	strengthening COMMUNITY IMAGE	Regular Gatherings	strengthening COMMUNITY IMAGE	More Families	Community Chapel					
	Emergency Services													General Store	Animal Export	Handcraft Skills	Post Office	Youth Engagement
	Preventive Information													Repair Facilities	Animal Export	Agricultural Techniques	Telephone Center	Adult Involvement

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consult was to locate the basic contradictions in Caño Negro. 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 by identifying the deterrents and blocks to the operating vision. It is by looking through the blocks in relation to the objective historical trends that the underlying contradictions can be located. If the underlying contradictions are not at least roughly discerned there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the operating vision in a direct fashion. Rather, social change occurs indirectly by creating practical proposals which deal with the underlying contradictions to the operating vision. For this reason, contradictions are not negative categories but are bearers of significant creativity.

PROCESS

In order to obtain local data relating to the contradictions, the consultants continued to work as teams in the field. Each team attempted to discern the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total Consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field each team listed its data and built a prioritized list of blocks to the total vision. The 140 pieces of data were then organized into a comprehensive set of nine underlying contradictions facing the people of Caño Negro.

As the accompanying chart (Plate 2) indicates, twelve foundational contradictions were discerned. Under these are subsumed all

of the specific deterrents and blocks identified by the consultants. These contradictions are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the operating vision, but it is an informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first contradiction stands alone with 24 items which constitute 17% of the 140 separate items on the whole chart. The next two contradictions combined drew 29% of the total responses. Contradictions IV - VI taken together accounted for 24% of the total; the next three contained 19% and the remaining 11% of the items fell into the final three contradiction arenas. The pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping indicates the need for Caño Negro to move immediately and rapidly to implement its long-standing vision to develop itself as a sign of the opportunity of rural resettlement. The second grouping of contradictions underlines the importance of providing the residents with both the practical skills and the group methods which will enable them to create more effective operating relations within the village itself and between Caño Negro and surrounding agencies, organizations and financial structures. The third set of contradictions reveals the urgent need to deliver the basic economic and social resources of modern life to Caño Negro. The fourth grouping points out the necessity for more adequate means by which residents may engage in the ongoing development of the community. The final set of contradictions demonstrates the need for a broadening of the village's basic economic and social sustenance.

RESULTS

UNDERLYING CONTRADICTIONS CHART

Caño Negro
Human Development Project

ICA Consultants

I THE PATTERNS OF VILLAGE ORGANIZATION IN CAÑO NEGRO	II THE NARROW RANGE OF PRACTICAL SOLUTIONS IN CAÑO NEGRO	III INCOMPLETE UTILIZATION OF EXTERNAL RESOURCES IN CAÑO NEGRO	IV LIMITED AVAILABILITY OF CAPITAL RESOURCES IN CAÑO NEGRO	V RESTRICTED ACCESS TO TECHNOLOGICAL EQUIPMENT IN CAÑO NEGRO	VI INAPPROPRIATE LEVEL OF TECHNOLOGICAL EQUIPMENT IN CAÑO NEGRO	VII MINIMAL OPTIONS FOR EMPLOYMENT IN CAÑO NEGRO	VIII FRAGMENTED STYLE OF DEVELOPMENT PLANNING IN CAÑO NEGRO	IX INADEQUATE SYSTEMS FOR CITIZEN MOBILITY IN CAÑO NEGRO	X DEBILITATING PRACTICES AFFECTING COMMUNITY HEALTH IN CAÑO NEGRO	XI UNINTENTIONAL USE OF PUBLIC SPACE IN CAÑO NEGRO	XII UNDEVELOPED PRODUCTION MARKET FOR CROPS IN CAÑO NEGRO
PROGRAM METHODS LACKING FEW EMPLOYABLE SKILLS INADEQUATE PREPARATORY EDUCATION FEW SKILLED SERVICES SENSE OF POWERLESSNESS ANTICIPATORY OUTSIDE INITIATIVE DEBILITATING EDUCATIONAL METHODS CONTINUOUS WATER CONTAMINATION LACKING LEADERSHIP BASE	COOPERATIVE PLANNING DIFFICULT GOVERNMENTAL SUPPORT LACKING UNIFIED EFFORTS VILLAGE STATUS UNPROMISING RIVALRIES BLOCK ACTION ROAD LOW PRIORITY INADEQUATE DECISION-MAKING STRUCTURES MIDDLEMAN EXPLOITATION FEARED COMPLEX GOVERNMENT ASSISTANCE	ECONOMIC EDUCATION BARRIERS REGULAR ROUTE UNPROFITABLE MACHINERY CAPITAL UNAVAILABLE NO LOAN MONEY LITTLE ENTERPRISE CAPITAL SINGLE-CROPPING LIMITED CREDIT NON-EXISTENT SAVING POTENTIAL FUTURE CROP INSECURITY NO LOCAL CREDIT	BASIC INFORMATION INACCESSIBLE UNDEMONSTRATED MARKETING KNOW-HOW LITTLE TECHNICAL LOGICAL CONTACT UNTAPPED GOVERNMENT INFO UNEXPLORED POTENTIAL MARKETS LITTLE PROGRAM KNOWLEDGE NOT POLITICALLY KNOWLEDGEABLE UNTAPPED POTENTIAL DONORS HOUSING ALTERNATIVES UNKNOWN HOUSING RESOURCES UNKNOWN LIMITED CREDIT ACCESSIBILITY	NO SCHOOL TRANSPORT ROAD MACHINERY UNAVAILABLE LITTLE FARM MACHINERY VEHICLE COSTS PROHIBITIVE INDUSTRIAL MACHINERY COSTLY NO LOCAL TRACTORS FEW LICENSED DRIVERS NECESSARY VEHICLE UNDEVELOPED PUMP MAINTENANCE NEGLECTED NO LOCAL MECHANICS	FIRM JOB ALTERNATIVES POPULATION NEEDS UNMET UNTAPPED HUMAN RESOURCES SIZE LIMITS INDUSTRY YOUTH LEAVE VILLAGE GOVERNMENT PROGRAM INELIGIBILITY VILLAGE UNKNOWN OUTSIDE CITY LIFE ATTRACTION YOUTH AMBITIONS UNSATISFIED	SOME SERVICES UNREQUESTED LACK OF INFORMATION UNDEVELOPED INADEQUATE TECHNICAL ASSISTANCE NEW METHODS UNPROVED EQUIPMENT USES UNFAMILIAR FOOD USAGE UNBALANCED MACHINERY INTRODUCED UNSCHEDULED LITTLE HOUSING CONSULTATION LONG-RANGE PLANS UNDEVELOPED	ERRATIC TEACHER TRANSPORT DIFFICULTY LAND SOLUTIONS ROAD SURFACING NON-PRIORITY PENETRATION ROADS UNCLEARED HEAVY MACHINERY UNAVAILABLE ACCESS ROAD UNPAVED MACHINERY INTRODUCED UNSCHEDULED TRANSPORT DISTANT TRANSPORT HINDERED ECONOMICS NATURAL RESOURCES INACCESSIBLE	NUTRITIONAL PRACTICES DEFICIENT UNRELIANT WATER CATCHMENTS LITTLE CROP EXPERIMENTATION WATER WELL OVEREXTENDED CORTEL OUTSIDE FOODS DISTANT HEALTH SERVICES SHORT TERM PHYSICAL STAMINA	UNDESIRABLE VILLAGE LITTER UNHEALTHY VILLAGE ENVIRONMENT CHICKENS RUN LOOSE LIMITED STORAGE CAPACITY OUTSIDE LAND CONTROL UNCONTROLLED RECREATION ACTIVITY	LOW CACAO PRICE UNHEALTHY CROP SUBFACON STABLE CACAO MARKETABILITY	
UNDEVELOPED CONTACT TECHNIQUES WAITING ON LEADERSHIP POOR VILLAGE IMAGES NEW INDUSTRY FIRMS UNSYSTEMATIC VEGETABLE PRODUCTION UNFAMILIAR PRODUCTION PROCESSES LIMITED AGRICULTURAL VISION RESTRICTIVE VILLAGE ISOLATION POOR VILLAGE DISCOUNTING DISTANT HARDWARE STORES FEW PARTICIPATING LEADERS REQUIRED TO PROBLEMS FEW POSSIBILITY IMAGES WAITING FOR GOVERNMENT SCARC LOCAL CASH	IRREGULAR EDUCATION DELIVERY SUSPECTED BUREAUCRATIC OPPOSITION POLITICAL CLOT LACKING INADEQUATE SERVICES FUNDS UNFULFILLED SERVICE EXPECTATIONS POLITICAL HELP NEEDED CREDIT BASE LACKING LEGAL ENTITY NON-EXISTENT SERVICES DELAYED SUSPICION OF BUREAUCRACY	EXORBITANT CHICKEN OPERATION UNREALIZED FINANCIAL SOURCES AGRICULTURAL CAPITAL LACKING	II	10	9	9	9	9	7	6	3

24

19

12

11

10

9

9

9

7

6

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BY: [Signature]

DATE: [Date]

TIME: [Time]

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CONTRADICTION I

Non-Urgent Patterns of Village Operations

The first contradiction discovered during the consultation has to do with the patterns of village operations in Caño Negro. In this time of rapid development, successes are created by the people who build new cities and industrial complexes overnight. In Caño Negro, development is hampered by a time rhythm which does not attach urgency to the task of implementing the dreams of the people. Caño Negro families living in one-room mud huts with hazardous thatched roofs have been waiting promised housing. Although water is usually scarce and is known to be contaminated, there does not seem to be much practical urgency attached to digging a village well. Traditionally, villagers work in the fields half days several times a week; afternoons are considered inappropriate work times. The rapid growth of jungle vegetation makes keeping roads and footpaths cleared a never-ending task which carries with it a subtle sense of the futility of any creative action. In daily community life, deadlines seem not to exist, and intended actions often seem to encounter numerous delays. Unless the community can find ways to act together to rapidly implement its vision, it will be unable to generate and sustain the motivity necessary for systematic development.

CONTRADICTION II

Narrow Range of Practical Skills

The second contradiction discovered by the consultants has to do with the range of skills within the village. In the anonymity of today's world, practical skills play a large part in establishing an individual's or a community's identity and provide social mobility. Residents of Caño Negro know this, but have grown to believe that the knowhow to participate in the 20th Century is unattainable in the village. No one in the village knows how to drive an automobile or use farm machinery; neither the vehicles nor the training to use outside vehicles are available. Village illiteracy is widespread. A few villagers, upon meeting consultants, were surprised to discover a way of talking that they cannot understand -- another language. Young people who do acquire technical or commercial skills find no channels by which to put them to the service of the village and move to the city. In agriculture, the community's traditional skills, like harvesting with machetes, are very well developed. But even in this all-important arena, contemporary methods are largely unheard-of and largely unsought. Until the needs of the village are focused into skill arenas which challenge residents to develop diverse personal skills, participation in the 20th Century will remain narrow and human resources continue to go unused.

CONTRADICTION III

Incomplete Utilization of External Relations

The third contradiction is related to the utilization patterns which prevail in the external relations of Caño Negro. Local development around the world today increasingly depends on the support of both public and private sectors at the municipal, state and national levels. The people of Caño Negro seem to use only a part of the supportive network which is potentially available to them. All requests for help are apparently directed to bureaus, departments and agencies of various governmental bodies to the exclusion of private support sources. For nine months Caño Negro has been without piped water. After making several fruitless requests to municipal officials, the community seems resigned to carry water for all its domestic needs, and to walk some distance to do its laundry at small water holes. There are two additional factors which intensify this arena of contradiction. One is the fact that Caño Negro's 300 residents comprise a population which is simply too small to fit the guidelines established for many public development programs, which must serve the needs of the whole district or nation and necessarily emphasize larger population centers. The second factor which bears on this contradiction is that the public officials who are contacted tend to be those known personally to the village leadership. This does not allow for the intricacy and breadth of transaction which are necessary to deal with the public sector of any nation in the world today. Until the framework of economic and social support, especially involving companies, foundations and influential individuals, is used more fully, the people of Caño Negro will continue to be frustrated in their efforts to develop their community.

CONTRADICTION IV

Limited Availability of Capital Reserve

The fourth contradiction that was grasped by the consultants has to do with the capital reserves of the community. In the complexity of today's highly developed global society, it is necessary to make relatively large and rapid investments of money and pooled resources in order to begin community development. In Caño Negro, the subsistence-level income and lack of community capital prohibits large or rapid investments. When people are employed in Caracas and come to the village only on weekends, most of their earnings remain in the city, not in the village. Without creating a financial reserve, there can be no loan structure, credit union or bank. This limited availability leads people to clear the land with only what is at hand, the machete, and market only the cacao one can personally carry into the village to sell. The villagers purchase almost all personal and household goods and services outside the village on the small scale of what one can

carry. These spending patterns continue the cycle of money out of local circulation and inhibit buildup of financial reserves that could be used as collateral to float loans or build up credit. People tend to feel that there is no hope for money or investment here. Until the community's spending patterns are altered and bold decisions made to procure what is needed, Caño Negro will continue to operate within a marginal base.

CONTRADICTION V

Incomplete Access to Informational Resources

The fifth contradiction discovered during this consultation has to do with Caño Negro's access to informational resources. As 20th Century communities expand and the world seems to grow smaller, people are increasingly expected to be aware of the world's "common knowledge". Caño Negro is out of touch with the information needed for its development. The village has no postal service, telephone, newspaper or public transportation. Social agencies which generate self-help services demand a sophistication in programming and a literacy level which do not exist in Caño Negro. The effects of polluted water, the practices needed to keep cacao trees producing and the full services offered to villages by the government are unknown. People do not know what vegetables could be grown. This limited access to information severely restricts village initiative, and the village remains cut off and unable to take advantage of information available in the world, continuing in age-old ways. When Caño Negro has acquired a sense for the world's gift and its common knowledge, the village will be able to utilize information and begin to build the community.

CONTRADICTION VI

Inappropriate Level of Technological Equipment

The sixth contradiction has to do with the level of technological equipment in the village. In a time when the world's people are acquiring more complex labor-saving machinery and thereby increasing the productivity of their communities, the people of Caño Negro still prepare and harvest their crops using machetes. People walk to and from town carrying virtually all of their purchases and market goods on their heads or over their shoulders. The time-consuming physical labor needed to sustain the basic necessities of life leaves residents with little energy to engage in other meaningful work or activity, and the cost of industrial and agricultural machinery seems prohibitive. But far more important than these factors is the sense which

villagers share of the low value of their own energy as a human resource. The people of Caño Negro know the existence of more sophisticated technological equipment, but they do not seem to believe that they would have the opportunity to own and use it themselves. Until a more appropriate level of technology is acquired in Caño Negro for agricultural and public use, the community cannot move from subsistence to self-reliance.

CONTRADICTION VII

Minimal Options for Local Employment

The seventh contradiction that was determined by the consultants was found to be in the arena of options for local employment. In a time when diversification is necessary to develop a broad-based economy, Caño Negro has continued to limit itself to its agricultural aspect. The size and scope of Caño Negro's business life has not changed significantly since the early 1950's. The exodus toward the city by the youth causes village population to remain small despite a high birth rate. Many of the former residents would prefer to remain in Caño Negro, but see few job or economic investment options here. The government provides few programs for communities of this size, either to attract industry into rural areas or to provide jobs. A mind-set exists that certain ages or one sex only does certain jobs, almost as if there were no way to keep everyone busy all the time. A large percentage of the established population works in the fields at the intensive labor of farming, employment which youth most often reject in favor of city jobs. This migration pattern from Caño Negro is disruptive to family patterns and to the entire community when whole generations are absent. If the community is to grow and prosper, the trend toward migration must be turned through diversified job opportunities which will attract both new residents and new businesses.

CONTRADICTION VIII

Fragmented Style of Development Planning

The eighth underlying contradiction discerned is in the arena of the style of development planning in Caño Negro. As communities around the world have grown more complex, it has become necessary to plan so that services are meshed, and balanced development occurs. The villagers of Caño Negro have long hoped for a way to supplement their single market crop and release their economic dependence on cacao. No detailed plan has been created, however, that would establish other crops. Having a community Chapel is important to the people.

of Caño Negro; they wish to enhance the stature of their village as well as to provide space for religious activities. When the villagers' original plans for Caño Negro Chapel were rejected by the church structures as too extensive, no other plans were developed or acted upon. For ten years, community leaders have hoped to attract one hundred new families to Caño Negro. Yet no houses have been built for them. Resources exist for a locally-grown balanced diet, but neither community gardens nor small animal farms have been established. A sense of frustration is present among many people. Until Caño Negro creates a style of planning which integrates all of the community's hopes and which is practical about implementing them, it is not likely that the people of the community will be able to sustain themselves in the long, hard work which is required of them.

CONTRADICTION IX

Inadequate Systems of Citizen Mobility

The ninth underlying contradiction is in the arena of the systems of citizen mobility. Expanding urban centers have increased the centralization of goods and services and have required that even residents of rural areas of the world become more mobile than ever before. The people of Caño Negro, however, continue to use systems of transportation that haven't changed in decades. The single lane mud and gravel road into the village cannot accomodate much traffic. There is no access to the cacao other than by foot paths. There are no motorized or commercial means of transport. Farm machinery and trucks are unusable, especially in the rainy season. Ankle-deep mud on the road during the rainy season markedly decreases school attendance for grades 4-6. The teacher for grades 1-3 travels to the village on foot; his attendance often is dependent on road conditions. In the rainy season, commerce and social exchange are cut off for long periods of time. Until means are developed to allow the citizens of Caño Negro to become more mobile, they cannot take full advantage of the economic and social benefits of urbanized life.

CONTRADICTION X

Debilitating Practices of Community Health

The tenth contradiction that was determined by the consultants is in the arena of community health. While communities everywhere have greater access to the benefits of modern health care, Caño Negro has little ability to insure the health of its residents. Citizen vitality is severely drained by chronic infestations

of common parasites and worms from contaminated water supplies. Because the water supply is inadequate, people wash clothes and bathe in the contaminated river. Village huts are crowded, often housing 14 people in three rooms. Many huts have dirt floors and some still have thatched roofs which harbor dangerous insects. Diets lack needed vegetables and proteins. Few vegetables grow wild and local fruit is not used to its potential. There is no local milk production and no local cold storage. Student academic achievement is hampered by chronic infections which are due, in part, to low resistance and nutritional deficiencies. Villagers are frequently ill and do not know what makes them sick. It is only with comprehensive health care and sound nutrition practices that the latent vitality of these sturdy people will be released so that they can assume a fuller role in the renewal of their community

CONTRADICTION XI

Unintentional Use of Community Space

The eleventh contradiction discovered during the Consult has to do with the use of community space. Communities everywhere are intentionally enhancing the critical role which public buildings and land areas play in maintaining civic pride. Yet, in Caño Negro people seem uncertain about their right to the very use of the land. As a result, the village has designated only a little space for such things as recreation area and a village plaza. Land cleared from the forest with much labor is rapidly overgrown unless it is claimed again quickly. Village boundaries are not clearly defined. Rambling development and a "squatters' rights" style for homesteading creates a sense of random and chaotic space. Garbage and sewage disposal sites are chosen by individual families rather than by the community as a whole. As a result, households tend to dispose of waste in the brush near their homes. When the citizens of Caño Negro find ways to publically identify the space upon which they live and claim it as their own, the community will become a powerful symbol of the development effort.

CONTRADICTION XII

Undiversified Production of Market Crops

The twelfth contradiction has to do with the production of market crops in Caño Negro. The trend in world agriculture today is toward diversifying the crops produced by a community in order to maintain steady income throughout the year. In Caño Negro the opposite is true. Cacao's easy marketability, stable price and

government financing has made it the sole source of basic income. Rice, which was once the village cash crop, is no longer profitable because large rice growers undersell the village. The former rice land is now unused. Villagers do not remember a time when vegetables were grown in the village. There is deep apprehension of the risks involved in starting crops which no one is sure can grow or be marketed here. Hence, the community does not see itself using or developing all of the lands for diversified crop production. The cost of marketing cacao virtually wipes out the profit, keeping family income at a subsistence level. Until the people of Caño Negro expand crop growth they will fail to generate the income needed to support community development efforts.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

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

PROCESS

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

RESULTS

The Practical Proposals chart (Plate 3) is comprised of twenty-one proposals referred to as "projects." They are organized under seven master proposals which reflect decisional responses to major contradictions. The first two master proposals relate to the engagement of the citizens of Caño Negro in the life of their village, calling for community organization and resident training. The next three master proposals relate to the social services available in the community, calling for increased physical construction, fundamental care and civic extension. The remaining two master proposals relate to the economic sufficiency of Caño Negro, calling for furthering local business and intensifying basic agriculture. These proposals do not indicate what to do. They point to the arenas within which decisions can be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PART THREE

THE PRACTICAL PROPOSALS

The third task of the Consult consisted of drafting practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the existing conditions. Therefore, from the outset, proposals are prepared in the actual social situation rather than being abstract or hypothetical as ideals or goals. While the Operating Vision reveals the conditions and uncertainties faced out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgment of decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the critical areas of action within which tactics are forged and implemented so that social change can occur.

PROPOSALS

In order to create proposals the consultants continued to work as teams organized according to broad areas of expertise. Following further opportunities for field visits, each team forged a series of detailed proposals which articulated major actions needed to address the entire array of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the Negro. Finally, the entire Consult, working as one body in a clearly defined, organized manner, drew from the related proposals. The resulting proposals model became the basis for developing the tactics required by the Negro community to shape their destiny.

PROPOSALS

The Practical Proposals chart (Table 1) is comprised of twenty-one proposals referred to as "projects." They are organized under seven major proposals which reflect decisions responses to major contradictions. The first two major proposals relate to the engagement of the citizens of Cato Negro in the life of their village, calling for community organization and resident training. The next three major proposals relate to the social services available to the community, calling for increased physical construction, health, mental care and civic extension. The remaining two major proposals relate to the economic well-being of Cato Negro, calling for further local business and increasingly basic agriculture. These proposals do not indicate what to do. They point to the areas within which decisions can be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

RESULTS

PRACTICAL PROPOSALS CHART

I CITIZEN ENGAGEMENT PROPOSALS		II SOCIAL SERVICES PROPOSALS			III ECONOMIC SUFFICIENCY PROPOSALS	
A COMMUNITY ORGANIZATION PROPOSAL	B RESIDENT TRAINING PROPOSAL	C PHYSICAL CONSTRUCTION PROPOSAL	D FUNDAMENTAL CARE PROPOSAL	E CIVIC EXTENSION PROPOSAL	F LOCAL BUSINESS PROPOSAL	G BASIC AGRICULTURE PROPOSAL
SOCIAL IDENTITY PROJECT 1	CHILDHOOD LEARNING PROJECT 5	VILLAGE HOUSING PROJECT 8	WATER SUPPLY PROJECT 10	TRANSPORTATION SYSTEM PROJECT 13	LIGHT MANUFACTURING PROJECT 15	SMALL LIVESTOCK PROJECT 18
LEADERSHIP DEVELOPMENT PROJECT 2	ADULT EDUCATION PROJECT 6		ENHANCED NUTRITION PROJECT 11		COMMERCIAL ACTIVITIES PROJECT 16	HOME GARDENING PROJECT 19
GROUP FORMATION PROJECT 3	TECHNICAL SKILLS PROJECT 7	PUBLIC SPACE PROJECT 9	HEALTH DELIVERY PROJECT 12	INFORMATION EXCHANGE PROJECT 14		EXPORT FARMING PROJECT 20
EXTENDED RELATIONS PROJECT 4					COOPERATIVE MARKETING PROJECT 17	COMMON EQUIPMENT PROJECT 21

I

CITIZEN ENGAGEMENT PROPOSALS

One requirement for effective community development is that local people themselves be involved in both planning and implementation. In Caño Negro the Citizen Engagement Proposals will provide residents with concrete possibilities for effective engagement in the social process. There are two proposals which will serve this purpose. The Community Organization Proposal will create corporateness within the village by developing community identity, broad-based leadership and task groups and by relating the community to the broader world. The Resident Training Proposal will facilitate the comprehensive education of all ages by creating a global context of responsibility as well as training in basic skills.

Many rural villages around the world are forming new structures, developing new leadership and creating relationships to permit effective participation in the life of their community. The Community Organization Proposal uses a wide variety of social forms to encourage the participation of local residents in the development of their community. The Social Identity Project will create both common symbols and regular events to unify the community and nurture its civic spirit. The Leadership Development Project strengthens existing leadership and encourages the emergence of new leaders through regular meetings and accountability. The Group Formation Project establishes a variety of diverse groups within the village creating the necessary social dynamics. The Extended Relations Project provides practical linkages between Caño Negro and communities throughout the district, the nation and the world.

A
COMMUNITY
ORGANIZATION

One of the major concerns of community leaders in Caño Negro is to effectively provide citizens of all ages with the basic contexts and skills needed in the 20th Century. The Resident Training Proposal will design ways to equip adequately the whole village in this way. The Childhood Learning Project will provide an imaginal context and basic skills for children in the community. The Adult Education Project will equip citizens with basic literacy and practical knowledge while the Technical Skills Project will train youth and adults with income-producing skills.

B
RESIDENT
TRAINING

II

SOCIAL SERVICES PROPOSALS

In the area of Social Services there are three proposals that will develop adequate housing, space design, health, transportation and information delivery. The Physical Construction Proposal will maintain and improve public space and housing in Caño Negro. The Fundamental Care Proposal will provide needed facilities to care for the well-being of village residents. The Civic Extension Proposal will supply needed links for Caño Negro to communicate with neighboring communities and the rest of the world.

C
PHYSICAL
CONSTRUCTION

Many towns across the globe are encountering increased problems in developing and maintaining quality environments. Caño Negro also experiences these problems. Two projects are designed to meet this need. The Village Housing Project will provide adequate housing and upkeep of property. The Public Space Project will undertake ground clearing and large-scale building projects to more adequately use the public land of the village.

D
FUNDAMENTAL
CARE

Many rural villages around the world, including Caño Negro, lack safe water, nutritious food and good health. The Fundamental Care Proposal will meet these basic human requirements. The Water Supply Project will provide adequate water for domestic and irrigation needs. The Enhanced Nutrition Project will balance the community diet for proper growth and health. The Health Delivery Project will establish medical, dental and sanitation services necessary to good health.

E
CIVIC
EXTENSION

Isolation of rural communities makes it difficult for them to sense themselves as significantly related to a 20th Century global society. The Civic Extension Proposal will link isolated Caño Negro with surrounding communities and villages around the world. The Transportation System Project will enable the community to participate in commercial, educational and marketing services of the surrounding towns. The Information Exchange Project will link Caño Negro with data resources and people around the nation and the world.

III

ECONOMIC SUFFICIENCY PROPOSALS

One of the key elements in any community development effort is to demonstrate that every local community has all the resources necessary to sustain a stable economy. In Caño Negro the Economic Sufficiency Proposals are designed to demonstrate rapid development of economic

resources that are presently available in the community. This involves two specific proposals to systematically affect the present situation. The Local Business Proposal ensures that the economic base of the community is established, demonstrating commercial possibilities and stimulating various creative endeavors. The Basic Agriculture Proposal introduces pilot agricultural projects, demonstrates how to provide an adequate food supply and develops agricultural expertise on a profit-making level.

F
LOCAL
BUSINESS

For comprehensive community development to occur in Caño Negro, commercial enterprises must be expanded. The Local Business Proposal will create new local business options. The Light Manufacturing Project will provide job opportunities while expanding the village's money income. The Commercial Activities Project will make inexpensive merchandise and quality service available locally. The Cooperative Marketing Project will assure that Caño Negro's industrial goods and agricultural products provide the maximum possible financial return to the village.

G
BASIC
AGRICULTURE

The agricultural resources of Caño Negro must be diversified and intensified if economic development is to be effective. The Basic Agriculture Proposal introduces intensive livestock and crop farming in order to provide needed nutritional upgrading for local consumption and to develop a cash crop export business. The Small Livestock Project will initiate animal farms which will help provide protein for the diet of all villagers. The Home Gardening Project will encourage greater production of a variety of fruits and vegetables for community consumption. The Export Farming Project will introduce systematic gardening of new and fundamental crops. The Common Equipment Project will acquire necessary equipment and train operators.

resources that are presently available in the community. This involves two specific proposals to systematically affect the present situation. The local business proposal ensures that the economic base of the community is established, demonstrating commercial possibilities and stimulating various creative endeavors. The Basic Agriculture proposal introduces pilot agricultural projects, demonstrates how to provide or adapt local supply and develops agricultural expertise on a profit-making level.

For comprehensive community development to occur in Cano Negro, commercial enterprises must be expanded. The Local Business Proposal will create new local business opportunities. The Light Manufacturing Project will provide job opportunities while expanding the village's money income. The Commercial Activities Project will make inexpensive merchandise and quality services available locally. The Cooperative Marketing Project will ensure that Cano Negro's industrial goods and agricultural products provide the maximum possible financial return to the village.

LOCAL
BUSINESS

The agricultural resources of Cano Negro must be diversified and intensified if economic development is to be achieved. The Basic Agriculture Proposal introduces intensive livestock and crop raising in order to provide needed nutritional supplements for local consumption and to develop a cash crop export business. The Small Livestock Project will utilize animal farms which will help provide protein for the diet of all villagers. The Horse Raising Project will encourage greater production of a variety of fruits and vegetables for community consumption. The Export Farming Project will introduce specialty gardening of new and fundamental crops. The Common Equipment Project will acquire necessary equipment and train operators.

BASIC
AGRICULTURE

I. CITIZEN ENGAGEMENT PROPOSAL

A. Community Organization Proposal

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Plate 3A

1. SOCIAL IDENTITY PROJECT	1 Local Celebrations	holding regular festive occasions
	2 Community Image	rehearsing traditional common memory
	3 Sports Activities	providing effective recreational schemes
	4 Cultural Events	enriching motivational cultural life
2. LEADERSHIP DEVELOPMENT PROJECT	5 Ongoing Training	generating effective dynamic teachers
	6 Accountability Net	ensuring corporate social responsibility
	7 Recruitment Scheme	cultivating local community residents
	8 Regular Meetings	eliciting practical citizen involvement
3. GROUP FORMATION PROJECT	9 Youth Organization	engaging young adult leadership
	10 Planning Core	enriching corporate planning prowess
	11 Agriculture Coops	forming organized community marketing
	12 Services Board	coordinating community utility needs
4. EXTENDED RELATIONS PROJECT	13 Frequent Trips	expanding local contextual imagination
	14 Visiting Dignitaries	attracting continued new authorization
	15 Village Publicity	promoting development growth image
	16 Community Archives	preserving common past heritage

I. CITIZEN ENGAGEMENT PROPOSALS

B. Resident Training Proposal

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Plate 3B

5. CHILDHOOD LEARNING PROJECT	17 Local Preschool	fostering creative imaginal engagement
	18 Curriculum Supplement	encouraging new cultural skills
	19 Grade-Level Extension	permitting selected advanced studies
	20 Resident Teachers	forging community-oriented curriculum
6. ADULT EDUCATION PROJECT	21 Literacy Classes	providing basic educational foundations
	22 Domestic Science	improving home economics abilities
	23 Workshop Methods	learning group motivation methodology
	24 Health Care	localizing advanced medical knowledge
7. TECHNICAL SKILLS PROJECT	25 Building Trades	acquiring needed employable expertise
	26 Handicrafts Teaching	assisting local crafts development
	27 Driving Instructions	producing careful competent drivers
	28 Industrial Arts	becoming versatile skilled tradesmen

II. SOCIAL SERVICES PROPOSALS

C. Physical Construction Proposal

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Plate 3C

8. VILLAGE HOUSING PROJECT	29 Demonstration Home	initiating village building project
	30 Community Work-Force	developing resident trade skills
	31 Building Renovation	generating adequate housing renewal
	32 Additional Units	constructing new quality homes
9. PUBLIC SPACE PROJECT	33 Local Chapel	erecting patron saint shrine
	34 Maintenance Program	ensuring attractive public areas
	35 Cleared Land	creating usable community property
	36 Central Plaza	establishing symbolic social node

II. SOCIAL SERVICES PROPOSALS

D. Fundamental Care Proposal

ICA Consultants

Plate 3D

10. WATER SUPPLY PROJECT	37 Community Well	developing adequate water supply
	38 Residential Piping	constructing quality water system
	39 Irrigation System	sustaining year-round crop efforts
	40 Catchment Schemes	installing home roof gutters
11. ENHANCED NUTRITION PROJECT	41 Food Cooperative	starting volume community buying
	42 Storage Facilities	providing needed warehouse space
	43 Balanced Diet	supplying basic nutritional needs
	44 Nutritious Meals	creating attractive food selection
12. HEALTH DELIVERY PROJECT	45 Medical Dispensary	establishing comprehensive health center
	46 Needs Survey	gathering important medical information
	47 Dental Program	initiating effective oral hygiene
	48 Sanitary Service	building waste disposal system

II. SOCIAL SERVICES PROPOSALS

E. Civic Extension Proposal

ICA Consultants

Plate 3E

13. TRANSPORTATION SYSTEM PROJECT	49 Multi-Purpose Vehicle	ensuring effective transport use
	50 Additional Roads	serving citizen mobility needs
	51 Surface Repairs	ensuring regular road maintenance
	52 Regular Schedule	creating constant transit availability
14. INFORMATION EXCHANGE PROJECT	53 Mail Services	coordinating local postal exchange
	54 Resource Repository	providing community information center
	55 Radio Receivers	installing powerful receiver set
	56 Community Telephones	connecting basic communications system

15. LIGHT MANUFACTURING PROJECT	57 Handicraft Industry	promoting various creative crafts
	58 Clay Bricks	introducing new commercial possibilities
	59 Cement Blocks	supplying needed construction materials
	60 Sub-contract Work	organizing small assembling processes
16. COMMERCIAL ACTIVITIES PROJECT	61 Retail Stores	providing locally needed goods
	62 Service Establishment	furnishing supplemental living aids
	63 Managerial Assistance	enabling competent business management
	64 Local Employment	supporting stable economic base
17. COOPERATIVE MARKETING PROJECT	65 Urban Outlets	starting outside sales operation
	66 Contract Sales	guaranteeing employed work force
	67 Direct Vending	minimizing intermediate income loss
	68 Established Credit	building local financial status

III. ECONOMIC SUFFICIENCY PROPOSALS

G. Basic Agricultural Proposal

ICA Consultants

Plate 3G

18. SMALL LIVESTOCK PROJECT	69 Cattle Herd	providing important nutritional needs
	70 Rabbit Raising	producing needed working capital
	71 Chicken Production	supplying basic food necessities
	72 Hog Enterprises	supplementing daily protein source
19. HOME GARDENING PROJECT	73 Demonstration Plots	increasing family produce output
	74 Modern Methods	using updated farming practices
	75 Experimental Strains	introducing varied garden possibilities
	76 Individual Tracts	distributing available planting space
20. EXPORT FARMING PROJECT	77 Cash Crops	developing new income source
	78 Community Orchards	planting special complementary varieties
	79 Cacao Development	improving present crop production
	80 Food Processing	ensuring adequate preparation space
21. COMMON EQUIPMENT PROJECT	81 Farm Implements	improving basic crop care
	82 Shared Tools	organizing cooperative use plan
	83 Industrial Machinery	acquiring appropriate working equipment
	84 Local Garage	storing large farming machinery

6. Land Acquisition Programs

Page 22

100

61	Land Bank	provides permanent residential needs	100
62	Public Housing	provides housing for low-income families	100
63	Urban Production	provides basic food necessities	100
64	High Intensity	provides daily basic needs	100
65	Demographic Pilot	provides family income support	100
66	Urban Methods	provides urban farming projects	100
67	Experimental District	provides urban farming projects	100
68	Individual Farms	provides urban farming projects	100
69	Cash Grants	provides urban farming projects	100
70	Community Gardens	provides urban farming projects	100
71	Urban Development	provides urban farming projects	100
72	Food Production	provides urban farming projects	100
73	Food Incentives	provides urban farming projects	100
74	Shared Tools	provides urban farming projects	100
75	Industrial Methods	provides urban farming projects	100
76	Local Grants	provides urban farming projects	100

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

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

PROCESS

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

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, nine paratactics, twenty-nine basic tactics and 211 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. Nine paratactics, under which the basic tactics and sub-tactics are grouped, point to major aspects of the tactical arenas which are set into motion when basic tactics are implemented. Five tactical arenas, illustrated by Plates 4A-4E, hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Expanding Comprehensive Local Sustenance, consists of two paratactics and ten basic tactics. The intent of this tactical arena is to practically undergird the sustenance of Caño Negro by stimulating both the educational and business dimensions of community life in order to triple village income within three years. The training will be comprehensive, providing a foundation of elementary and vocational skills, and long-range, developing leadership to assume direct responsibility for all aspects of the project. In terms of economic development, all facets of community commerce and agriculture will be organized and related in a total overall process. For example, many new agricultural products can be processed by the village's light industry and sold in local stores as well as outside markets.

ARENA B

Tactical Arena B, Providing Essential Village Services, consists of two paratactics and six basic tactics. The intent of this tactic is to provide residents of Caño Negro with the social care and resource support available in the 20th Century and to effectively release the creative energy of every resident. Not only will the basic health and nutrition of the community be upgraded to give each villager more physical stamina, but also the necessary technical and economic resources will be developed to sustain long-range socio-economic development within the community. A health care outpost with medicines and a program of preventive care will facilitate this objective. An adequate capital base and marketing system will allow local commerce and agriculture to flourish in the broader economic development of the nation.

ARENA C

Tactical Arena C, Increased Citizen Engagement, consists of two paratactics and four basic tactics. The intent of this tactical arena is to make it possible for Caño Negro residents to participate in events of the larger society and the community itself. Information services and communication systems will link the village in an ongoing way with the surrounding area. Trips to Caracas, to other parts of Venezuela and to similar Human Development Projects will expand villagers' perception of the world and give them practical images of resources that might be employed locally.

ARENA D

Tactical Arena D, Enhancing Functional Community Space, consists of two paratactics and six basic tactics. The intent of this tactical arena is to enhance the future of Caño Negro by shaping the physical design of the village and by providing needed upkeep. Essential housing renovation will be implemented to make all present homes large enough and consistent with health and sanitation standards. Systematic ongoing maintenance will be coordinated to keep the community's common equipment in operating order and to ensure that public grounds and buildings remain in usable condition. Various public works, such as a water system and roads to connect Caño Negro with Tapipa and Pacheco, will be constructed to help meet basic physical needs of the community. These projects will be part of an overall

CHDP

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land use plan providing space for all community activities. Special emphasis will be placed on constructing various community buildings to house people more adequately, store and process farm produce and provide functional office space, as well as symbolic space (Bolívar Plaza and St. Joseph Chapel).

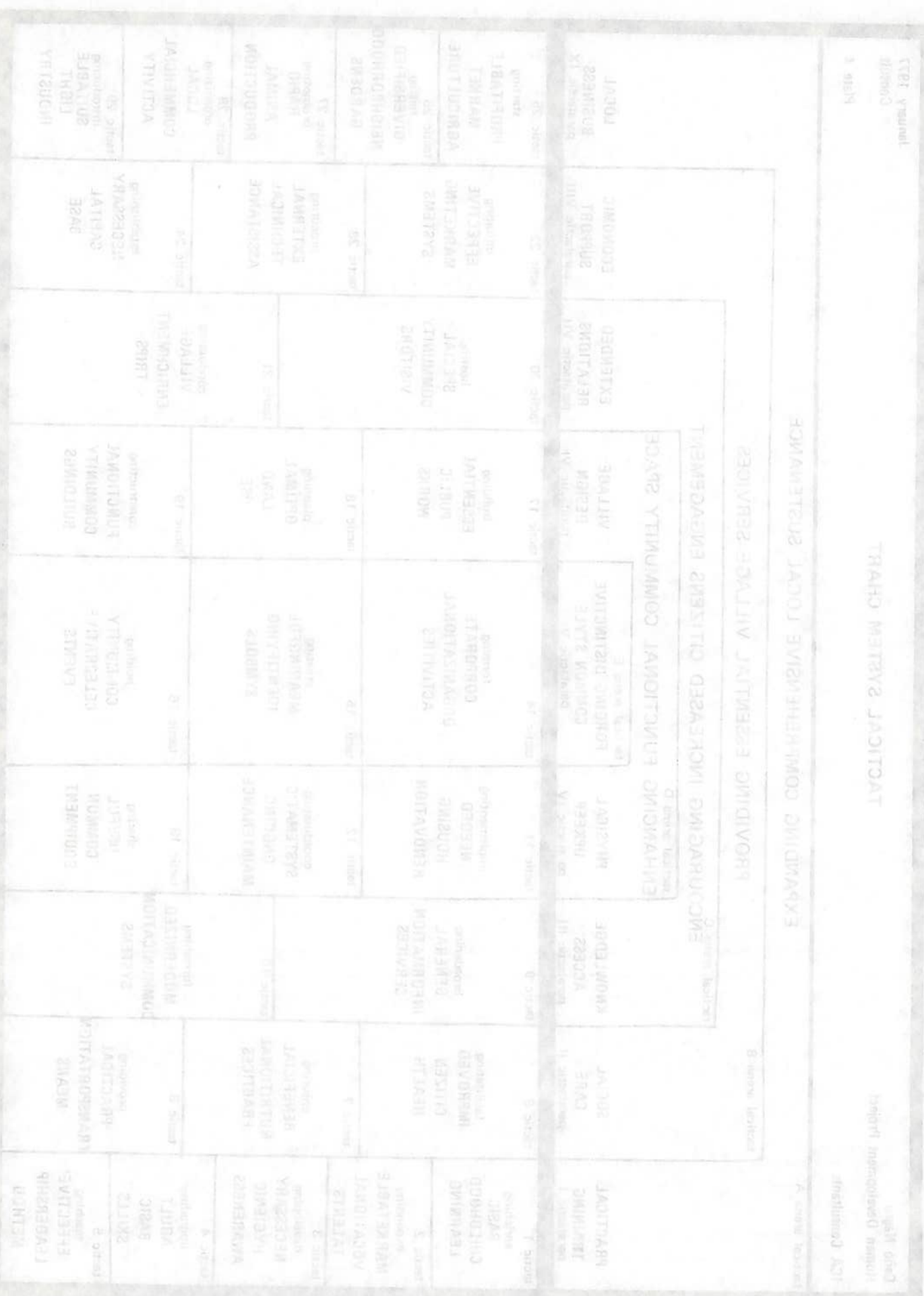
ARENA E

Tactical Arena E, Creating Distinctive Common Style, consists of one paratactic and three basic tactics. The intent of this tactical arena is to intensify already existing corporate life through organization and through symbols and community events which deepen community self-understanding. Basic care and planning groups will ensure that projects are implemented and every citizen's needs cared for. Overall community space will be enhanced through signs that designate and signify important functions of public space. Celebrative events will mark key times in the life of the village and create a corporate sense of significance in work done together.

land use plan providing space for all community activities. Special activities will be placed on connecting various community buildings to house people more adequately, space and process plan program and provide functional office space, as well as a workshop space (Balfour Plaza and St. Joseph Chapel).

Technical Annex 8, Creating Distinctive Common Style, consists of one undivided and three basic facilities. The intent of this technical system is to intensify already existing corporate life through organization and through symbols and community events which deepen community self-understanding. Basic care and planning groups will ensure that projects are implemented and every citizen needs cared for. Overall community space will be enhanced through design and signage and signify important functions of public space. Collaborative events will mark key times in the life of the village and create a corporate sense of significance in work done together.

ARENA 8



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EXPANDING COMMITTEES FOR SERVICES

PROVIDING EXPANDED SERVICES

EMPHASIS ON TECHNICAL SERVICES

EXPANDING TECHNICAL SERVICES

EXPANDED TECHNICAL SERVICES

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TACTICAL ARENA A: Expanding Comprehensive Local Sustenance

Paratactic I: Practical Training

Practical training will be offered to Caño Negro residents of all ages to equip them to live in a 20th Century rural society. Pre-school and other childhood learning activities will supplement national educational programs and provide basic care. Adult basic skills will be developed through foundational education curriculum. Access to a wider range of jobs will be provided through expansion of marketable vocational talents. Effective leadership methods will be demonstrated in ongoing community planning meetings.

Tactic 1: Enriching Basic Childhood Learning

Subtactics In order to ensure adequate educational development for the children of Caño Negro, basic childhood learning will be enriched. Preschool children from four to six years of age will be recruited to participate in the Ministry of Education's government preschool program in order to receive basic education and skills development. A day-care center for children from birth to four years will be started and will include naps, meals and recreation to give them basic physical care. Once a week an after-school class with a full supply of art material will be held for first grade children to familiarize them with Venezuelan musical instruments such as the cuatro, guitar and drums. To encourage improved physical development, sports activities, including baseball, football, basketball and basic gymnastics, will be organized for primary age children.

Tactic 2: Expanding Marketable Vocational Talent

Subtactics In order to provide the citizens of Caño Negro with increased income from diversified sources, marketable vocational talents will be expanded. A home economics class including sewing will be taught to village women to establish local cottage industry. Horticultural training, utilizing both classroom instruction and practical garden work will be offered on two levels, one for improving diversified garden crops to increase dietary balance, the other for growing marketable crops. Livestock care classes which teach breeding and raising of livestock will be held. Construction skills will be taught to groups of six men each who will be selected to build demonstration housing with the guidance of a government agency. Driving classes, including driving techniques and traffic regulations, will be offered as various vehicles

- 13 are procured. Selected villagers will be trained in
equipment maintenance, using tools and repairable
14 machinery loaned by agencies. A basket-making class
will be organized to create various kinds of baskets
to sell in the market. Crafts classes will be taught
15 with the assistance of a government teacher, a loan of
handicraft tools and local materials. Teacher-training
seminars, including classes on how to teach proper
16 nutrition, will be held for mothers and young women who
assist at the preschool. Paramedic training will be
given to villagers who will learn laboratory and basic
17 nursing procedures in a Caracas clinic or be trained in
the Ministry of Health program. Basic economics in
budgeting, financing and inventory control will be taught
18 for those who will manage village industries and busi-
nesses.

Tactic 3: Developing Necessary Hygienic Awareness

- 19 In order to prevent disease and improve health, neces-
sary hygienic awareness will be developed. Kitchen
cleanliness will be demonstrated in the community
20 kitchen and taught in the classroom. Basic nutrition
education will be taught through the actual preparation
of meals in the community kitchen and through nutrition
21 classes to provide knowledge on basic food groups. First
aid courses will be held for demonstrating treatment of
burns, wounds and other minor ailments, and five adults
22 in follow-up sessions will be instructed on the proper
treatment of snake bite. Home nursing classes will be
given to broaden basic skills in caring for ill family
23 members. Workshops in preventive sanitation measures
will be started within the first month of the project.
A six-week women's course in family care, including pre-
24 natal, infant, child and elderly aspects will be offered
twice a year. A cooking lab will be held on a rotating
basis with village women in the community kitchen where
25 they will participate in preparing nutritious meals.

Tactic 4: Upgrading Adult Basic Skills

- In order to enable the people of Caño Negro to parti-
cipate creatively in the 20th Century, adult basic skills
26 will be upgraded. Functional literacy classes will be
offered to all adults who do not read and write, thus en-
couraging them to pass the government exam and advance
27 beyond the third grade level. A basis elementary educa-
tion will be offered in night school for adults. Prac-
tical civics classes will be given to teach letter

- 28 writing, and making oral petitions for services and claims from a government or business office. Civics classes will be organized in a three-month curriculum
- 29 including the practical operation of local, state and national government structures. The agropolitical course will be held for farmers, and particularly
- 30 cacao workers focusing on political issues and regulations that concern agriculture. Job preparation seminars including personal appearance, questionnaire
- 31 answering and job habits will begin. Practical economic classes will be held for all residents with instruction in family budgeting and family finance
- 32 planning.

Tactic 5: Teaching Effective Leadership Methods

- 33 In order to develop self-sustaining leadership in the village, effective leadership training methods will be taught. Methods labs will be held to demonstrate
- 34 leadership techniques to the villagers. English and Spanish language school will be taught for better
- 35 leaders in the community to better equip them as representatives and participants in global events. Cultural excursions will be held during the first year
- 36 of the project to enlarge the perspective of local residents. Industrial tours will be held for community and industrial task force leaders to give them
- 37 practical images and working examples of effective marketing and production methods. Planning methods which assist citizens in discerning practical visions, contradictions, proposals, tactical systems and
- 38 implementaries will be taught. Building teams will demonstrate task force participation, corporate life design, task engagement and use of common symbols.
- 39 Community motivity will be taught through activities that expand space, alter time rhythms and intensify engagement.

TACTICAL ARENA B: Providing Essential Village Services

Paratactic II: Social Care

Caño Negro residents will improve their physical and social well-being by bettering systems of basic services. Preventive health practices and massive treatment will eliminate diseases that debilitate effective community engagement. The provision of supplemental foods and vitamins as well as the broadening of dietary intake will provide proper nutritional practices, including balanced meals that provide physical energy. A practical transpor-

tation system will give easy access to nearby towns and reduce the sense of isolation.

Tactic 6: Facilitating Improved Citizen Health

- In order to create physical stamina among the citizens, improved citizen health will be facilitated. First-aid service especially equipped to treat snake bites, burns and cuts will be made available in the medical outpost, which will be staffed by a Caño Negro resident practical nurse. A referral system will be established to coordinate medical resources outside the community and to make them accessible. Basic medicine, dealing particularly with prevalent skin and eye infections, parasitic infections and gastro-intestinal disturbances will be administered by a visiting doctor. Within a month of the start of the project the first periodic screening of all residents' health needs will be made by a private Caracas clinic. Mass treatments will be conducted for widespread health problems of the village, including parasite infestation, particularly scistosomiasis (known locally as bilharzia), skin infections and other maladies affecting as much as 50% of the population. Dental care will be initiated through a simple check to determine obvious needs and followed by appropriate treatment at the government clinic in Caucagua. Preventive immunizations will be administered to all children from infancy to 12 years and careful records kept and updated to ensure completion of the series of innoculations. Individual visitations to the medical outpost will be scheduled so that the visiting doctor and resident nurse can systematically see those needing their services. Water treatment will be carried out to keep water in the homes potable by putting a solid-type chlorine in the water tank and checking the water periodically with a colorimetric test. Shelter fumigation will be done every six months to rid homes of insects, particularly the reduviid insect (also called the chipo insect). Medicine depots will be set up with a supply of basic medications carefully labeled for the type of illnesses in which to administer them. A rudimentary lab will be established and staffed by local trained citizens to do basic white blood counts, hemoglobin determination, urine analysis and stool tests.
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Tactic 7: Insuring Beneficial Nutritional Practices

53 In order to provide adequate physical energy levels
for Caño Negro residents, beneficial nutritional
practices will be ensured. Food supplements will
54 be provided through government food plans, including
vitamins, minerals, complementary protein and fluoride
tablets. Nutritional assessment will be made of all
55 staple foods in the present daily diet to determine
where nutrition deficiencies exist. Children's diets
will be supplemented through the introduction of govern-
56 ment food resources in the preschool and elementary
school. A community kitchen will be started to teach
each family proper cooking and to feed the entire
57 community one meal a day using produce from the com-
munity garden and meat from the rabbit and broiler
chicken farms. A prenatal diet will be established,
including mild, iron and vitamin tablets, and will be
58 made available by monthly distribution through the
medical outpost. Infant feeding patterns, including
the benefits of breast feeding, will be demonstrated,
as well as ways for nursing mothers to continue work-
ing full-time. Evaluative records kept in the health
outpost will record each child's weight, height, skin
tone and hair texture and be conducted on a monthly
basis for the first year of life, then on a quarterly
basis.

Tactic 8: Providing Practical Transportation Means

59 In order to connect the village of Caño Negro with
the nearby towns and cities, practical transportation
means will be provided. A heavy-duty truck will be
60 procured to transport agricultural and industrial pro-
ducts to nearby markets. Pack animals will be secured
and used to carry cacao from plantations to the village.
61 Scheduled transport for villagers will be arranged
using a minibus which will run three times daily to
Tapipa. An emergency system will be initiated to take
62 the sick or injured to medical facilities. Service
bicycles for trips to Tapipa will be procured and
kept in the tool center. School transport in the mini-
63 bus will run daily for those attending grades four
through six in Tapipa and for those using the present
64 bus service to high school in Caucagua.

TACTICAL ARENA C: Encouraging Increased Community Engagement

Paratactic III: Knowledge Access

Access to current knowledge will release broad citizen involvement and keep residents informed of events both in the village and across the world. A well supplied information service will make printed material available to residents and tell the developing story of Caño Negro to the world. An improved communication system will facilitate rapid information flow to and from the community.

Tactic 9: Broadening General Information Services

- 65 In order to supply the residents of Caño Negro with data concerning community life and diversified topics, the general information service will be
- 66 broadened. Information flyers with specific details of local news and events will be distributed in neighboring communities. Press releases announcing
- 67 news of local programs and events will be given to both Venezuelan and international news media. A bulletin board will be put up in a selected Caño Negro
- 68 site to inform residents about their own events and those of other communities. A village newsletter covering local events, announcements, social activities
- 69 and special accomplishments will be distributed in the community and sent to international friends in similar projects. Event posters will announce each celebrative
- 70 community occasion to Caño Negro residents and surrounding communities. A heritage pamphlet will be published telling the story of the Venezuelan people
- 71 and of the Barlovento community in particular. Library services will be established to provide residents with pertinent technical, industrial and educational materials.
- 72 A newspaper stand will be erected to facilitate purchase of standard newspapers and informative magazines.

Tactic 10: Furnishing Modernized Communication Systems

- 73 In order to ensure two-way contact between Caño Negro and other communities around the nation, as well as with
- 74 communities in other nations, a modernized communications system will be procured. A telephone service will be
- 75 established to provide quick contact with persons located outside Caño Negro. A two-way radio will be procured to establish contact with emergency agencies in nearby cities. A television receiver will be

- procured to establish contact with emergency agencies in nearby cities. A television receiver will be
- 76 purchased and set up in a comfortable public space as an additional community recreation and information facility. A public address system will be installed in the community center with speaker attachments,
 - 77 amplifier and turn table. Postal services between Año Negro and neighboring towns will be introduced through daily transport of mail from the Tapipa post office to the community center.

TACTICAL ARENA D: Enhancing Functional Community Space

Paratactic IV: Physical Upkeep

The physical upkeep of community space and buildings will enhance the appearance and utility of all community facilities. Housing renovation will strengthen the functional quality of the homes. Systematic maintenance of community facilities will ensure the daily operation and physical appearance of community activities. Common equipment will provide every villager with access to labor saving machinery and essential tools.

Tactic 11: Implementing Needed Housing Renovation

- 78 In order to make the residential space of Caño Negro more adequate, housing renovation will be implemented. Housing maintenance will involve continuous upkeep
- 79 of electrical and plumbing fittings and repair of roofs, walls and floors in each housing unit. A model house with variations will be set up as a demonstration of home care, space use and space design.
- 80 House electrification will be an essential feature of the model unit and renovated buildings, and electricity will also be installed in mud houses and
- 81 additions to existing houses. Floor reconstruction, using the earth-cement process to seal the floors
- 82 will be undertaken in mud houses. Additional rooms will be attached to existing government-built rural units to provide an additional two bedrooms and dining
- 83 room. Kitchen upgrading will be undertaken to provide maximum use of food preparation, serving, storage and shelving space, plus facilities for basic sanitary
- 84 procedures. The housing beautification program will include painting of houses and decoration of exteriors and interiors with flowering wild plants and art work.

Tactic 12: Coordinating Systematic On-Going Maintenance

- 85 In order to keep common space, public buildings, gen-
86 eral facilities, equipment and machinery at optimum
87 usefulness, systematic ongoing maintenance will
88 be coordinated. Brush clearing will be done twice a
89 month along the logging road and footpaths. Road repair
90 will be carried on continuously to maintain the exist-
91 ing roads and streets. Street beautification will
92 include sweeping streets, caring for attractive plants
and shrubs and arranging whitewashed stones. Machinery
repair will include periodic maintenance checks of all
common machinery by technical school trainees. The
established water system will be maintained by checking
and cleaning storage tanks, testing water and inspecting
monthly all machinery and equipment in the system. The
garbage disposal service, to include collection, compost-
ing and burning twice weekly, will provide garbage bins
for each street and other public spaces. Public build-
ings will be maintained by youth who will clean common
buildings, check public faucets and keep up parks.
Common grounds care will also be part of the ongoing
program.

Tactic 13: Sharing Useful Common Equipment

- 93 In order to maintain village facilities properly, use-
94 ful equipment will be shared. A tool center will be
95 established to store agricultural tools, a welding set
96 and diesel operated generator. Storage refrigeration
97 units, consisting of a large walk-in refrigerator and a
98 small freezer, will be set up for meat products, fruits
99 and vegetables. A multi-purpose tractor will be acquired
for use in farming and general community tasks. Necessary
implements such as grass cutters, hayrakes, disk and
harrow will be procured to complement the tractor. Hand
tools for construction and maintenance work will be
acquired. An irrigation pump will be provided to link
field water conduits to the community water supply. A
fuel pump will be installed in the village to provide a
fuel supply for equipment.

TACTICAL ARENA E: Forging Distinctive Common Style

Paratactic V: Common Style

A common style of operation in planned village activities will help involve all the people of Caño Negro and provide profound motivation for continual engagement. Care and organizational structures will provide concrete forms of corporate action and symbolize a new method of operating. Visible symbols will identify and name the village's hopes and decisions about the future. Celebrative events will mark significant occasions in community life and engage the cultural gifts of the people.

Tactic 14: Forming Corporate Organizational Activities

In order to increase the benefits of community efforts, corporate organizational activities will be initiated. Weekly stake meetings within geographic sections of the village will be held. Guild meetings, including reflective conversations, document study and task force reports, will be convened regularly. The Administrative Council will hear reports and discuss and articulate the community's decision about special issues. Various age level groups will be formed within the community to do particular tasks. A labor guild to serve as a labor pool and to receive vocational training will be organized and will also work with the Administrative Council. The Food Cooperative will buy staples and other foods in sufficient quantity to provide lower prices. Community Assemblies will be held quarterly to evaluate and plan the next steps in village transformation. Evaluative reports to be filed or presented at meetings will be prepared by various community groups. A Construction Association will be formed by local residents involved in building community facilities. An Agriculture Association will be organized to relate the work of Venezuelan Agrarian Reform to Caño Negro's agricultural activities.

Tactic 15: Creating Meaningful Identifying Symbols

In order to create community cohesiveness and community power, meaningful identifying symbols will be created. A history booklet will be published including stories from community elders and historical data from nearby libraries. A song book will also be published and include presently used songs plus new songs that tell the village's past and glimpse its future. Site identification plaques will be placed on historical and community structures such as the plaza, chapel and community center.

- 114 Street signs will be erected to provide easy location
- 115 of residents. A unifying symbol will be created in a
- workshop by a task force designated by the community.
- 116 A commercial trademark will be designed and placed on
- products from local industries. The heritage story
- 117 will be written to capture the 500-year-old story of
- the people and the geography. The village entrance
- will be identified with an archway, sign and landscaping.

Tactic 16: Holding Community Celebrations

In order to create a sense of corporateness and mark significant occasions, celebrative events will be held.

- 118 Youth sport activities will be organized with teams
- outfitted with sports equipment and uniform T-shirts.
- 119 Monthly movie nights utilizing films borrowed and rented
- 120 from distributors, libraries and foreign embassies, will
- be held with special emphasis on family participation.
- 121 Sports competitions will be started in baseball, volley-
- ball, basketball and football. Folk dancing classes
- will offer instruction in native Venezuelan and Black
- 122 heritage dances. Cultural festivals for St. Joseph, New
- Year's Eve, Holy Week, Christmas and Independence Day
- 123 will be planned by a selected community group. A drum
- band will be organized to perform at community cele-
- 124 brations and at other events in the area. Theater pre-
- sentations will provide Venezuelan, Black and world
- 125 dramas. Project celebrations will be designed to mark
- completion of various project phases, such as the first
- six months and the first year anniversary, January 9.

TACTICAL ARENA D: Enhancing Functional Community Space

Paratactic VI: Village Design

Intentional design of public space will provide a sense of order, pride and identity in the midst of village life. Public utilities will bring fundamental services to facilitate day to day commerce. A land use plan will designate space for economic functions, leisure time activities and basic community needs. Community buildings will provide space for residential housing, commerce, industry and gathering places for other community activities.

Tactic 17: Building Essential Public Works

- 126 In order to upgrade the basic living conditions in Caño
- Negro a series of essential public works projects will
- be initiated. Two wells will be drilled and outfitted--
- one located in the orchard east of the community center
- and the other in El Pilar--to provide both public and

and residential water service consisting of a sealed ground level water tank at the site of the public faucet to be later augmented with an elevated catchment tank.

127 Water supply installation with necessary plumbing will be extended to the mud huts and new houses which are

128 bypassed by the present system. A roofed laundry space will be created near the public faucet with a double row

129 of four washtubs with taps, a water supply pipe from the catchment tank and a drain into a dry well. Irrigation

130 construction will connect the faucet to the high ground around the garden and orchards. Irrigation pipes or

131 ditches will distribute water from the high points to the fields and orchards. Sewage disposal will be initiated and maintained through a system of septic and leeching tanks for each mud hut and new housing unit. Road

132 improvements will include building a higher bridge over the Agua Negrita stream, grading and paving the path

133 from Caño Negro to Pacheco, grading and graveling the road from Pacheco to the Caucagua-Barcelona highway and

134 building new streets to serve the plaza and new homes. Pedestrian walkways will be constructed of one meter wide paving on both sides of Caño Negro streets and on one side of the Caño Negro-Tapipa road. Street lights will be installed along the road from Caño Negro to Tapipa utilizing the poles installed by the telephone company with one light on every other pole.

Tactic 18: Planning Optimal Land Use

In order to create a cohesive village design, optimal land use will be planned. An architectural model of the detailed plan for the village will be constructed and displayed. A community dump will be designated in a ravine with particular bins for recyclable items and wood bins coated with creasote for organic compost matter. A fenced children's park will be built south of the preschool with durable cement and steel equipment as well as a slide, see-saw, swings and climbing frame. The Bolívar Plaza, 35 by 35 meters, will be located in the center of Caño Negro, preserving the present tree and adding benches, low floral hedges, shade trees, fountain and a Bolívar statue which will be placed in the center of the plaza with a plaque. A recreation area including a bolas criollas court, tables for bingo, dominoes and cards, plus a storage hut, several benches, shade trees and a designating sign will be built behind the industrial site. Sports fields will be built in the recreational area for baseball, volleyball, basketball and football. Fruit orchards will be designated on the east side of the community. Crop fields will be cleared on the

145 perimenter beyond areas allotted for new housing. The community garden will be located about one kilometer up the logging road. Animal pens will be located on the west side of the logging road opposite the community garden.

Tactic 19: Constructing Functional Community Buildings

146 In order to provide appropriate secure space for community activities, functional community buildings will be constructed. Two community warehouses will be built of material provided by local resources--one for local agriculture products, the other for farming tools and equipment. The St. Joseph Chapel will be constructed opposite the Bolívar Plaza by community task forces to house San José Obrero, patron saint of Caño Negro, and to provide a worship area for residents. A general store, designed to sell groceries, clothing, household supplies and local agriculture products, will be built near the plaza. 149 Service offices to accommodate medical, dental, legal and credit and library services will be housed near the village plaza. Animal pens with feed troughs and fodder storage will be built of durable safe material to restrict livestock. A model house will be constructed to demonstrate innovations in home beautification, floor planning, space use and sanitation. A gathering place for social, educational and recreational activities will be constructed by local laborers with local materials near the plaza. Industrial plants for light industry will be constructed in a centralized location to facilitate delivery of materials and transport of products. 155

TACTICAL ARENA C: Encouraging Increased Community Engagement

Paratactic VII: Extended Relations

Effective extended relations will allow for the interchange of outside expertise with the wisdom and practical experience of Caño Negro residents. At the same time, their story and hope will be brought to other individuals and communities. A gracious system of hosting guests and interested groups will provide support for project enrichment. Trips and participation in conferences will offer opportunities to broaden world understanding and take full advantage of available expertise.

Tactic 20: Hosting Special Community Visitors

156 In order to cultivate guardians and patrons in government and private sectors, special visitors will be hosted in the village. Gracious hosts will be drawn

- 157 from naturally outgoing and confident residents who will be prepared for the role through the language school. Guest rooms will be located in the community center.
- 158 Inter-village events will be staged for sharing the project with nearby villages. Invitations will be issued to
- 159 influential dignitaries in private and public sectors to secure human, natural and technical resources for the
- 160 project. Information conferences will be hosted by Caño Negro on such topics as small industry. Visitor records
- 161 will be kept in the community center to provide a reference of all visitors and a record of their support.

Tactic 21: Conducting Village Enrichment Trips

- 162 In order to impact village residents with geography outside Caño Negro, village enrichment trips will be conducted. International visits will be made to carry greetings and local project wisdom to similar projects outside Latin America. Leadership will be provided by
- 163 Caño Negro citizens in helping to set up Town Meetings in nearby villages beginning with Tapipa in April, then spreading across the state of Miranda. Representative
- 164 ambassadors will be chosen to spread news of what is happening in Caño Negro to other cities and towns while observing differing life patterns. Outside conferences
- 165 sponsored by government and private groups will be attended by village residents to tell the Caño Negro story and to gain knowledge which they can share with
- 166 the community. Children's trips will be made to see the capital and to visit industries in Caracas. Venezuelan excursions will be organized to expose villagers to
- 167 Caracas and other parts of the country.

TACTICAL ARENA B: Providing Essential Village Services

Paratactic VIII: Economic Support

Releasing the multitude of Caño Negro resources that now lie dormant requires foundational economic resource support from outside the community. Effective marketing schemes for local products will ensure profits and cash flow within the village. Outside technical assistance will supply pertinent information and personnel to maximize the community's social and economic efforts. By establishing a capital base within the community, local business can be supplied with raw materials, machinery and inventory necessary for productive ventures.

Tactic 22: Initiating Effective Marketing Schemes

- 168 In order to provide diversified markets for all exportable industrial and agricultural products, effective marketing schemes will be initiated. Test markets will be investigated to determine those markets with the most profitable markets presenting the least transportation complexity, particularly for rabbit pelts and wood products. Door-to-door sales within Caño Negro will be made by youth for marketing household items. Roadside shops will be used to market agricultural produce and wood products. A mobile store operating from a truck's tailgate will cover the streets of Caucagua selling produce, wood products, baskets and clothing. Market stalls for Caño Negro products will be established in surrounding areas on local market days. Stores in Caracas and Caucagua will be approached to retail goods from Caño Negro industries. Wholesale distribution of surplus blocks, rabbit pelts, onoto dye and ginger will be carried out. Sales contracts will be signed with supermarkets and hospitals for farm produce and with a bottle factory for pallets. Vendor rewards will be offered to make buying Caño Negro products more competitive. Village construction material such as bricks and blocks from the local factory will be sold for the construction of village buildings. The general store will buy products in demand by Caño Negro residents and visitors.

Tactic 23: Procuring External Technical Assistance

- 179 In order to provide outside advice and personnel to undergird Caño Negro's economic life, external technical assistance will be procured. Agricultural information on growing onoto, papaya, citrus, ginger and raising rabbits and chickens will be obtained from government and private agencies. Volunteer personnel from government and church agencies will be requested to provide labor and teachers for the project. Soil analyses will be made to determine the best village sections for crops, the best clays for bricks and the best locations for structural stability of community buildings. Water testing will be done periodically to check potability of residential water supplies and to determine the mineral content of irrigation waters. Volunteer consultants will be enlisted to interpret soil tests and land drainage schemes and to set up and maintain management and bookkeeping procedures for village industries and commerce. Industrial reference booklets for village industries will be collected and placed in the library.

Tactic 24: Establishing Necessary Capital Base

- 185 In order to provide adequate capital and financial structures to support Caño Negro's business and industry, a necessary capital base will be established. A credit union will be organized to serve as a legal entity in procuring money, holding local collateral, lending money and providing a way for individual residents to invest their savings in the community. Seed money will be obtained to initiate the social and economic phases of the project. Investment capital will be procured to purchase the fixed assets of machinery and tools needed to establish village industries. Bank loans on an industry-by-industry basis will be signed by local citizens or groups to obtain capital for the economic support of the project. Government loans will be signed by organized companies to provide funds for constructing community buildings and cultivating marketable crops. Collateral letters will be secured as they are needed to obtain funds for industrial raw materials and commercial goods.

TACTICAL ARENA A: Expanding Comprehensive Local Sustenance

Paratactic IX: Local Business

The expansion of Caño Negro's commercial light industry and agriculture base will increase job opportunities and available capital for community use. New and diverse crops will provide larger land yield. Through neighborhood gardens, fresh vegetables and fruits will provide the community with necessary food. Rabbits, laying hens and broiler chickens will be used for village food and the surplus will be exported to nearby communities. Improved local commerce will enable villagers to purchase household items within the community. Many of the agriculture products and local resources will be processed in the light industry plants.

Tactic 25: Starting Profitable Market Agriculture

- 191 In order to provide all the people of Caño Negro with the basic income necessary for economic self-sufficiency, profitable market agriculture will be started. An onoto plantation of 2,000 seedlings will be planted on three hectares of land and will provide raw materials for the spice-processing industry. A papaya orchard of the pink variety will be planted on five hectares in the village's orchard section, and trees which have maximum production lives of three to five years, will be replaced as needed. A citrus grove will be located on flat land one kilometer up the village logging road, and started

- 194 by planting ten hectares of tangerines, expanded in subsequent years to include 10 hectares each of oranges and grapefruit. An experimental potato plot will be established to determine yield possibility in this climate. A ginger farm, using quality plants imported from Jamaica, will be planted between the onoto and cacao trees and the ginger will be processed in the village spice-processing factory.

Tactic 26: Raising Diversified Neighborhood Gardens

- 196 In order to feed the total community of Caño Negro with nutritionally balanced meals, diversified neighborhood gardens will be established. A community garden, designed to produce fruits and vegetables for serving 300 meals per day in the community kitchen, will be planted, protected by fencing and necessary irrigation. A seedbed nursery to provide seedlings for family and community gardens will be created. Family gardens will be encouraged through demonstrations of plant care and harvesting techniques in the community garden, and by providing seedlings from the seedbed nursery. Experimental plantings in a specially designated section of the community garden will test possible new nutritious foods that might supplement the village diet.

Tactic 27: Promoting Rapid Animal Production

- 200 In order to provide Caño Negro with meat proteins for balanced nutrition and animals, rapid animal production will be promoted. A rabbit farm of the giant flanders variety will be started for local slaughter with 40 female and four male rabbits housed in cages of chicken wire over a one inch by two inch wood frame. Laying hens will be bought as chicks and raised in newly constructed shelters for egg market in Caucagua and in Caño Negro. Broiler chickens for local slaughter and food and for live sale to nearby communities will be purchased as chicks in lots of even one-hundreds raised in newly constructed shelters and sold at one to one and a half kilograms.

Tactic 28: Organizing Local Commercial Activities

- 203 In order to provide local business outlets in Caño Negro, local commercial activity will be organized. A slaughterhouse will be established to dress locally raised chickens and rabbits which will be sold at the general store and used in the community kitchen. The general store, providing foodstuffs, dry goods, hardware and

- 204 other locally needed supplies, will be built facing
Bolivar Plaza. A small neighbourhood bakery will
205 produce a variety of bakery goods, including traditional
arepas, for sale in the general store and in other
retail outlets nearby.

Tactic 29: Introducing Suitable Light Industry

- 206 In order to provide jobs for the many residents of Caño
Negro who are underemployed, suitable light industry
will be introduced. A pallet factory will be set-up to
207 produce pallets for local bottling companies on a
contract basis. A spice processing plant for ginger
and onoto will be established and its products marketed
208 in Caracas and Caucagua. A clay and cement block factory
will be started to make VITA ram injection type, non-
kiln dried blocks for use in Caño Negro building con-
209 struction and for sale in nearby villages. A clothing
industry will be established to employ local skilled
seamstresses and provide quality low-cost items for sale
210 in the general store and in the mobile store. A wood
products industry will be created to utilize locally-
grown woods cut in project land clearings or grown wild.
211 A rabbit hide industry will be established to process
pelts for export.

204	Other locally needed supplies, will be being being
205	Belgian Bank. A small neighbourhood factory will
	produce a variety of dairy goods, including traditional
	cheese, for sale in the general store and in other
	small shops.
206	Industrial Suitable Light Industry
207	In order to provide jobs for the many peasants of Cote
208	d'Ivoire who are underemployed, suitable light industry
209	will be introduced. A light industry will be set up to
210	produce galvanized iron sheet for building construction on a
211	contract basis. A paper processing plant for guinea
212	and other will be established and its products marketed
213	in Cote d'Ivoire and Senegal. A dye and printing plant
214	will be started to make VTA (two injection type) and
215	other plastic products for use in Cote d'Ivoire and Senegal.
216	It is also planned to set up a plant for the production
217	of light bulbs and for sale in nearby villages. A clothing
218	industry will be established to employ local skilled
219	workmen and use the quality low-cost jeans for sale
220	in the general store and in the shop in town. A wood
221	products industry will be created to utilize the by-
222	product wood from the project land (sawlogs or green wood).
223	A rabbit hide industry will be established to process
	skins for export.

EXPANDING COMPREHENSIVE LOCAL SUSTENANCE

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Plate 4A

paratactic I Practical Training	paratactic IX Local Business
tactic 1: Childhood Learning	tactic 25: Market Agriculture
1 Government Preschool	191 Onoto Plantation
2 Day-care Center	192 Papaya Orchard
3 Art Classes	193 Citrus Grove
4 Music Classes	194 Potato Experiment
5 Sports Activities	195 Ginger Farm
6 After-school Club	
7 Remedial Schooling	
tactic 2: Vocational Talents	tactic 26: Neighborhood Gardens
8 Home Economics	196 Community Garden
9 Horticulture Classes	197 Seed-bed Nursery
10 Livestock Care	198 Family Gardens
11 Construction Skills	199 Experimental Planting
12 Driving Classes	
13 Equipment Maintenance	
14 Basket Making	
15 Craft Classes	
16 Teacher Training	
17 Paramedic Training	
18 Basic Economics	
tactic 3: Hygienic Awareness	tactic 27: Animal Production
19 Kitchen cleanliness	200 Rabbit Farm
20 Basic Nutrition	201 Chicken Layers
21 First Aid	202 Chicken Broilers
22 Home Nursing	
23 Preventive Sanitation	
24 Family Care	
25 Cooking Lab	
tactic 4: Basic Skills	tactic 28: Commercial Activity
26 Functional Literacy	203 Slaughter House
27 Elementary Education	204 General Store
28 Practical Economics	205 Neighborhood Bakery
29 Civics Classes	
30 Agropolitics Course	
31 Petition Presentation	
32 Job Preparation	
tactic 5: Leadership Methods	tactic 29: Light Industry
33 Methods Lab	206 Pallet Factory
34 Language School	207 Spice Processing
35 Cultural Excursions	208 Block Factory
36 Industry Tours	209 Clothing Industry
37 Planning Methods	210 Wood Products
38 Building Teams	211 Rabbit-hide Industry
39 Community Motivity	

PROVIDING ESSENTIAL VILLAGE SERVICES

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Plate 4B

paratactic II

Social Care

paratactic VIII

Economic Support

tactic 6: Citizen Health

- 40 First Aid Service
- 41 Referral System
- 42 Basic Medicine
- 43 Periodic Screenings
- 44 Mass Treatments
- 45 Dental Care
- 46 Preventive Immunizations
- 47 Individual Visitations
- 48 Water Treatment
- 49 Shelter Fumigation
- 50 Medicine Depot
- 51 Rudimentary Lab

tactic 22: Marketing Systems

- 168 Test Markets
- 169 Door-to-door Sales
- 170 Roadside Shops
- 171 Mobile Store
- 172 Market Stalls
- 173 City Outlets
- 174 Wholesale Distribution
- 175 Sales Contracts
- 176 Vendor Rewards
- 177 General Store
- 178 Village Construction

tactic 7: Nutritional Practices

- 52 Food Supplements
- 53 Nutritional Assessment
- 54 Children's Diet
- 55 Community Kitchen
- 56 Pre-Natal Diet
- 57 Infant Feeding
- 58 Evaluative Records

tactic 23: Technical Assistance

- 179 Agricultural Information
- 180 Volunteer Personnel
- 181 Soil Analyses
- 182 Water Testing
- 183 Volunteer Consultants
- 184 Industrial Booklets

tactic 8: Transportation Means

- 59 Heavy-duty Truck
- 60 Pack Animals
- 61 Scheduled Transport
- 62 Emergency System
- 63 Service Bicycles
- 64 School Transport

tactic 24: Capital Base

- 185 Credit Union
- 186 Seed Money
- 187 Investment Capital
- 188 Bank Loans
- 189 Government Loans
- 190 Collateral Letters

ENCOURAGING INCREASED COMMUNITY ENGAGEMENT

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Plate 4C

paratactic III

Knowledge Access

paratactic VII

Extended Relations

Tactic 9: Information Services

- 65 Information Flyers
- 66 Press Releases
- 67 Bulletin Board
- 68 Village Newsletter
- 69 Events Posters
- 70 Heritage Pamphlet
- 71 Library Services
- 72 Newspaper Stand

Tactic 20: Community Visitors

- 156 Effective Hosts
- 157 Guest Rooms
- 158 Inter-village Events
- 159 Strategic Invitations
- 160 Information Conferences
- 161 Visitor Records

Tactic 10: Communication Systems

- 73 Telephone Service
- 74 Two-way Radio
- 75 Television Receiver
- 76 Public-address System
- 77 Postal Service

Tactic 21: Enrichment Trips

- 162 International Visits
- 163 Town Meeting Leadership
- 164 Representative Ambassadors
- 165 Outside Conferences
- 166 Children Trips
- 167 Venezuela Excursions

ENHANCING FUNCTIONAL COMMUNITY SPACE

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Plate 4D

paratactic IV

Physical Upkeep

tactic 11: Housing Renovation

- 78 House Maintenance
- 79 House Model
- 80 House Electrification
- 81 Floor Reconstruction
- 82 Addition Rooms
- 83 Kitchen Upgrading
- 84 Housing Beautification

tactic 12: Ongoing Maintenance

- 85 Brush Clearing
- 86 Road Repair
- 87 Street Beautification
- 88 Machinery Repair
- 89 Water System
- 90 Garbage Disposal
- 91 Public Buildings
- 92 Common Grounds

tactic 13: Common Equipment

- 93 Tool Center
- 94 Storage Refrigeration
- 95 Multi-purpose Tractor
- 96 Tractor Implements
- 97 Hand Tools
- 98 Irrigation Pump
- 99 Fuel Pump

paratactic VI

Village Design

tactic 17: Public Works

- 126 Water Wells
- 127 Water Storage
- 128 Water Pipe Installation
- 129 Laundry Space
- 130 Irrigation Construction
- 131 Irrigation Pipes
- 132 Sewage Disposal
- 133 Road Improvements
- 134 Pedestrian Walkway
- 135 Street Lights

tactic 18: Land Use

- 136 Architectural Model
- 137 Community Dump
- 138 Children's Park
- 139 Bolívar Plaza
- 140 Recreation Area
- 141 Sports Field
- 142 Fruit Orchards
- 143 Crop Fields
- 144 Community Garden
- 145 Animal Pens

tactic 19: Community Buildings

- 146 Community Warehouses
- 147 St. Joseph Chapel
- 148 New Houses
- 149 General Store
- 150 Service Offices
- 151 Animal Pens
- 152 Model House
- 153 Preschool Building
- 154 Community Center
- 155 Industrial Plants

FORGING DISTINCTIVE COMMON STYLE

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Plate 4E

paratactic V

Common Style

tactic 14:

Organizational Activities

- 100 Stake Meetings
- 101 Guild Meetings
- 102 Administrative Council
- 103 Age-level Groups
- 104 Local Guild
- 105 Food Coop
- 106 Community Assemblies
- 107 Evaluative Reports
- 108 Construction Association
- 109 Agriculture Association

tactic 15:

Identifying Symbols

- 110 History Booklet
- 111 Song Book
- 112 Site Identification
- 113 Street Signs
- 114 Unifying Symbol
- 115 Commercial Trademark
- 116 Heritage Story
- 117 Village Entrance

tactic 16:

Celebrative Events

- 118 Youth Sports
- 119 Movie Nights
- 120 Sports Competition
- 121 Folk Dancing
- 122 Cultural Festivals
- 123 Drum Band
- 124 Theater Presentations
- 125 Project Celebrations

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FORGING DISTINCTIVE COMMON STYLE

File 4E

Parasitic 7

Common Style

Parasitic 14:

Generational Activities

- 100 State Meetings
- 101 Local Meetings
- 102 Administrative Council
- 103 Age-Level Groups
- 104 Local Guild
- 105 Food Coop
- 106 Community Assemblies
- 107 Women's Groups
- 108 Construction Activities
- 109 Veterans Reunion

Parasitic 15:

Identifying Symbols

- 110 Heavy Boots
- 111 Gray Bag
- 112 Side Identification
- 113 Green Sign
- 114 Tying Symbol
- 115 Bomber's Emblem
- 116 Reddish Sign
- 117 Yellow Stripes

Parasitic 16:

Deliberative Events

- 118 Youth Sports
- 119 Movie Night
- 120 Group Competition
- 121 4th Meeting
- 122 Cultural Festivals
- 123 Bus Trip
- 124 Theater Presentation
- 125 Project Celebrations

PART FIVE

THE ACTUATING PROGRAMS

PROGRAMS

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

PROCESS

The creation of Actuating Programs first involves organizing the large body of subtactics into rational programs that are feasible in the light of the local situation and practical for effective management. These then are checked and refined in relation to inclusiveness and focus. Certain values are held throughout the process of organizing the programs, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programs is the first step in project actuation for they define the arenas and organize the tactics for concrete steps to be taken by local forces in doing the 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 Caño Negro Human Development Project shown on Plates 5 and 5A are 13 in number. Five of these are related to the social development of Caño Negro. Three of the five relate to practical education and two to physical well-being. The practical education arena includes an Early Learning Center, a Basic Educational Institute and a Life Skills Academy. The two programs relating to physical well-being are the Inclusive Health Clinic and the Preventive Medical Program. The second major programmatic division has to do with community style in Caño Negro. This arena includes three programs which are the Caño Negro Identity Project, the Support Service Network and the Public Works Corps. The third group includes five programs which

relate to the economic development of Caño Negro. Two of the five relate to expanded agriculture and three to new industry. The expanded agriculture arena includes an Agricultural Export Corporation and a Village Gardens Association. The three programs relating to new industry are the General Construction Company, the Local Commercial Enterprise and the Small Industry Complex.

SUMMARIES

A more detailed description of each of the 13 Actuating Programs follows. These summaries are not intended to fully lay out the programs, but to indicate the general focus of each, the relationships among the programs, and the relationship between each program and the whole project. Each summary is comprised of three paragraphs. The first describes the broad, functional nature of the program and explains why it is necessary to the total project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the program. This is in no way a specific effort to do the Timelined Implementaries of the sub-tactics mentioned earlier. The program summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the program. Accompanying each summary is a four-year cost projection (Plates 5B-N).

THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Caño Negro

ONE TOWARD THE SOCIAL DEVELOPMENT OF CAÑO NEGRO		TWO TOWARD THE COMMUNITY STYLE OF CAÑO NEGRO		THREE TOWARD THE ECONOMIC DEVELOPMENT OF CAÑO NEGRO	
A	B	C	D	E	
PRACTICAL EDUCATION	PHYSICAL WELL-BEING	CAÑO NEGRO IDENTITY PROJECT	EXPANDED AGRICULTURE	NEW INDUSTRY	
EARLY LEARNING CENTER	INCLUSIVE HEALTH CLINIC	VI	AGRICULTURAL EXPORT CORPORATION	GENERAL CONSTRUCTION COMPANY	XI
BASIC EDUCATION INSTITUTE	IV	SUPPORT SERVICE NETWORK	IX	LOCAL COMMERCIAL ENTERPRISE	XII
LIFE SKILLS ACADEMY	PREVENTIVE MEDICINE SYSTEM	VIII	VILLAGE GARDEN ASSOCIATION	SMALL INDUSTRY COMPLEX	XIII
III	V		X		

<p>III УЧЕБНИКА ЗНАТЬ ТАК</p>	<p>A КАЗЕН РЕШЕНИЕ МЕДИЦИНА</p>	<p>AM КОМП АМОС МЕРИ</p>	<p>V КОДИЦИОН БУДЕН АЛГОС</p>	<p>XII КОДИЦИОН ИПРЕДИ БРАТ</p>
<p>II ИРАЛЛЕ БЕЛОВИОН КРИС</p>	<p>IA БЕЛ ИРИТЕН ИНОСТА</p>	<p>AM ИРАНО СЕРВИС ИРАНО</p>	<p>IX КОДИЦИОН ИРАНО ИРАНО</p>	<p>XI ИРАНО КОДИЦИОН ИРАНО</p>
<p>I СЕНДИ КРИТИК БРАТ</p>	<p>B ИРАНО-ИРАНО ИРАНО</p>	<p>AM ИРАНО ИРАНО ИРАНО</p>	<p>U КОДИЦИОН ИРАНО ИРАНО</p>	<p>VI КОДИЦИОН КОДИЦИОН ИРАНО</p>
<p>A ИРАНО-ИРАНО ИРАНО</p>		<p>C ИРАНО-ИРАНО ИРАНО</p>	<p>U КОДИЦИОН ИРАНО ИРАНО</p>	<p>E ИРАНО-ИРАНО ИРАНО</p>
<p>ИРАНО-ИРАНО ИРАНО</p>		<p>ИРАНО-ИРАНО ИРАНО</p>		<p>ИРАНО-ИРАНО ИРАНО</p>

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THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Caño Negro

<p>ONE TOWARD THE SOCIAL DEVELOPMENT OF CAÑO NEGRO</p>		<p>TWO TOWARD THE COMMUNITY STYLE OF CAÑO NEGRO</p>		<p>THREE TOWARD THE ECONOMIC DEVELOPMENT OF CAÑO NEGRO</p>	
<p>A PRACTICAL EDUCATION</p>		<p>B PHYSICAL WELL-BEING</p>		<p>D EXPANDED AGRICULTURE</p>	
<p>E NEW INDUSTRY</p>					
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SOCIAL DEVELOPMENT: Actuating Program 1

EARLY LEARNING CENTER

The future of any rural village lies in the training and development of its children. Early childhood is a critical period in the physical, social, emotional and intellectual formation of children. The qualities they will exhibit as adults and the relationship they develop with the community itself is largely determined by their growth in this period. The Early Learning Center is a direct comprehensive design using locally trained teachers and a tailor-made curriculum. It will care for infants and preschoolers and develop their conceptual abilities, social responses, muscle capabilities and health habits. Emphasis will be placed on releasing mothers of small children for adult activities and economic betterment. The Center will be the first step in the plan to keep young people at home, creatively engaged, gainfully employed and participating in the future of Caño Negro.

The Early Learning Center consists of four components. First, the Infant School Program will provide a sound basis for the education of children from eight weeks to two years old. It will focus on awakening the child's sensory awareness, developing his motor skills and building his cultural images. Second, the Foundational Minischool Program will teach two- and three-year-olds. It will emphasize the development of early social consciousness. Third, the Basic Preschool Program will enable children of three to five years to play, rest and learn with their peers. It will provide the foundation for entry into public school. Fourth, the Teacher Training Program will create opportunities for adults to develop teaching methods, to practice teach and to receive training in child care. Here the future teachers of the Preschool will be prepared.

The Early Learning Center will begin its Basic Program in the first week of the Project. Five women from the community will be selected to assist in the program. They will be trained as teachers. A survey has been completed and the children for the Infant School and the Foundational Minischool have been registered. Five additional women will begin training for these two components. They will be taught infant teaching methods, child care and curriculum building. The ongoing program will begin with infants and take care of the child's education from two months to five years of age. Schools will operate on a full-time basis. A permanent facility will be constructed as soon as the community center is completed. Meanwhile classes will be held in the thatched hut. Material for the Preschool uniforms has already been procured.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5B

EARLY LEARNING CENTER

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Cement Flooring	1,500			
	Tables and Chairs	1,000			
	Play Equipment	600			
	Record Players	150			
	Uniforms	1,000	200	100	
	Mimeo/Typewriter	2,000			
	Books and Materials	1,400	700	500	250
subtotal - capital		7,650	900	600	250
II Pay and Allowance	Community Wage	1,500	1,500	1,500	1,500
	2 Apprentice Wages	1,500	750	750	
	Auxiliary	6,000	3,000	1,500	
subtotal - pay		9,000	5,250	3,750	1,500
III Current Expenses	Teaching Aids	2,000			
	Utilities	100	100	100	
	Office Supplies	1,000	500	250	
subtotal - current		3,100	600	350	
Total Program Costs		19,750	6,750	4,700	1,750

SOCIAL DEVELOPMENT: Actuating Program 2

BASIC EDUCATION INSTITUTE

The urban bias of the world today puts an emphasis on basic skills which most village people around the globe have not had occasion to develop. Reading, mathematics, telephone usage, basic budgeting and shopping knowhow are required for any village that would participate in its larger society. The Basic Education Institute will teach these foundations directly and enable the people to use the education networks already in service. Basic literacy will be assured by structurally enabling children's participation in school. This will be supplemented under tutoring and organized recreation and basic adult literacy courses. The basic social skills needed to participate creatively in local development and the larger beat of national life will be demonstrated systematically during community projects and in specific learning situations. Basic education will enlarge the range of employment opportunities for the villagers and give them new confidence and a sense of power and of self-worth.

The Basic Education Institute has four components. First, the Functional Literacy Program will provide every person with the opportunity to learn to read and write. Basic curricula will be adapted to the experience of the community and its individual needs. Second, the Fundamental Skills Program will provide the basic education necessary to cope effectively with one's environment. This program would deal with making change, how to move about the countryside, making phone calls, rendering first aid, and snake-bit treatment. It would include English language classes. Third, the Supplementary Schooling Program will establish primary school certificate classes utilizing the approved elementary school curriculum. Fourth, the Public School Program will include transportation arrangements, supplementary instruction in music and art and a library study hall program. It will provide for educational experience not received in ordinary public schools.

On the Saturday of the Consult, a preliminary survey of the residents revealed the literacy training need. A government teacher will be on site by the end of the first week. The primary school will start immediately with one auxiliary as the teacher. A local teacher will be trained to take over after three months. The supplemental instruction and public school support program will begin with two after-school clubs for grades 1-6 within the first week of the project. Two auxiliary and four volunteers will plan and implement scheduled recreation, work and arts activities. The functions of the clubs will include accountability and determination of need for assistance with clothing and school supplies. A school bus for grades 4-6 will begin regular runs to Tapipa by February 1 and to Cauagua for secondary students by the beginning of the next semester.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 2

Plate 5C

ICA Consultants

BASIC EDUCATIONAL INSTITUTE

CATEGORIES	YEARS	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	One Minibus	7,500			
	Classroom Furniture	300			
	Books	500	100	100	
	subtotal - capital	8,300	100	100	
II Pay and Allowances	Community Wage	1,500	1,500	1,500	1,500
	Auxiliary	3,000	3,000		
	Apprentice Wage	750	750		
	subtotal - pay	5,250	5,250	1,500	1,500
III Current Expenses	School Supplies	200	150	100	
	Teaching Materials	200	150	100	
	Travel	250	150	100	
	subtotal - current	650	450	300	
Total Program Costs		14,200	5,800	1,900	1,500

SOCIAL DEVELOPMENT: Actuating Program 3

LIFE SKILLS ACADEMY

A town comes to life when people operate at their optimum power in social roles. The residents must become effective members of the 20th Century economy, culture and political systems. Conditions demand good providers, leaders and families. A village can really move forward when people have vocational skills needed to keep a modern economy functioning. Equally important are family life and leadership skills that will enable village persons to rapidly improve their effectivity in daily existence. Family life skills will enable healthier, more economical use of resources to back up the work force. Practical civics will implement effective contacts with the world outside. In the Leadership Skills Program, leaders and residents will perfect their ability to operate as a unit and to manage the complexity of programs that will keep them on the road to the future.

The Life Skills Academy is made up of four components. First, the Family Life Program will teach adults budgeting, child care, home sanitation, personal hygiene and basic nutrition. Simple first aid and home nursing lessons will be offered. Second, the Practical Civics Program will teach skills needed to work with government structures. Citizens will be trained to fill out forms and applications and present themselves effectively to officials. Third, the Vocational Training Program will offer training and apprenticeship in construction trades including wiring, plumbing, carpentry and wood-working. Sewing, ceramics, basket-weaving and vehicle operation and maintenance will be taught. Fourth, the Leadership Development Program will train the current and emerging leadership in problem solving, team management and community motivation. Seminars and collegiums will be used to teach relevant social methods.

Vocational Skill Training will begin immediately with apprenticeship in the building trades. Six sewing machines will be placed in the galpón to begin sewing classes by March first. Vehicle operators and mechanics begin work-training week two of the project. Ceramics will begin in October. The Family Life Program will begin at once. It will be conducted by a team of health, nutrition and child care experts. It will use the Community Kitchen and village homes. The Practical Civics Program is beginning as government officials come to the project to observe and help. Field trips and seminars will bring self-consciousness. Leadership training has been initiated by full participation of at least 20 citizens in the Consult and more than 30 per cent of the citizens in meetings during the document writing week. A curriculum of planning social methods and group consensus-making continues during the two project years.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

LIFE SKILLS ACADEMY

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Machine Tools	1,000			
	Carpentry Shop	800	400		
	Plumbing Tools	200			
	Electrical Shop	500			
subtotal - capital		2,500	400		
II Pay and Allowances	Community Wage	1,500	1,500	1,500	1,500
	Auxiliary	3,000	3,000	3,000	
	Skilled Apprentice	1,750	750	750	750
subtotal - pay		5,250	5,250	5,250	2,250
III Current Expenses	Pamphlets	100	100	50	
	Educational Materials	300	150	100	50
subtotal - current		400	250	150	50
Total Program Costs		8,150	5,900	5,400	2,300

SOCIAL DEVELOPMENT: Actuating Program 4

COMMUNITY HEALTH CLINIC

The physical vitality and sense of well-being of a people is one key to unlocking village health in a period of six months. The emergency health service will provide good immediate aid and establish connections with the best area hospital to ensure general medical care. A full clinic structure in the center of the settlement will be able to keep accurate records and give regular service for the first time in local history. Paraprofessional training will provide significant work for village trainees and guarantee continuing independent medical care. A secondary but important effect will be a general sense of security that will release more energy toward the task of community renewal.

The Community Health Clinic consists of four components. First, the Medical Services Program will provide for first line care of injuries and illnesses and a system of referral and transport to the hospital in Caucagua or Caracas. Follow-up care will be given to convalescent and chronically ill patients. Second, the Dental Care Program will provide emergency care, referral service and a monthly clinic with visiting dentist for diagnosis and care. Oral hygiene will be taught at a very elementary level. Third, a Health Education Program will initiate health, hygiene, sanitation and medical care education campaigns. Results of a total health survey and complete health records will be kept for all residents. Fourth, the Paramedic Corps Program will prepare selected individuals to work in the Health Service and provide emergency first aid. They will be trained by helping the professional personnel and attending classes in simple theory.

The dispensary will be opened immediately using an existing building as a temporary facility. The first week a health survey of all residents will begin. Within the first week the auxiliary medical team will inspect nearby facilities and institute a referral program for medical and dental care. The services of a dentist will be procured for a monthly clinic. The classes in first aid and basic sanitation will begin in February using the American Red Cross textbook in a practical and imaginal way. Four young men and women will be recruited to work in the clinic and to begin paramedic training immediately. A six-month course to prepare semi-independent personnel for the paramedic corps will follow.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 4

Plate 5E

INCLUSIVE HEALTH CLINIC

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Examining Equipment	500			
	Sterilizer	500			
	2 scales	200			
	Refrigerator	250			
	Office Equipment	300	150		
	subtotal - capital	1,750	150		
II Pay and Allowance	Community Wage	1,500	1,500	1,500	1,500
	Apprentice Wage	750	750	750	750
	Auxiliary	3,000	3,000	1,500	
		subtotal - pay	5,250	5,250	3,750
III Current Expenses	Basic Medicines	1,700	1,000	1,000	1,000
	Other Medicines	1,000	500	500	500
	Operating Costs	700	700		
	Anti-Parasite Medicine	2,000			
	Travel	100	100	50	
	subtotal - current	5,500	2,300	1,550	1,500
	Total Program Costs	12,500	7,700	5,300	3,750

SOCIAL DEVELOPMENT: Actuating Program 5

PREVENTIVE MEDICINE SYSTEM

Healthy, vigorous people, free to direct their energies into productive living, are crucial to any nation's development. The Preventive Medicine System is designed to produce strong alert men and women. An aggressive immunization program will safeguard the people against infectious diseases and illnesses which are prevalent in the tropics. An ongoing program of parasite control will eliminate worm infestation and its consequences and reduce the infant mortality rate. Good nutrition will help prevent disease and increase resistance levels and growth patterns as well as improve the children's performance in school. Emphasis on higher protein intake will increase energy output. The Preventive Medicine System will improve health and vitality, lower the mortality rate and reduce general debility. A community kitchen will provide nutritious meals as well as training in good hygiene and nutrition.

The Preventive Medicine System consists of four components. First, the Nutrition Education Program will teach basic nutrition and health. All age groups will be instructed. Second, the Community Kitchen Program will indirectly teach and support good nutritional standards. It will uphold high sanitary methods and provide periodic meals for the entire community and daily school lunches. Third, the Scheduled Immunization Program will vaccinate all children and adults with standard preventive vaccines. In collaboration with the Venezuelan Public Health program, all residents will be enabled to take advantage of the facilities provided by the government for their health and safety. Fourth, the Parasite Control Program will initiate a massive initial treatment for ascaris and other diseases spread by parasites. The program will include education and referral to the authorized health agency dealing with the problem.

The Preventive Medicine System has already begun to operate. The Community Kitchen Program provided two community feasts to celebrate the opening and closing of the Consult. The kitchen has provided all the daily meals for the consultants. A dietician will work with the project during the first seven weeks and will start the formal education in nutrition. Vitamins and essential minerals have been donated for distribution. Efforts have been made to contact the Venezuelan Public Health Department, and the system will cooperate with the national programs. A comprehensive immunization program will be initiated by paramedical and auxiliary medical personnel. Suitable local students, male and female, will be trained as paramedics. A doctor and nurse have agreed to reside in Caño Negro for the next six months.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5F

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PREVENTIVE MEDICINE SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Commercial Stove	3,500			
	Freezer	1,000			
	Sink	150			
	Refrigerator	1,400			
	subtotal - capital	6,050			
II Pay and Allowances	Community Wage	1,500	1,500	1,500	1,500
	Apprentice Wage	750	750	750	750
	Auxiliary	3,000	3,000	1,500	
	subtotal - pay	5,250	5,250	3,750	2,250
III Current Expenses	Travel	100	100	50	
	Cookware	650	100		
	Nutrition Materials	300	300	50	50
	Kitchen Utensils	800	200	100	
	Serving Equipment	1,300	300	150	
	subtotal - current	3,150	1,000	350	50
Total Program Costs		14,450	6,250	4,100	2,300

COMMUNITY STYLE: Actuating Program 6

CAÑO NEGRO IDENTITY PROJECT

The motivation to sustain any successful development project is not only a matter of economic rewards. Fundamentally a community is motivated by the ability of its residents to see and understand the impact of its work. The village dates back to 1912 and is unburdened by old traditions. As it faces the future, contact with the outside world through trips, movies and radio/television broadcasts will allow people new images of themselves and their role in the world. The celebrations which are already so vital a part of community life can be focused as a means of rediscovering through songs, shows and story telling the heritage of this people which is, in fact, far more a matter of millenia than decades. Community meetings, already an important activity in the village, can be used to report accomplishments and planned events which will create a conception of the village's future verified in everyday activities.

The Village Identity Project consists of four components. First, the Global Trips Program will conduct trips across Venezuela and beyond for the villagers. Excursions for children will be made regularly. Adults will visit industrial, education and national sites. Leaders will go to conferences and other Human Development Projects. Second, the Special Events Program will arrange speakers and slide shows. Saturday night movies, including travelogues, library shorts, health education and feature films, will be shown. Third, the Symbolic Life Program will celebrate the life of the community. There will be art expressing the African and Venezuelan past designed and created by local groups. Celebrations, symbols and rites will be developed expressing the new direction on the village. Fourth, the Cultural Heritage Program will offer heritage courses, write the history of the region in story form and create a Caño Negro story. Visits to historical places will be made regularly.

The Community Identity Project has already begun. Saturday night films will begin in the first month. A new slogan has been adopted and a new corporate spirit has already emerged. At the end of the first phase of land clearing and construction the entire village will travel to Caracas for a tour and celebration. The preschool age children are learning the village song, "Venezuela es un Bello País." The arts troupe will be ready to perform a show on May 1st, the date of the Feast of the Patron Saint, St. Joseph the Worker. The community symbol reflecting the rich past and the future decisions for the village will be put on a large entrance sign. The symbol will be placed on every product. Finally, Caño Negro will select delegates for the Pace and Kuala Lumpur Consults.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5G

ICA Consultants

CAÑO NEGRO IDENTITY PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Movie Projector	500			
	Drums	150	50		
	String Instruments	200	100		
	Flutes	100			
	Public Address System	750			
	subtotal - capital	1,700	150		
II Pay and Allowances	Community Wage	1,500	1,500	1,500	1,500
	Auxiliary	3,000	1,500	1,500	1,500
		subtotal - pay	4,500	3,000	3,000
III Current Expenses	Busfares	500	300	150	150
	Movie Rentals	450	450	300	150
	Art Supplies	300	150		
	Heritage Course				
	Materials	300	100		
		subtotal - current	1,550	1,000	450
	Total Program Costs	7,750	4,150	3,450	3,300

COMMUNITY STYLE: Actuating Program 7

SUPPORT SERVICE NETWORK

Villages require access to information, technology and transportation to develop fully. Word of mouth, bulletin boards and announcements will keep residents informed of community issues and events so they can make responsible decisions. Large radio and television receivers will enable the people to keep abreast of national and global news so that they can see themselves as part of a larger society. The transport system will allow participation in the larger economic and education spheres. Modern machinery will be made available to provide ways to clear large areas and to create building materials from local resources. This will make agricultural diversification an immediate possibility and will greatly reduce the cash outlay of the construction industry while providing early employment of local workers. Finally, the village will establish external contacts in order to grasp the gifts of urban marketing wisdom and modern technological expertise.

The Support Service Network consists of four components. First, the Public Communication Program will provide postal, telephone and radio services. This will involve having a post office box in Tapipa and phone service to Caño Negro. A radio receiving center will be created and bulletin boards constructed. Second, the Cooperative Transportation Program will provide scheduled daily runs to Tapipa. Emergency transportation will be available on a 24-hour basis. A truck will be used for the import and export of goods. Third, the Corporate Equipment Program will acquire, store and loan out community-owned tools, machinery and equipment. Fourth, the External Assistance Program will bring experts into the community to advise residents. Technical source material will be made available. Direct assistance by the dean of machinery and personnel will be used to speed the development of the new Caño Negro.

The news of the Consult has been broadcast world-wide. A powerful radio receiver will be acquired within the first two weeks of the project. A community task force has completed a list of the machinery and tools needed for the land clearing project. These will be secured by loan or in-kind donation by the end of the first week. Consultants have agreed to begin work on architectural needs, marketing opportunities and local construction back-up for the weekend following the Consult. An exhaustive list of donors and investors is being prepared and will be ready for use within 90 days. The village will establish its bus line to Tapipa within the month and school bus runs will begin shortly thereafter with two mini-buses. A truck will be available for service in two months.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5H

SUPPORT SERVICE NETWORK

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Truck	12,000			
	Radio Equipment	350	50		
	Minibus	7,500			
	subtotal - capital	19,850	50		
II Pay and Allowances	2 Community Wages	3,000	3,000	3,000	3,000
	2 Apprentice Wages	1,500	1,500	1,500	1,500
	Auxiliary	3,000	1,500		
	subtotal - pay	7,500	6,000	4,500	4,500
III Current Expenses	Phone Installation	50			
	Phone Lines	300			
	P.O. Box Rental	50	50	50	50
	Films, Books, Pamphlets	300			
	subtotal - current	700	50	50	50
	Total Program Costs	28,050	6,100	4,550	4,550

COMMUNITY STYLE: Actuating Program 8

PUBLIC WORKS CORPS

The life style of a village is reflected in an created by its environment. The Public Works Coprs will create the services needed to promote a clean, orderly environment. The water supply will be maintained to guarantee its safety and sufficiency. Safe, potable water, supplied independently, is a serious need for the villagers of the world and especially for Caño Negro. Maintenance and sanitation teams will work hand in hand to keep the village clean and healthy. Flood waters will be contained to provide irrigation for crops, for washing and other household uses. In the program of civic improvement, streets will be paved and named, sidewalks resurfaced and introduced where necessary, and a sign designating Caño Negro will be erected. The Road Improvement and Water Supply Programs will be activated to produce the kind of beauty, cleanliness and style that will symbolize a new spirit.

The Public Works Corps consists of four components. First, the Physical Maintenance Program will care for public property including signs, streets, drains and park space. Beautification will be done by planting trees, flowers and grass in public places. Routine clean-ups, garbage collections and mechanical repairs will be done. Second, the Civic Construction Program will construct the chapel, plaza, community center, school and business and industrial buildings. New construction and village landscaping will be coordinated for expansion of the community. Third, the Water Supply Program will drill wells, install and maintain the water reticulation system and storage tanks. It will repair the existing plumbing and monitor the use of water. Fourth, the Road Improvement Program will grade, gravel and pave the roads and streets. Pathways will be prepared, gravelled and regularly cleared of overgrowth. As new housing is built, new streets will be added. New roads to surrounding communities will be built when indicated.

Within the first week drilling for water will begin. A hand pump will be used until the storage tank and water reticulation system si installed. The community center construction will begin in the first week. The materials have already been contributed. The plaza area will be fitted and construction begun in the first month. A core of residents will begin as laborers. Regular work days will be held to do the bulk of the work. The garbage dump will be designated and cleared by the end of the second week. Trash cans will be painted and placed throughout the community. Weekly collection will then begin. The road to Tapipa has been surveyed. Leveling and grading will begin quickly. The community streets will be leveled and gravel fitted. The main road will be surfaced with asphalt.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

ICA Consultants

PUBLIC WORKS CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	80 gals. Paint	800	400	200	100
	55 Garbage Cans	550	200	100	
	Storage Tanks	1,850			
	Water Piping	2,100	1,000	500	
	subtotal - capital	5,300	1,600	800	100
II Pay and Allowances	4 Community Wages	6,000	6,000	6,000	6,000
	2 Apprentice Wages	1,500	1,500	1,500	1,500
	Auxiliary	3,000	3,000		
	Civil Engineer	500			
	subtotal - pay	11,000	10,500	7,500	7,500
III Current Expenses	Hand Tools	150	100	50	
	Heavy Road Equipment	1,000	500	500	
	Rental				
	subtotal - current	1,150	600	550	
	Total Program Costs	17,450	12,700	8,850	7,600

ECONOMIC DEVELOPMENT: Actuating Program 9

AGRICULTURAL EXPORT CORPORATION

The economic well-being of any developing community is highly dependent upon its agricultural sufficiency. The Agricultural Export Corporation is the cornerstone of economic development of the village. Diversifying agriculture will protect the community from crop failure and market collapse and provide a stable income. The new cash crops of fruit and vegetables will provide additional income resources. The processing of onoto and ginger will add additional employment opportunities for Caño Negro residents. Small livestock will further diversify income economy and provide more protein sources. Modern machinery for farmers will be available to increase production effectiveness. The corporation will channel contemporary technology, methods and resources available in the area. The planned use of lands will maximize productivity. There will also be constant experimentation with new procedures to improve the current crop production.

The Agricultural Export Corporation consists of four components. First, the Fruit Orchard Program will expand the present fruit tree land. Fertilizers, insecticides and new seeds will produce high quality fruit. The program will include a tree nursery of all fruits grown successfully in the area. Seedlings will be raised and maintained to provide farmers with plantings all year round. the fruit will be selected and graded for export. Second, the Market Garden Program will produce a wide range of quality vegetables to be exported from Caño Negro; soya beans will also be introduced. Third, the Small Livestock Program will raise chickens and rabbits for meat production. It will develop a chicken feed to reduce operating costs. Fourth, the Processed Condiments Program will introduce a modern system of packaging onoto and ginger for local use and for export as food dye and spice.

The garden will begin by clearing two hectares and plowing the land. A selection of crops will be grown until April when the garden will be planted to its full potential. A comprehensive nursery will begin near the village well. The second week will see the beginning of the chicken and rabbit farms. The rabbits will eventually be farmed out to individual houses so each house can have a regular source of protein diet and income. The chickens will continue as a single corporate venture. The fruit orchards will be established with ten hectare plots for tangerines, oranges and papaya. Two hectares will be allotted for the onoto trees. The processing plant for onoto and ginger will start work at the end of nine months. Meanwhile new forms of ginger will be acquired from Jamaica and planted between the existing rows of cacao and in the new onoto orchards.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

AGRICULTURAL EXPORT
CORPORATION

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tractor	21,000			
	Fertilizer Spreader	750			
	Disc Plow	1,100			
	Jeep	7,000			
	Irrigation Piping	2,400	1,200	1,200	
	subtotal - capital	32,250	1,200	1,200	
II Pay and Allowances	2 Community Wages	3,000	3,000	3,000	3,000
	2 Apprentice Wages	1,500	1,500	750	750
	Auxiliary	3,000	3,000	1,500	
	subtotal - pay	7,500	7,500	5,250	3,750
III Current Expenses	Fuel	450	450	450	450
	Seed	250	250	250	250
	Fertilizer	400	400	400	400
	Pesticides	200	200	200	200
	Fungicide	200	200	200	200
	Travel	500	500	250	
	subtotal - current	2,000	2,000	1,750	1,500
	Total Program Costs	41,750	10,700	8,200	5,250

ECONOMIC DEVELOPMENT: Actuating Program 10

VILLAGE GARDENS ASSOCIATION

Effective community development provides access to adequate food supplies. The Village Gardens Association will supply vegetables and fruits to be used in well-balanced diets. The physical capacity of residents to work in the project will be greatly increased. The garden will assure an adequate supply of food all year long. The program is designed to include experimentation with speciality crops and to encourage the cultivation of home vegetable plots and the corporate gardening area. Experts from Venezuela will provide data on fertilization and cultivation of the gardens for maximum yields. Food preservation will maintain nutritive values and discourage spoilage. Every house with its own vegetable plot will enable household participation in the economic development of the village. By growing enough food locally, the health of the citizens will be noticeably improved.

The Village Gardens Association consists of four components. First, the Corporate Farm Program will produce crops sufficient for home consumption for village programs. Major crops, such as tomatoes, rice and beans, will be chosen for their nutritional value. This program will supply the preschool with daily lunches as well as produce enough food for work day meals and the demonstration kitchen. Excess production will be sold in the general store at cost. Second, the Food Preservation Program will preserve grain, beans, fish and meat. Third, the Home Garden Program will encourage residents to grow fresh herbs, spices and favorite family foods near their homes. Seeds, fertilizer and insecticides will be bought commonly. Fourth, the Experimental Station Program will demonstrate modern farming methods and principles, use of insecticides, soil conditioners and fertilizers and the practices of land management and crop rotation. The Experimental Stations will determine and demonstrate possible new crops.

During the last week in January the Village Garden Association will be established. Five hectares will be cleared within a week by the community and the land will be ploughed and prepared for planting. Tomato seeds and beans would be bought and sown and the nursery started as soon as the ground is ready. The appropriate government agency will provide the advice and expertise needed to launch the Experimental Station Home Gardens and Corporate Farm Programs. Facilities will be acquired to start the Food Preservation Program and to take care of future expansion. Bulk purchasing of seeds, fertilizers and insecticides will be made within the first week so that planting will begin in early February. The Home Gardens Program will begin clearing and preparing each home plot. The villagers will work at these tasks in the early morning and the late afternoon.

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VILLAGE GARDENS ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Hand Implements	500	100	100	
	Roto Tiller	700			
	Brush Cutter	1,400			
	subtotal - capital	2,600	100	100	
II Pay and Allowances	Community Wage	1,500	1,500	1,500	1,500
	Apprentice Wage	750	750	750	
	Auxiliary	3,000	3,000	1,500	
	subtotal - pay	5,250	5,250	3,750	1,500
III Current Expenses	Fuel	450	450	450	450
	Seed	250	200	150	100
	Fertilizer	400	300	200	100
	Pesticides	200	100	100	50
	Fungicides	200	100	100	50
	Travel	100	100		
	subtotal - current	1,600	1,250	1,000	750
	Total Program Costs	9,450	6,600	4,850	2,250

ECONOMIC DEVELOPMENT: Actuating Program 11

GENERAL CONSTRUCTION COMPANY

Good quality, low cost housing is a significant factor in stabilizing population. The business of erecting homes is an excellent employment and capital-producing enterprise. A complete construction process will be initiated using modifications of the design of the existing government-built housing. To further localize the profits, the bricks for the houses will be made in the community using native clay. The General Construction Company will also enlarge homes that are presently too small for some families. Additional work for men already trained for construction will be provided by arranging to repair existing dwellings. The company will provide training with government programs and through practical experience gained in erecting the community center during the early months of the project. Finally, there will be a model home built locally, demonstrating quality low cost housing.

The General Construction Company has four components. First, the New Construction Program will build new homes for present residents and others who have requested to move into the village. The Company will seek contracts throughout Barlovento as techniques are developed. Second, the Material Manufacturing Program will produce clay bricks, concrete blocks and other construction material from local resources. Material will be exported as community construction demands decrease. Third, the House Expansion Program will improve existing housing by adding rooms and perform other modifications to make homes cooler, more attractive, colorful and up-to-date. Electrification, screen, fences and interior modification will be made upon request. Fourth, the Dwelling Repair Program will specialize in repairing and painting existing structures. Installing screening and connecting the water supply will complete the upgrade.

Three former villagers are being recruited to join seven local men in the new construction company. A national training program has agreed to provide training and give them their basic tools. House plans of the National Malaria Control Department will be adapted for this location. Funding will come from loans through private investment sources. A model home will be completed in April, 1977. A non-induction-type brick maker will be procured from the VITA Company. The bricks will be made in February, the first month of the project. Meanwhile a consultation process has begun with people occupying existing government housing to determine how the Company can improve those buildings. The first job is the community center and is now in progress. The center will be used as a skills training laboratory.

CHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 11

Plate 5L

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GENERAL CONSTRUCTION COMPANY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Concrete Mixer	4,000			
	4 Block Makers	400	200		
	Cement & Other Materials	27,500	25,000	25,000	5,000
subtotal - capital		31,900	25,200	25,000	5,000
II Pay and Allowances	3 Community Wages	4,500	4,500	4,500	4,500
	2 Apprentice Wages	1,500	1,500	750	750
	Auxiliary	3,000	3,000	3,000	3,000
	Construction Consultant	500			
subtotal - pay		9,500	9,000	8,250	5,550
III Current Expenses	Fuel	200	200	100	100
	Shipping	150	150	150	150
	Hardware	400	400	400	
	Plumbing	5,600	5,600	5,600	
	Wiring	4,800	4,800	4,800	
subtotal - pay		11,150	11,150	11,050	250
Total Program Costs		52,550	45,350	44,300	10,800

ECONOMIC DEVELOPMENT: Actuating Program 12

LOCAL COMMERCIAL ENTERPRISE

Caño Negro's cash income must double in one year. If it does, Venezuela will have an authentic demonstration of rural development. The exurban areas need a sign of successful agricultural diversification and high income industry, and Caño Negro intends to be that sign. The Local Commercial Enterprise will provide an experiment in the modification of traditional commercial services for developing villages. New marketing sources for native goods will be developed in Caracas. The circulation of cash will be multiplied within the village by creating an internal economy empowered by the provision of goods and services now purchased from outside sources. This technique will dramatically boost the amount of money actually available for people's use, which, in turn, will enrich the village economic system. In order to create a sense of pride, every product will bear the village symbol and the phrase, "Hecho en Caño Negro, Venezuela."

The Local Commercial Enterprise consists of four components. First, the Financial Services Program will act as a clearing house for different types of individual and corporate credit. The Credit Union will offer small low-cost loans to villagers and offer savings service. Second, the Export Marketing Program will secure the necessary outlets for manufactured goods and agricultural produce. The program will test market new products. Third, the Multi-Purpose Store Program will provide an outlet for local handicrafts and clothes. It will be a place in the village to purchase meat, food staples, small hardware and novelty goods. Locally produced goods will be the priority items. Fourth, the Business Promotion Program will develop new industries and businesses, test new materials and processes and employ a variety of techniques to further stimulate the business climate.

In February, 1977, two trained persons will initiate a financial service agency. This will coordinate cash flow and monitor the overall fiscal situation. Prototype products are being created; one line will be test-marketed in March. Export contacts in Caracas are already lining up retail outlets. A test crop of assorted vegetables will be ready for sale in the early spring. A truck will be obtained to transport parts, supplies and products. The multi-purpose store will open in an existing building. An inventory survey will be completed by March, 1977, and the full line of goods available in April. Two coolers and a refrigerator are already in operation. A freezer will be obtained to keep meat, fish and ice cream.

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LOCAL COMMERCIAL ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Store Inventory	7,000	7,000		
	Construction	3,000			
	Typewriter	200			
	Office Furniture	300			
	Office Materials	200	200		
subtotal - capital		10,700	1,200		
II Pay and Allowances	Community Wage	1,500	1,500	1,500	1,500
	2 Apprentice Wages	1,500	1,500	1,500	
	Auxiliary	3,000	3,000	1,500	
subtotal - pay		6,000	6,000	4,500	1,500
III Current Expenses	Office Equipment	1,000			
	Utilities	100	100		
	Sewing Supplies	200	200		
	Ceramic Supplies	300	300		
	Travel	500	200		
subtotal - current		2,100	800		
Total Program Costs		18,800	8,000	4,500	1,500

ECONOMIC DEVELOPMENT: Actuating Program 13

SMALL INDUSTRY COMPLEX

Industries that quickly produce profit are essential to the total development of the village. The Small Industry Complex will initiate industries suitable to available resources. They will provide employment and increase the income of the village. Support industries will tie the economy to surrounding communities. Some small industries will produce marketable wood and bamboo products. A clothing industry will fill local needs for low cost clothing. The residents will be trained in general tool use, commercial sewing and handicraft production. The Complex is designed primarily to increase income, but the trade skills and work experience gained will also empower the people to see themselves as a sign of self-development to others. This program along with the Local Communal Enterprise is the key to doubling the income of Caño Negro.

The Small Industry Complex consists of four components. First, the Support Industry Program will hire workers from Caño Negro as well as from other villages to produce pallets and other single wood products for industry. Second, the Gift Products Program will make toys and pottery for market in the international community and large stores in Caracas. Third, the Wood Furnishings Program will produce bamboo and wood dishes, curtains, drums, barrels, tables, chairs and mats. A workshop would be set up with appropriate molds. Fourth, the Clothing Manufacturing Program will employ the village women in making clothes. Simple patterns for house dresses and children's clothes will be used to begin with, and more complex patterns will be made as skills improve.

Within the first week contracts will be finalized with Caracas firms and ten men will be selected for the assembly line so that production of pallets can begin. Tests will be taken during the fourth week of January to determine the feasibility of using local clay for making ceramics. By the end of January a kiln will be built. Quick growing bamboo will be planted and available supplies will be cut to begin work. Twelve youths will be employed to make bamboo furnishings. Later, more intricate items and household articles will be introduced. Patterns for children's clothes, women's daily dresses and T-shirts will be obtained by the end of January and ten bolts of suitable material will be secured. Six sewing machines will be acquired for the Clothing Manufacturing Program and 18 to 20 women and girls will begin work. Managers of these small businesses enterprises will be drawn from the local community and trained for their jobs.

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SMALL INDUSTRY COMPLEX

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	3 Sewing Machines	1,800	600		
	Woodworking Implements	500			
	Kiln	500			
	Cloth	3,600	1,800	900	
	Sewing Implements	600	200		
	Ceramic Implements	250	50		
	subtotal - capital	7,250	2,650	900	
II Pay and Allowances	4 Community Wages	6,000	6,000	6,000	6,000
	2 Apprentices	1,500	1,500	750	
	Auxiliary	3,000	3,000	1,500	
		subtotal - pay	10,500	10,500	8,250
III Current Expenses	Utilities	100	100	100	100
	Advertising Expenses	500	300	300	100
	Transportation	1,500	500	250	
		subtotal - current	2,100	800	550
	Total Program Costs	19,850	13,950	9,700	6,200

EPILOGUE

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I

ACTUATION PHASING

METHODS

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

FINDINGS

The Operating Vision of Caño Negro residents, summarized at the beginning of the week, indicated deep concern for community services and economic self-sufficiency. The following day's work of discerning contradictions revealed special stress on patterns of village operations. Other issues were the limited range of practical skills and the incomplete utilization of the village's external relations. Proposals developed on Wednesday highlighted social services, economic self-sufficiency and citizen involvement. Providing reliable water was a key point. Tactical systems were created Thursday to carry out the proposals. Practical training was combined with local business and industry to augment local income. Increased citizen care structures together with stronger economic support provided an essential community base. The Consult also recommended strengthening the Community's physical and symbolic unity and its access to information. The final work of the Consult is set forth in the Actuating Program charts. These 13 programs include plans to strengthen social development through five programs which include early learning, basic education, vocational training and health care. Five other programs to stimulate industrial, commercial and agricultural activity are aimed at strengthening economic works, support services and village identity contribute to community style.

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programs provide for the four year phasing of the model. During the year of initiation, emphasis will be placed on mobilizing broad community effort in the arenas of agricultural development, local commerce, housing maintenance, economic self-sufficiency and transformation of community space to project a recreated image of Caño Negro to its residents and to the world. By the end of the first year all of the Actuating Programs will have been launched. The dual emphases of the second year are program acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously, the number of

local Institute staff is decreased. In effect, the new project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time external assistance is considerably reduced and local leadership is responsible for all of the development programs.

II

PROJECT FINANCING

FUNDING

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

COSTS

The thirteen actuating programs provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6A shows the estimated cost of the first year of each program and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project itself. As program actuation continues, costs will be absorbed into the ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs. More than one-third of the first year costs fall in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programs and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the project as the human material resources of Caño Negro citizens are applied to the socio-economic program. With efforts aimed at developing self-sufficiency and self-dependence over the four years, increasingly less direct funding will be needed to support salaries as programs begin to generate their own incomes. Thus, direct costs are reduced in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of agriculture and services within the community, a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS

The Actuating Programs provide the framework for local participation and give direction to necessary organization of community residents who will do the work of implementation. Interested residents of all ages who are involved in these programs could organize themselves into groups which constitute a contemporary form of the medieval guild. Such groups of local citizens, or modern guildsmen, could work together on community-wide projects or subdivide into task forces to do particular jobs related to varied aspects of program implementation. Though basically task-oriented, these citizens groups could also do ongoing planning and evaluation.

COMMISSIONS

The 13 programs of the Caño Negro Human Development Project could be grouped into actuating agencies which might correspond to existing and new corporations of the community. These agencies could be organized into two groupings, one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens, so engaged, a cross section of the community, could be designated as a "guild assembly". It would include guild participants, other concerned residents, auxiliary staff and guardians. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating agencies and ensuring that programmatic decisions reflect the concerns and needs of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the Human Development Project and a willingness to expend long hours for the sake of the community's development. This body might have a rotating chairmanship and could appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS

The guardian and patron networks assure the continuance of external support to the Human Development Project. This support refers not only to strengthening the interest and assistance of governmental agencies, but also to establishing relationships with private forces 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. To date, these networks have been invaluable to Caño Negro. The acceleration of the Project will make the guardian and patron network even more important in the future.

Finally, the tremendous amount of activity required to begin the Actuating Programs calls for a group which is able to catalyze involve-

AUXILIARY

ment within the community. This auxiliary group, made up of Institute staff and local leaders, provides a motivating force which helps speed up both the implementation of programs and the emergence of new leadership. The presence of the auxiliary, providing a fresh perspective for the task at hand, coupled with the practical wisdom of long-time Caño Negro residents, makes a reservoir of energy and insight for creative action. To most effectively meet the needs of Caño Negro, the auxiliary should include specialists in the fields of nutrition, health care, education, agriculture, construction and business management. Each auxiliary member will teach his particular expertise to appropriate local persons, thus equipping the community to assume total responsibility for the project.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Caño Negro 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

The visitor boards the Caño Negro shuttle bus in Tapipa for its early morning run to the village. He is surprised to see shoppers from other villages sharing the ride. The young man next to him mentions that a few months ago this road was full of holes, dips, water and mud; when people rode, which was not often, it was never the smooth ride it is now. The guest learns that the road had been repaired and paved by community residents. In times past, he is told, everyone walked between Tapipa and Caño Negro. This shuttle service, run by men who learned to drive in the adult drivers' training class, now makes the lengthy walk unnecessary. Just then the bus comes around a turn, and an arch is visible at the top of the hill, shaded by a sign reading, "Welcome to Caño Negro" in Spanish. The bus stops in front of a low, freshly painted white building, with a sign reading "Caño Negro School".

EDUCATION

Children in blue cotton uniforms and blue plastic thongs are streaming into the school, and the guest joins them. As he enters, a woman greets him and offers to show him around. She says that she is the mother of one of the children, and she is learning to be a preschool teacher while she is volunteering her time in the school. She introduces him to her co-workers, some teachers and some teacher's aides like herself. They hear the sound of singing as she points out the preschool. Entering the room, they see a class of very young children, singing "Venezuela es un bello pais" to start their day. He is surprised at how neat and

and clean the children are. Upon inquiry, his guide shows him a row of low taps and sinks. She explains that since the well was put into the community, water for bathing, washing and drinking is available throughout the community. As a little girl steps up and carefully washes her hands, the visitor begins to sense the importance that running water has in Caño Negro. Suddenly there is a commotion in the next room: "Buenos días--Good morning. ¿Cómo está usted--How are you?" It is the loud, rhythmic drilling of an English class. In another classroom, the guest is surprised to see a very old man talking to a class of children. Listening in, he is deeply impressed. An elder, obviously a long-time resident of the area, is telling the class a story of past days in Caño Negro. The guide explains that this is the Barlovento history session, in which students study not only the history of their nation, but also of their unique area. Moving on to a shack next to the school, the visitor meets a class of apprentice carpenters who are building pallets for warehouse storage while they are acquiring skills. Another group is gathered around the community's new tractor, tuning it up while learning tractor repair. The students point out that evening adult classes are held as well, including electricity, plumbing, masonry and nutrition. Adult courses in basic literacy are also offered, and the classes are well attended by those who previously never had a chance for education. A bell announces lunchtime at the community kitchen next door. While the children are lining up, our guest's attention is caught by the school bulletin board on which is posted an issue of the Caño Negro Voice with articles and pictures of recent community events. Next to the paper is an announcement of library hours in a villager's home.

Joining the crowd around the community kitchen for lunch, the guest finds himself in a buffet line with some men of the community. He asks why their hands and clothes are splattered with red dye, and they laughingly relate the story of the onoto industry which presses onoto seeds into food dye. They say they have working extra hours to fill a large order for the Export Marketing Task Force. From across the table a farmer offers to take the guest to the onoto orchard with him after lunch. Pleased with the invitation, our visitor decides in the meantime to explore the village plaza, which he sees just beyond the kitchen. The neat plaza is edged by colorful flowers and surrounded by shade trees and the center is dominated by a statue of Simon Bolívar rising from a glistening fountain. The visitor notices many residents picking up trash and putting it in barrels bearing the community sign. He asks what is happening and discovers that once a week residents get together to do anything the community needs to have done. Last week they had a land clearing day, but today is neighborhood clean-up day. On the far side of the plaza and down a little hill, he notices a large cement-block structure. Approaching the building, he is told that it is the Community Center. One meeting room is occupied by a group of women planning an upcoming community festival. In another, three young men are planning a trip to a neighboring village to tell the Caño Negro story. Going outside, the guest walks up to the plaza to await the farmer. He notices the brightly-painted houses and neat home gardens on the other side of the plaza, and reflects that the community clean-up is doing quite a job. Sidestepping a woman busily

COMMERCE

washing the plaza cement, he meanders over to a small store in the front room of a home. He is amazed at the stock. Not only are the usual dry goods, cold drinks and cigarettes available, but also a wide assortment of foods, hardware, household goods and produce are offered for sale. A woman bustles past him, shopping bag bulging over her arm, and proudly says, "You should have seen this place a while back -- Tapipa was the only place you could shop." Chuckling, the guest heads back to the plaza to meet the farmer.

INDUSTRY

As the farmers and the guest head back through the arch and into a side road, they encounter a group of men and women also going back to work after lunch. They are talking about the new house into which one of them has just moved. They explain that the village has formed the Caño Negro Construction Company, employing the village's most skilled builders, to build the 76 housing units needed in the village. Passing a small factory where clay and cement blocks are made, a young woman remarks, "With this new factory we have enough blocks to build our own homes plus plenty more to export."

AGRICULTURE

As they arrive at the orchard, he notices young onoto and citrus trees planted in straight rows. Present onoto processing is done with seeds bought from other villages, he is told, but these will be ready for their first harvest in another six months. The farmer points out that the ginger being weeded across the road will be ready for harvest and processing sooner. "Would you like to see our vegetable garden?" says the farmer. The visitor is delighted, and they move on down the road to a large plot where corn, peas, green onions, squash, melons and other vegetables are growing. He notices carrots being pulled up. "They're for the community kitchen," he is informed. His attention is attracted by a series of huts over to the side. These, he discovers, are the rabbit hutches and chicken coops. The farmer is proud of Caño Negro's rabbits. "Those kittens were sold even before they were born," he exclaims. They say goodbye, and walking toward the sunset, the guest heads back to the school to catch the shuttle to Tapipa.

SPIRIT

As the visitor leaves Caño Negro, he realizes that he has been most deeply impressed by the people themselves -- a vital, hard working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vigor and surety of the youth and their eagerness to participate in new activities. He senses the pleased look in the farmer's eyes as they see new production in the village. He knows that something profound has happened to the people. He finds it difficult to forget the way they speak of the history and future of Caño Negro. Perhaps he will say that the people displayed a new kind of community spirit. He wonders, "If this can happen in Caño Negro, why not in other communities across Latin America and the rest of the world?"

V

REPLICATION SCHEMES

The Caño Negro Human Development Project is a model project in comprehensive socio-economic development at the rural level. Replication of the project across Latin America might include such initial steps as inviting other interested persons to observe or participate in the current project, sending Caño Negro leaders to other communities to discuss the feasibility of replication, and offering training to those interested in the methods newly utilized in demonstration projects. Already, as Caño Negro takes its first implementation steps, other Latin American communities have expressed a desire for replication in their locales.

LOCAL

Replication of the Human Development Model could be of tremendous significance to rural communities across Latin America as well as throughout the world. Emphasizing, as it does, the move toward local responsibility for initiating social changes, the model could benefit society as a whole by demonstrating a viable approach to rural socio-economic revitalization. It could disseminate methods that encourage wide community participation in decision-making and improve both the number and quality of services available. In order to accomplish such replication, a broad network of support and engagement would be required. This could be supplied by demonstration residents and persons from the public and private sectors. Over the years the Institute has developed a strong, 23-country support base which would greatly facilitate replication.

LATIN AMERICA

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

PERSONNEL

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

FINANCING

VI

SUPPORT SYSTEMS

For many months the Institute of Cultural Affairs surveyed numerous villages within reasonable distance of Caracas in anticipation of establishing a pilot Human Development Project in Venezuela. The village of Caño Negro was finally chosen for several reasons. First, although it is a rural community, it is located only two hours drive from Simon Bolívar International Airport which serves Caracas, thus providing easy access for visitors who wish to see a unique demonstration project in Venezuela. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in collaborating with such a rural development effort. Fourth, the community's location in the Barlovento cacao-raising area symbolic of Venezuela's plantation past, reflects the proud cultural traditions of her rural people. It is fitting that a vision of renewed community for both rural and urban areas should be embodied in such a place. Fifth, and perhaps most important, Caño Negro residents and village leaders are ready to move immediately toward the socio-economic development of Caño Negro.

CAÑO NEGRO

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

STAFF

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

SUPPORT

The Caño Negro Project is one of fifteen local human development efforts initiated over the past eighteen months in consultation with the Institute of Cultural Affairs in Australia, Egypt, India, Indonesia, Kenya, the Marshall Islands, Republic of the Philippines, Republic of Korea, United Kingdom, United States, West Germany and Zambia. The Institute of Cultural Affairs anticipates that the Caño Negro Human Development Project will be of service to Venezuela and Latin America as a whole, as one of many signs already present that local community is being renewed by local people.

CONCLUSION

BUDGET SUMMARY CHART

Fiscal Year 1977

ICA Consultants

Key: 1.0=\$1,000

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Early Learning Center	7.65	3.00	6.00	-	3.10	-	19.75
2 Basic Education Institute	8.30	2.25	3.00	-	.40	.25	14.20
3 Life Skills Academy	2.50	2.25	3.00	-	.40	-	8.15
4 Inclusive Health Clinic	1.75	2.25	3.00	-	5.40	.10	12.50
5 Preventive Medicine System	6.05	2.25	3.00	-	3.05	.10	14.45
6 Caño Negro Identity Project	1.70	1.50	3.00	-	1.55	-	7.75
7 Support Service Network	19.85	4.50	3.00	-	.70	-	28.05
8 Public Works Corps	5.30	7.50	3.00	.50	1.15	-	17.45
9 Agricultural Export Corporation	32.25	4.50	3.00	-	1.50	.50	41.75
10 Village Gardens Association	2.60	2.25	3.00	-	1.50	.10	9.45
11 General Construction Company	31.90	6.00	3.00	.50	11.15	-	52.55
12 Local Commercial Enterprise	10.70	3.00	3.00	-	1.60	.50	18.80
13 Small Industry Complex	7.25	7.50	3.00	-	2.10	-	19.85
Total	137.80	48.75	42.00	1.00	33.60	1.55	264.70

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.0=\$1,000

years programs	I	II	III	IV	Total Cost
	FY 1977	FY 1978	FY 1979	FY 1980	
1 Early Learning Center	19.75	6.75	4.70	1.75	32.95
2 Basic Education Institute	14.20	5.80	1.90	1.50	23.40
3 Life Skills Academy	8.15	5.90	5.40	2.30	21.75
4 Inclusive Health Clinic	12.50	7.70	5.30	3.75	29.25
5 Preventive Medicine System	14.45	6.25	4.10	2.30	27.10
6 Caño Negro Identity Project	7.75	4.15	3.45	3.30	18.65
7 Support Service Network	28.05	6.10	4.55	4.55	43.25
8 Public Works Corps	17.45	12.70	8.85	7.60	46.60
9 Agricultural Export Corporation	41.75	10.70	8.20	5.25	65.90
10 Village Gardens Association	9.45	6.60	4.85	2.25	23.15
11 General Construction Company	52.55	45.35	44.30	10.80	153.00
12 Local Commercial Enterprise	18.80	8.00	4.50	1.50	32.80
13 Small Industry Complex	19.85	13.95	9.70	6.20	49.70
Total	264.70	139.95	109.80	53.05	567.50

PROJECT FUNDING FLOW CHART

toward local self-sufficiency

Key: 1.0 = \$1,000

ICA Consultants

items	years				Four Year Totals			
	year one	year two	year three	year four				
Monies Injected and Stimulated	Outside Monies	Public Sector	Local	37.68	14.13	19.78	-----	71.59
		Private Sector	National	45.21	11.31	9.89	-----	66.41
			Individual	66.31	38.16	-----	-----	104.47
			Corporate	99.46	38.17	-----	-----	137.63
	Total			248.66	101.77	29.67	-----	380.10
	Community Monies	Monies Contributed	Cash	.67	3.18	10.68	8.84	23.37
			Inkind	3.34	6.36	16.03	8.84	34.57
		Loans Assumed	Current	2.41	28.64	53.42	35.37	119.84
			Long Term	9.62	-----	-----	-----	9.62
	Total			16.04	38.18	80.13	53.05	187.40
Total Monies			264.70	139.95	109.80	53.05	567.50	
Community Income Development	Community Annual Earnings	24.94	49.88	74.82				
	Family Annual Earnings	.58	1.16	1.74				

Year	Month	Day	Time	Location	Event	Notes
1980	Jan	15	10:00	City Hall	Meeting	Initial planning
1980	Feb	20	14:00	City Hall	Meeting	Review progress
1980	Mar	10	10:00	City Hall	Meeting	Final decisions
1980	Apr	05	10:00	City Hall	Meeting	Implementation start
1980	May	20	10:00	City Hall	Meeting	Review progress
1980	Jun	15	10:00	City Hall	Meeting	Final review
1980	Jul	10	10:00	City Hall	Meeting	Project completion
1980	Aug	05	10:00	City Hall	Meeting	Post-project review
1980	Sep	01	10:00	City Hall	Meeting	Final report

The following information was obtained from the records of the City of Chicago, Illinois, regarding the project described above. The information was obtained from the records of the City of Chicago, Illinois, regarding the project described above.

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