

SUNGAI LUI
HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT

April 1977

SUNGAI LUI HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

I. The Operating Vision

II. The Underlying Contradictions

III. The Practical Proposals

IV. The Tactical Systems

V. The Actuating Programmes

Epilogue

This is a publication summarising the
Sungai Lui Human Development Project Consultation
which took place in
Sungai Lui, Ulu Langat, Selangor, Malaysia
3-9 April, 1977
organized by
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consultants

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PROLEGOMENA

I

THE LOCATION

The Sungai Lui Human Development Consultation was the initiating step of a comprehensive demonstration project by the people of Sungai Lui. Sungai Lui is located 21 miles from Kuala Lumpur along a paved road, and is situated in a valley surrounded by high jungle-clad mountains and rubber small holdings. It has an abundance of fruit trees and is dotted with coconut palms. At the east end a waterfall roars down vertical rock slopes. The Sungai Lui Human Development Project is a corporate effort involving both social and economic development. The project was begun by residents and concerned citizens of greater Kuala Lumpur with the knowledge and encouragement of public officials and business leaders. The consultation drew upon the current intentions of Sungai Lui people to strengthen their support base, revitalise village engagement and institute practical training. This project is seen as a demonstration of practical methods which are applicable to any rural community in Malaysia and, therefore, reduplicable elsewhere.

Malaysia is a multi-cultural nation of thirteen million at the crossroads of Southeast Asia. It is situated on both sides of the South China Sea in the southern Malay Peninsula and the northern third of Kalimantan (Borneo). Malaysia's economy was built on its exports of rubber, tin, oil palm and hard woods. For centuries, the tropical climate, abundant rain and fertile soil have provided a strong agricultural base for village life. The nation is an Islamic state with large proportions of Chinese and Indians in the urban areas. In its external relationships, Malaysia is one of the five nations in ASEAN, the Association of Southeast Asian Nations, a group which fosters trade and co-operation among its members in a similar fashion to the European Common Market. Malaysia has shown a maturity and moderation in foreign affairs ever since becoming independent in 1957, which is a sign of credit to the leadership as well as to the people. In fact, in an area of the world embroiled in ideological tensions, Malaysia has achieved stability, national purpose and a growing prosperity. The focus of nation building, as articulated in the Third Five Year Plan, has been rural development, eradication of poverty, national unity and an equitable distribution of wealth

within the free enterprise system. Government projects have extended services such as electricity, water, schools and roads to a large proportion of the rural sector. Self-help projects (Gotong Royong) have been encouraged as a way of local participation in national development. Utilisation of the tremendous agricultural potential is being encouraged through improved methods of rubber-tapping, intercropping, marketing systems and co-operatives to ensure that all small-holders can have an adequate income. The Human Development Project now being initiated coincides with the aims of rural development as recommended in the Third Malaysia Plan.

Inland from the west coast of the Malay Peninsula lies the capital city of Kuala Lumpur. The undulating hillside surrounding it has been periodically cleared of dense rain forest to cultivate rubber and oil palm. There are numerous Malay kampungs where people eke a subsistence living from padi cultivation and fishing. The determining resource of Kuala Lumpur, however, has been the rich tin mine deposits located at the confluence of the Gombak and Kelang Rivers. Kuala Lumpur emerged as a settlement when the Chinese opened these mines in the latter part of the 19th century and used the settlement as the delivery point for bringing supplies to the miners. Rubber cultivation was introduced into the area somewhat later and large numbers of Indians came to work on the plantations and in the necessary auxiliary public works. This was the period of the heaviest European influence. Through the centuries Kuala Lumpur has been influenced by many cultures and ethnic groups. The architecture reveals the lasting influence of Moorish, Chinese, British, Malay and modern international design, though the majority of the 800,000 people who live in Kuala Lumpur today are Malays, Chinese and Indians. The industrial development since World War II and particularly since Independence has made Kuala Lumpur a centre of expertise for the ASEAN nations and has brought about a startling change in the landscape of the city as high rises and superhighways appear throughout. Kuala Lumpur has increased its roles as industrial and commercial centre of the nation by being declared as a Federal Territory with administrative facilities separate from the State of Selangor. Kuala Lumpur today is a thriving centre where business and commerce merge with the cultural admixture which make it an ideal location for tourists.

KUALA LUMPUR

In contrast to the cultural crossroads of Kuala Lumpur, Sungai Lui is representative of a typical Malay community. Families originally travelled from central Sumatra in the early part of the 20th century to settle on farmlands in the area. They brought with them their Kerinci dialect and the easy-going warmth of their culture, along with their strong Muslim faith. Sungai Lui is named after one of many streams flowing through the valley: Sungai means river, and Lui is the name of an ancient aboriginal

SUNGAI LUI

SUNGAI LUI

chief of the area. In the 1950's national security made necessary relocation of many isolated houses into a more tightly clustered community known as Kampung Masjid on the paved road. Kampung Bahru, also in the Sungai Lui area, was moved in the early 1960's so that a school compound could be built. The people of the kampungs still tell how they moved their wooden houses on poles to the new location where the government had built a series of paved roads. At the entrance to the project area is Kampung Tanjong Pauh. Stretching from Sungai Lui into the surrounding hills are thousands of rubber trees planted 40 years ago, which the residents tap regularly for a small monthly income. Men, women and children can be seen chopping the many varieties of bamboo to make products for outside markets. Recently forty-seven families began to work together on a fish pond project in an abandoned tin mine. Agriculture is an integral part of the community and is stressed in the local primary school where top honours were won recently for their demonstration garden plot. But as a high percentage of younger residents are employed outside the village, attention has been drawn away from traditional farming and many areas are left uncultivated. Fuller utilisation of the land is one of the present challenges to wider economic growth and fuller development of the entire community of Sungai Lui.

BASELINE

Sungai Lui extends from the nineteenth to twenty-third milestones from Kuala Lumpur on a secondary road from the main highway running through the Ulu Langat District. Bounded on the north and south by the Ulu Langat Forest Reserve, the project area is approximately three miles by one and one-half miles. Its 232 households are sheltered in wooden houses clustered along the road which is paved to the eastern edge of the village. Within this area the three kampungs: Tanjong Pauh, Kampung Masjid and Kampung Bahru, function under two headmen and one village council. These kampungs have basic services such as a primary school for 174 children, a mosque, two community centres, eight provision stores and coffee shops, a midwife clinic, and bus and taxi services to Kuala Lumpur. Electricity extends from Kuala Lumpur to fifty percent of the homes of Sungai Lui and both city and local water systems supply the village through a few strong-flowing public taps. The river water is used for bathing and washing dishes and clothes. Telephone services and a shopping centre are located three miles away at the eighteenth mile settlement. The average income of Sungai Lui households is Malaysian \$210 a month. The residents are mainly small holders with three to four acres of land which provides partial support to kampung families. At least 33% of the employable adults work outside the village in varied occupations, some as teachers, military employees, and taxi drivers and many factory workers. There is a preponderance of tapped and neglected rubber trees and some fruit trees in the valley, many going untended and taken over by undergrowth. The people are industrious, rising early to cut bamboo, tap rubber, tend fruit trees and vegetables

or board the bus to work outside the area, many combining two or more working situations to sustain their households. In the evenings, people are seen talking or watching television around the shops or in groups, bathing and washing clothes in the river. Their homes are built on five to six foot stilts and the people can be seen, day and night working under the houses cutting bamboo sticks or weaving mats. As most local transportation is by bicycle or motorbike, the rubber, bamboo and other jungle resources are basically sold through middlemen who freight the goods to outside markets. In brief, the industriousness of the people, coupled with the wealth of natural resources, provides a stable and viable, though underdeveloped, base for the economy of Sungai Lui.

II

THE CONSULTATION

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. The ICA, for fifteen years a programme division of the Ecumenical Institute, was formally incorporated as a separate yet coordinate group in 1973. The Institute of Cultural Affairs is a not-for-profit tax-exempt corporation chartered in the state of Illinois. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 24 nations. The ICA, convinced that effective human development must be initiated at the local level, is engaged in planning and implementing 20 community development projects in various parts of the world. The Institute's programmes around the world are supported by grants, gifts and contributions from governmental departments and agencies on national, state and municipal levels, and from private foundations, corporations, trusts and concerned individuals.

AGENT

The Institute of Cultural Affairs has been active in Malaysia since 1974. Its emphasis for the first two years was training in management and community development skills. It has taught several LENS (Living Effectively in the New Society) courses for top management executives and one for top-level government officials through INTAN, the Institute of Public Administration, the leading government training institute in Malaysia. The Institute of Cultural Affairs' International Training Institute has provided training in leadership and community organisation. In the last year, the ICA's emphasis has shifted from training to practical demonstration. In 1976 a group of graduates along with the international staff began the research needed to locate a site for a pilot project which would demonstrate a comprehensive approach to community development. After giving serious

ORIGIN

consideration to possible sites in all of the states of Malaysia, the Sungai Lui area was chosen. Because it is relatively isolated, has a low income level and is representative of rubber and rice small-holdings, it can serve as a demonstration of self-support. Sungai Lui stands on the verge of substantial development and typifies many villages unsure of how to progress. The residents and local leadership of Sungai Lui demonstrated much enthusiasm for holding the project and invited the ICA staff to take up residence in the village and hold the consult. Their enthusiasm and the support of government agencies and officials helped the Institute to decide upon Sungai Lui for the Human Development Project site.

The Consult took place in Sungai Lui from April third to ninth, 1977. The team of consultants numbered 503. Of these 423 were from the village. Over 445 residents were directly involved in the Consult by providing vital information in all aspects of Sungai Lui life. Non-resident consultants represented seven countries including Australia, Singapore, Indonesia, United Kingdom, Canada, Japan, and United States. The visiting consultants represented both the private and local sectors in areas such as agricultural economy and research, housing and construction, health care, early childhood education, language arts and graphics design. Local residents were represented in areas such as rubber tapping, transportation, padi farming, education, labouring, storekeeping, gardening and bamboo cutting. Many housewives and students were represented in the Sungai Lui Consult. Representatives from the public and private sectors participated vigorously in the areas of health, sanitation, water and education. Business representatives included experts in the areas of industrial public relations, market research, banking, administration, rubber research and computer programming. A total of 935 participants visited the Consult during the week. Many pledged their assistance and support in vital areas of Sungai Lui development.

PARTICIPANTS

This diversified group of consultants acted as a unified research unit using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Sungai Lui. Second, they discerned the Underlying Contradictions blocking the realisation 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 realised. Finally, they discerned the necessary Programmes which would allow the application of the Tactical Systems. The aim of this design was to release the citizens of Sungai Lui to create the content of their project and to empower its impact upon the village.

DESIGN

The Sungai Lui Human Development Project demonstrated the willingness, enthusiasm and co-operation of the local residents. Villagers participated in ever-increasing numbers. There were

IMPACT

three waves of attendance: a small one in the early morning, another wave at two o'clock after the women returned from a morning of tapping rubber, and another large wave after seven o'clock when labourers, housewives and outside workers returned to the village. The villagers were reluctant to go home at night after the sessions had ended and groups of women stayed late, walking home in the dark with their flashlights. Local town councilmen and elders escorted consultants through the kampungs and adjoining farmlands and to the waterfall where their homes had been before the relocation. One local shopkeeper compiled a list of one hundred women who were eager to volunteer to begin the tailoring industry. The sign-up sheet for parents wanting their children to attend kindergarten was soon filled up. Eager to discuss their needs and open to suggested recommendations, the villagers began to see that change was imminent. One grateful villager said, "Once this village was showered with stones, now we are being showered with gold." The presence of consultants from near and far had a profound effect upon the villagers. "Why did you travel so far to come to our village?", they asked a successful, retired farmer from the USA. They were equally surprised when a secondary school teacher volunteered to teach drama to the youth and a timber supervisor volunteered to come on weekends to train villagers in the use of carpentry tools. Eight villagers from the Kelapa Dua Human Development Project were key to releasing some of the fears regarding the practicality of the programmes. They were paid a great tribute when a large crowd gathered to send them off at the final celebration and a local councilman came forward to say, "I am grateful from the heart!" But the visitors and consultants in Sungai Lui not only injected fresh hope and new ideas, they were also visibly impacted by the village and the villagers. The excitement for all reached a peak at the closing when residents and guests alike created verse after verse of a song to a popular folk tune, claiming promises for the future of Sungai Lui.

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programmes reported in this document. First, this will involve the ongoing meeting of the local leaders, the Sungai Lui residents who participated in the Consult and other interested people of the community to plan the programmes' implementaries. Second, the initiation of special training sessions for local residents who will bear the responsibility for major aspects of the project will be needed, as well as the building of an inclusive community consensus concerning all aspects of the project. Third, project initiation will require continuing and expanding relations with the public sector. It will also be necessary to develop support systems in the private arenas with the business community of Kuala Lumpur and with professional and business contacts beyond the city. Finally, project initiation requires that a catalytic staff reside in the community to begin training and building incentive that will raise a community-wide sign.

III

THE PRESUPPOSITIONS

Virtually any local community contains the elements required for a Human Development Project. In the past twenty years, the work of the Institute of Cultural Affairs in rural villages, urban neighbourhoods, and suburban towns across the globe has confirmed the fact that wherever there is 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 the understanding that the project is a demonstration of comprehensive development in any local community. A project site has maximum demonstration potential when it is accessible.

FORMATION

The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterised by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatises 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 emphasised at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the project across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

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

some instances by soliciting special cash grants and donations in-kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by locally producing as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the community, district, 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 catalyse community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilising community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project. Thus, they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the co-ordinated 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 its specific parts. Second, the widespread participation of community residents in the implementation of all the programmes 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 agents which oversee the social and economic development programmes are

required to ensure the co-ordination and direction of all implementation efforts in a unified thrust. Such agents can take many forms but always represent a cross-section of the whole community thereby building the co-operation vital to effective results in every programme arena within a period of six to twelve months. Fifth, although the acceleration and stabilisation of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

The Consultation Summary Statement is the tangible product of the Consult. It is designed to reflect and interpret the research findings. The Prolegomena, or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in five major sections the five phases or methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the residents of Sungai Lui live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development in the community. The third reports the Practical Proposals which serve as a model for future operation in light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programmes which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of project funding, phasing designs, staff requirements and replication possibilities and procedures.

DOCUMENT

This summary report is intended to be a highly practical tool. It summarises the results of the research which involved the people of Sungai Lui in creatively focusing their efforts and concerns on the task of reshaping their village. As such, the document symbolises the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process

PRACTICALITY

of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally, the document serves as a handbook for all those who will work in Sungai Lui to supplement the project and as a guide to those who may replicate the Human Development Project elsewhere.

THE APPLICATION

The Consultation Summary Statement is the tangible product of the Consult. It is designed to reflect and interpret the research findings. The Programme, or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in five major sections the five phases or methodological steps which shaped the design of the five days. The first section describes the operating vision out of which the residents of Sungai Lui live. The second section is concerned with the underlying conceptualization which locates the major determinants to human development in the community. The third reports the practical proposals which serve as a model for future operation in light of the discussed contradictions. The fourth describes the technical systems which detail the practical action necessary to initiate social change. The fifth sets forth the assisting programmes which form the basis and strengthening mechanisms all aspects of the social and economic development plan. The fifth section then addresses the issues of project funding, planning, design, staff requirements and replication possibilities and procedures.

DOCUMENT

This summary report is intended to be a highly practical tool. It summarizes the results of the research which involved the people of Sungai Lui in creatively locating their efforts and concerns on the task of managing their village. As such, the document synthesizes the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the intensive need for project action. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community transformation. The opening paragraphs in each section explain the intent and the process

PRACTICALITY

PART ONE

THE OPERATING VISION

I

VISION

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

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent a whole day in the field becoming generally familiar with the community. In addition to an overall survey, each team was assigned to investigate closely a specific aspect of community life: agriculture, business and industry, services, social development or education. The teams covered the entire village, conversed informally with local residents, visited the land holdings and surrounding countryside, surveyed community facilities and were hosted by local residents in their homes. Through these activities, consultants were directly or indirectly in contact with almost all of the local residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and dreams of the community as discerned by the consultants. Finally, the 109 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational objective form to the Operating Vision that exists in the understanding of the people of Sungai Lui. It was in relationship to this model that the Underlying Contradictions could be discerned in the next phase of the consultation.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major categories indicate the over-arching dimensions of the future vision of Sungai Lui's residents. Section A entitled "Strengthening Support Base" reveals the villagers' longing to again have a thriving community with a broad base of support. Section B, entitled "Revitalising Village Engagement" reflects the community's desire to re-establish the village as a place providing employment opportunities, basic services and community life necessary for full participation in today's society. Section C, entitled "Instituting Practical Training" reveals the people's desire to have comprehensive training and education in order to allow all residents to participate effectively in the full potential of Sungai Lui and Malaysia. The chart is further divided into seven master categories within which are 31 components. Each component is subdivided into four aspects, totally 124 items, each representing a specific dimension of the community's Operating Vision. Two of the seven major categories deal with sustaining the base of the local economy: Local Businesses and Commercial Agriculture. Three others deal with local structures: Employment Industries, Basic Services and Community Identity. The final two focus on needed training: Vocational Skills and Formal Education.

SUSTENANCE

A major theme emerging in the Operating Vision of the people of Sungai Lui is the desire of the community to strengthen the support base in order to increase income from existing occupations in the village and to expand the economic services available to residents. Co-operative ventures would include corporate purchasing for a greater variety of commodities, contracts for direct marketing and other export outlets. Sungai Lui residents desire to establish a co-operative sundries store as well as to expand small businesses. In the arena of agriculture, many older residents remember when their rice production was high, and hope that rice and other food crops such as garden vegetables and maize will be grown. They also anticipate increasing their rubber yields and the production of meat, poultry and fish. To carry out these ventures, the residents want to reactivate the village's irrigation system and to provide community tractors and farm implements, which would be arranged through a farm co-operative.

ENGAGEMENT

The people of Sungai Lui long to see the revitalization of engagement within their village. They desire to see small local industries initiated which will expand employment opportunities within the community by processing local fruit, making clothing for outside markets, processing rubber, making bamboo handicrafts and opening a small industrial estate. Their vision for basic services is to make use of the abundant available clean water and to improve sanitation and health facilities. They desire to expand

their transportation system and to install a telephone for communication outside the village. They are concerned with renovating housing within the community, extending access routes to the padi fields and repairing bridges. Lastly, they are keen to introduce organised sports and begin beautification of the community with emphasis on involvement of youth in these ventures.

TRAINING

The final arena in the Operating Vision is practical training for adults, youth and children with major emphasis on the area of vocational skills. The women expressed their eagerness to be trained in agriculture, sewing and tailoring, handicrafts and domestic skills. The men want training in agricultural techniques, industrial and technical skills, business management and all aspects of maintenance and repairs. The residents recognise the value of present formal educational structures in the community and desire to broaden and deepen these efforts. They would like to have a means of cheaply transporting students to the district secondary school and tutoring students for crucial exams. They also voiced their wish for early educational programmes such as an organised kindergarten with locally trained teachers.

OPERATING VISION CHART

April 1977
Consult

ICA Consultants

A Summary of the Existing Operational Vision of the People of Sungai Lui

Plate 1

A — toward STRENGTHENING SUPPORT BASE economic foundations				B — toward REVITALISING VILLAGE ENGAGEMENT local structures				C — toward INSTITUTING PRACTICAL TRAINING social resources						
LOCAL BUSINESSES I		COMMERCIAL AGRICULTURE II		EMPLOYMENT INDUSTRIES III		BASIC SERVICES IV		COMMUNITY IDENTITY V		VOCATIONAL SKILLS VI		FORMAL EDUCATION VII		
forming MARKETING CO-OPERATIVE	Direct Markets	acquiring FARM EQUIPMENT	Community Tractors	Introducing FOOD PRESERVING	Dried Fruit	supplying DOMESTIC WATER	Drinking Water	renovating VILLAGE HOUSING	Spacious Surroundings	training VILLAGE WOMEN	Home Skills	augmenting VILLAGE SCHOOLING	Secondary School	
	Export Outlet		Farm Implements		Canned Jams		Storage Tanks		Plot Ownership		Tailoring Classes		Extra-curricular Tutorials	
	Commodity Variety	Earth-Moving Machinery	Fruit Juices	Distribution System	Village Relocation	Nutrition Instruction	Expanded Curriculum							
		Corporate Purchasing	Fruit Trees	Local Chutney	Public Taps	Modern Homes		Parental Education	Exam Preparation					
expanding SMALL BUSINESSES	Village Barber	diversifying FOOD CROPS	Garden Vegetables	localising RUBBER PROCESSING	Wood Utilisation	improving SANITATION FACILITIES	Drainage System	expanding ACCESS ROUTES		Outlying Fields	learning BUSINESS METHODS	Office Procedure	providing EARLY LEARNING	Adequate Facilities
			Padi Cultivation		Cottage Industries		Village Laundry		Jungle Pathways	Business Organisation		Imaginal Curriculum		
			Maize Fields		Foam Rubber		Home Toilets		Extended Roads	Secretarial Training				
			Cattle Breeding		Paper Production		Public Latrines		Repaired Bridges	Finance Management		enlarging ADULT LITERACY		
	Sundry Stores	Introducing MEAT PRODUCTION	Poultry Raising	establishing CLOTHING PRODUCTION	Sewing Classes	installing PUBLIC TELEPHONE	Central Access	structuring COMMUNITY ACTIVITIES	Waterfall Park	equipping LOCAL CRAFTSMEN	Sewing Centre		Organised Kindergarten	
			Animal Pens		Women's Employment		Co-operative Upkeep		Entertainment Functions		Formal Training	Exam Preparation		
			Fish Ponds		School Uniforms		Inter-village Messages		Village Plan		Marketable Carpentry			Expanded Curriculum
			Power Pumps		Clothing Outlet		Emergency Alarm		Village Library		Bamboo Products	Exam Preparation		
	Home Furniture	reactivating IRRIGATION SYSTEM	Restored Canals	manufacturing WOOD PRODUCTS	Construction Skills	extending TRANSPORTATION NETWORK	Taxi Availability	engaging YOUTH PARTICIPATION	Structured Recreation	increasing MECHANICAL PROWESS	Equipment Repair		Organised Kindergarten	
			Expanded Utilisation		Bamboo Handicrafts		Additional Buses		Beautification Projects		Car Maintenance	Adequate Facilities		
			Rubber Yield		Local Artifacts		School Transport		Local Employment		Motorcycle Upkeep			Adequate Facilities
			Fertilizer Subsidies		Small Furniture		Reduced Rates		Farm Machinery		Farm Machinery	Adequate Facilities		
Intensive Tapping	opening INDUSTRIAL ESTATE	Balanced Diet	launching FARM CO-OPERATIVE	Women's Training	acquiring PUBLIC AMENITIES	Sporting Activities	enlarging ADULT LITERACY	Rubber Processing	Teacher Training					
Weed Control		Local Employment		Basic First-aid		Strengthening Village Identity		Animal Husbandry		Teacher Training				
Comprehensive Cultivation		Well-paid Jobs		Dental Care		Road Construction		Teaching Tools			Teacher Training			
Equipment Pool		Factory Machinery		Emergency Services		Community Hall		Citizenship Information		Teacher Training				
Seed Acquisition	Site Establishment		Sports Facility	English Instruction	Teacher Training									
Animal Care				Additional Malay		Teacher Training								

PART TWO

THE UNDERLYING CONTRADICTIONS

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

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the Vision. In this way, the values of both comprehensiveness and depth were held in the team's overall analysis. Keeping in mind the profound trends of history which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants as revealed by the field visits in order to identify the objective deterrents to the Practical Vision. Upon returning from the field each team listed its data and built a prioritised list of blocks to the total vision. The 133 pieces of data were then organised into a comprehensive set of ten Underlying Contradictions facing the people of Sungai Lui.

RESULTS

As the accompanying chart (Plate 2) indicates, ten foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. These contradictions are prioritised by the number of deterrents under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritising is not the only criterion for discerning the major contradictions to the operating vision, but it is an informative step and, therefore, important 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 over-arching groups of contradictions. The first contradiction stands alone with 31 responses or 23 percent of the 133 separate items on the whole chart. The next three columns (II, III, and IV) total 55 responses or 41 percent of the total chart. The next two contradictions (V and VI) combined drew 19 percent of the total response, and the last four columns (VII, VIII, IX and X) taken together accounted for 17 percent of the total. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first column underlines the necessity to provide practical training in every aspect of modern living so that the villagers of Sungai Lui may take advantage of the tremendous opportunities that surround them in Malaysia today. The second grouping stresses the necessity to restore village life as a cohesive community yet with full participation in the complex international milieu of Southeast Asia. The third grouping highlights the necessity to fully and wisely utilise the natural and human resources of the village and the fourth grouping points out the need to intentionalise every aspect of village life in terms of the long-range desires and vision of the villagers. The entire set of ten contradictions provides a basis for creating practical proposals.

UNDERLYING CONTRADICTIONS CHART

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Plate 2

I THE NARROW SCOPE OF PRACTICAL TRAINING IN SUNGAI LUI	II THE DIMINISHING ENGAGEMENT OF VILLAGE PARTICIPATION IN SUNGAI LUI	III THE FRAGMENTED DEVELOPMENT OF BASIC SERVICES IN SUNGAI LUI	IV THE UNOPENED CHANNELS OF FINANCIAL CAPITAL IN SUNGAI LUI	V THE UNSTABLE PATTERN OF EMPLOYMENT OPPORTUNITIES IN SUNGAI LUI	VI THE UNDERDEVELOPED USAGE OF LOCAL RESOURCES IN SUNGAI LUI	VII THE SUBSISTENCE APPROACH TO MODERN ECONOMY IN SUNGAI LUI	VIII THE UNFOCUSED DIRECTION OF VILLAGE YOUTH IN SUNGAI LUI	IX THE UNREALIZED POTENTIAL OF VILLAGE PRODUCTS IN SUNGAI LUI	X THE LIMITED ACCESS TO EDUCATIONAL RESOURCES IN SUNGAI LUI
Minimal Skills Training Outside Expertise Dependence Infrequent Expertise Access Limited Functional Skills Unstaffed Supplementary Education No Kindergarten Teacher Unavailable Qualified Volunteers No Carpentry Teacher Unavailable Mechanics Teacher Undesignated Women's Class-time Unstructured Child Care Unplanned Road Maintenance Undeveloped Packaging Skills Limited Construction Knowledge Unknown Rubber-Industry Techniques Unplanned Cattle Raising Untrained Machine Operators Unknown Crop Techniques Unutilized Collective Purchasing Inaccessible Commercial Education Uncomprehensive Market Surveys Undeveloped Marketing Acumen Unprofitable Market Schemes Ineffective Business Systems Untapped Public Tenders Unrealized Sales Ability Unawakened Business Potential Untrained Business Managers Infrequent Health Education Unintegrated Nutrition Education Unvaried Cooking Demonstrations	Decreasing village Engagement Unsustained Community Projects Limited Community Work-Time Sporadic Short-Term Projects Unsuccessful Business Ventures Past Business Failures Unarticulated Community Spirit Unsystematic Village Plans Irregular Attendance Expected Unpracticed Bahasa Malaysia Presumed Man-power Shortage Increasing Urban Migration Decreasing Agricultural Interest Uncertain Crop Market Restricted Land Acquisition Unattended Inherited Lands Few Manufacturing Skills Uncertain Skills Benefits Inadequate Work Incentives Limited Fringe Benefits Middle-man Practices Unstructured Study Habits	Unmanageable Urban Services Undue Outside Dependency Unserviced Land Areas No Telephone Communications No Street Lights Unsanitary Toilet System Infrequent Plumbing Repairs Polluted River Water Obsolete Water Distribution Insufficient Water Delivery Unreliable Electrical Power Unavailable Training Vehicles Unacquired Heavy Equipment Inadequate Farming Tools Insufficient Pond Machinery Transport Licenses Scarcity Undeveloped Marketing Channels Minimal Local Transportation	Unaccumulated Local Capital Restricted Capital Channels Limited Available Capital Monopolised Public Bus Locally Manufacturing Equipment Increased Construction Costs Unshared Local Expertise Unavailable Business Credit Non-functional Credit Systems Inadequate Family Budgeting Undeveloped Public Tenders Delayed Public Assistance Unexplored Sub-contract Possibilities Unattractive Investment Potential No Youth Centre	Minimal Employment Opportunities Inequitable Female Employment Confining Residency Patterns Constraining Employment Location Tuition Fees Inequitable Land Taxation Poor Rubber Returns Unpracticed Rubber Improvement Uneconomical Practical Skills Depleted Labor Force Irregular Income Base Small Business Base	Underutilized Local Resources Underdeveloped Available Land Isolated Cultivated Land Excessive Food Costs Unused Food Resources Unconfined Animal Foraging Protein Supply Insufficient Food Raising Reduced Latex Yield Unkept Rubber Plantations Unexploited Rubber Trees Unnegotiated Industrial Locations	Quick Money Mindset Low Housing Priority Inadequate Business Budgeting Limiting Subistence Living No Flood Control Unavailable Modern Machinery Inappropriate Farming Methods	Unproductive After-school Time Unsupervised Study Time Poor Examination Preparation Insufficient Student Guidance Undesignated Training Space Unapparent Language Benefits	Unrecognized Craft Market Undiversified Product Lines Unprocessed Export Goods Unpreserved Seasonal Crops Unutilized Agricultural By-products	Inaccessible Teaching Tools Insufficient Reading Material Carpentry Tools Shortage Few Kindergarten Materials Expensive Secondary Education
31	22	18	15	12	12	7	6	5	5

CONTRADICTION I

The Narrow Scope of Practical Training

The first contradiction lies in the arena of practical training. New educational forms are being called forth in the 20th Century by the continuing development and specialisation of commerce and industry. The increased acquisition of technical expertise and functional skills not included in formal education has become critical. Sungai Lui has been exposed to recent technological and mechanical advances which will again allow rubber tapping, crop production and small businesses to be productive means of self-support. However, the village finds itself without specially qualified teachers for these particular skills. The existing industries are overly dependent on outside expertise to do crucial jobs. The high cost of travel and the pressure of daily time demands make it virtually impossible for working adults or unemployed youth to obtain these skills elsewhere. Modern cropping methods, rubber industry techniques, cattle raising, packaging of produced goods and the operation of farm and road machinery are but a few of the skills village people know they need in order to improve their income and living standards. Mothers cannot take advantage of home skills training because child care leaves them little available time. The advantages of the urban life style seem beyond reach unless the family moves into the city where social agencies and practical training are available. The considerable business potential of the community, due to its proximity to urban transportation arteries and the natural products of the land, is just beginning to be known to the people. The difficulty comes in being able to see how residents can develop the kind of modern business systems, marketing expertise, management skills and sales ability that commercial education affords today. Unless broad and comprehensive practical skills can be effectively acquired and utilised by the people of Sungai Lui the total economic growth of the community will decline and they will be unable to effectively participate in the broader national development.

CONTRADICTION II

Diminishing Engagement of Village Participation

The second contradiction lies in the arena of engagement in village life. Local people across the world have become increasingly aware of their role in corporately determining the future development of their own communities. Sungai Lui, like other rural areas in Malaysia, is experiencing the benefits of electricity, public transportation, television, modern equipment and government projects done by and for urban centres. At the same time, it experiences the dislocation of rapid social change as its own workforce is drawn toward the cities. The land, rich with possibility,

is used only to supplement family income, or not used at all because of absentee ownership. It is understandable that people want to go outside to work. In agriculture there are limited fringe benefits, little assurance of enough income for self-support, and hard work saps the strength of those working the land. But the time taken going to and from outside work prevents participation in the life of the village. This limitation on community time has resulted in short-term and sporadic village projects in the past. Those who remain in the village have made attempts to build the local economy through commercial ventures, but these projects have failed to be sustained. Projects have not had the continued expertise to accelerate development and gain enough momentum for success. In spite of this, a good number of underemployed adults in the village are available for community work. Increasingly, the story that life is better somewhere else makes it more difficult to see the benefits derived from pouring energy into the improvement of Sungai Lui. Gradually, community spirit is diminishing leaving each family or individual to care for his own interest. Only when every resident sees the possibility of responsibly rebuilding community will Sungai Lui take its place as a vital social entity.

CONTRADICTION III

Fragmented Development of Basic Services

The third contradiction focuses on the development of basic services. In a time when water, lights, telephone and public transportation are essential elements in a developed economy, Malaysia has extended these utilities with amazing speed. At present, Sungai Lui has received electrical power, piped water and bus services. While most houses have electricity and many of the accessories it allows, the power often fails in wet weather. Kampung life is secure and lighting is mostly inside the buildings making the area unattractive to tourists at night or to larger business investments. The piped water goes into the village as far as Kampung Masjid with a few one-inch pipes to several homes and the prayer house in Kampung Bahru. Low pressure causes the toilets that are located in the village to be unserviceable, making it necessary to resort to the river for sanitary needs. Pollution of the river has not reached crisis proportions as yet since the population is small at the present time, and generally, it is a clean village, free of pollution odours. The bus service is ample though crowded in the morning, but insufficient in the afternoon and on weekends. At times the schedule is uncertain. This, coupled with the total absence of a telephone in the village, reinforces the sense of isolation. Increasingly, the village residents have resolved to secure these services by seeking assistance through the appropriate channels. The complexity of the procedures involved and the financial costs have combined to produce

a growing sense of helplessness and decreasing interest in looking after village affairs. Until Sungai Lui obtains a full range of basic services, economic and social development will be unnecessarily stifled.

CONTRADICTION IV

Unopened Channels of Financial Capital

The fourth contradiction centers on the availability of capital in the village. With the emergence of a global economy, every community is confronted with the necessity of operating on a credit economy with means of financing both immediate and long-range enterprises. Since its founding in the early years of this century, Sungai Lui has been marked by the industriousness and pride of its residents. Strong traditions and family ties have kept people living in the village even though their source of livelihood is far away and shows little promise of advancement. Although the people try hard to maintain an adequate income, the high cost of transportation, the necessity of paying cash and ineffective family budgeting have made it difficult for families to accumulate capital for local industry or to purchase farm equipment. Though government offices offer many services, they are often not known or understood by farmers and shopkeepers. Loans are available to local businesses at low interest, but making appropriate applications is in itself an obstacle. Sungai Lui residents who have the experience or training to establish a viable enterprise have left the community, having found better opportunities elsewhere. Co-operative financing efforts and credit practices with the shops within the village have led to disappointment in the past and have virtually ceased to function. Generally, the absence of urban sophistication in financial matters has prevented farmers and businessmen from securing profitable contracts or beneficial financial services. Unless Sungai Lui residents can find appropriate channels of financial capital and capital improvements, a self-sufficient economy will not be realized and a subsistence-oriented living will continue.

CONTRADICTION V

Unstable Pattern of Employment Opportunities

The fifth underlying contradiction is in the arena of employment opportunities. This is a time when every person expects to be engaged in meaningful employment. In Sungai Lui life is generally easy in terms of climate and food, and everyone seems to be employed. However, secure, well-paying jobs and advancement are at least an hour's bus ride away in Kuala Lumpur. Employment in the village is confined to rubber tapping, hand-tool farming,

shopkeeping and bamboo cutting. With a population of 1,400 people, local businesses have a small base unless they are able to attract customers from other villages. As the number of outside jobs increases, the people employed in the village tends to be the less skilled and the possibility of advancement in village occupations is decreasing. Some present skills are uneconomical, such as weaving baskets for local consumption. Much of the farm work is done to provide food for the family or supplementary income to city jobs.

The mothers generally do not go outside the community to work. They are traditionally bound to the home which does not fully engage them. Since available city jobs are mostly for unskilled labour, advancement there is also not assured. The people sense themselves as barely getting by and living just above the subsistence level. Until a more stable pattern of employment is devised to provide self-sufficiency, the people of Sungai Lui will continue to feel the frustration of overextended and unprofitable labour.

CONTRADICTION VI

Underdeveloped Usage of Local Resources

The sixth contradiction is found in the way natural resources are developed. In local areas everywhere, the world is calling for a full and replenishable way of developing all natural resources. Sungai Lui has been known as a place where the natural resources are plentiful and well-developed. Today the land itself is a testimony to the fact that the use of resources is far less than it once was. In the village fields are acres of rubber trees that have been left unkept either because they have passed the age of productivity, or simply because the owner found a better income elsewhere. Although fruit is still abundant, it is sold to commercial vendors who pay low prices. The padi lands were irrigated and extensively farmed before the Emergency. At that time, owners' homes were moved to a central location a long distance away and the fields have been abandoned. Goats, chickens and cattle were brought into the village where they continued the foraging habits once suitable to a large family plot. These few livestock, however, provide little protein in the village diet. The improvements which have been made in other places in agricultural industries have not been introduced due to this general neglect. Without the use of the latest fertilisers and chemical stimulants, the latex yield on the tapped trees is substandard. Tractors and other mechanised equipment were brought in for a time but were withdrawn to be used in other projects. Hence, food production is far below the rate of consumption in the village and food is purchased at markets three to twenty miles distant. Unless a renewed effort is made to develop the existing resources of Sungai Lui, the residents will continue to depend on the larger society while their own resources wait to be used.

CONTRADICTION VII

Subsistence Approach to Modern Economy

The seventh contradiction has to do with the approach being made in the village to modern economy. It has become clear throughout the world that industrial technology is being applied to all levels of society to extend man's labour through mechanisation. This is a new concept to villages such as Sungai Lui where life and work remain very close to the soil and skills are confined to hand tools. Agricultural livelihood has meant a dependence on rainy seasons and crop cycles rather than planning to give order to time. Although residents of Sungai Lui place a premium on education for their children, most of their income is consumed by the immediate needs of food, clothing and transportation. Long-range investments and needs such as home improvements, acquisitions of modern farm equipment and fertilisers are a secondary priority and are sporadically realised. To acquire substantial capital resources careful planning for the future is necessary. The desire for modern equipment and modern conveniences make the residents either unwilling to return to earlier methods of farming or discontent with inadequate water and drainage. Sungai Lui is caught between the modernised aspirations of our time and the obvious urgencies of day-to-day living. In order for residents of Sungai Lui to create profitable village industries, it will be necessary for them to balance immediate needs with long-term planning if they are going to be a part of the national and global economy.

CONTRADICTION VIII

Unfocused Direction of Village Youth

The eighth contradiction centres on the means of engaging young people in village development. Youth across the world today are clear about social change, and know that an advanced education is part and parcel with creative, life-long engagement. The youth in Sungai Lui go to school for half a day and have a number of sports activities for afternoons and weekends. The development of the village is left in the hands of the adults, separating the practical matters of the working world from the classroom. Hence the motivation for employment is one step removed from the studies undertaken by the young. Although parents sacrifice other needs to provide formal schooling, the youth of Sungai Lui lack help in the area of study methods and guidance which will better equip them for the crucial examinations required to participate in higher educational levels or apply for well-paying jobs. Youth and adults alike feel that the time after school is largely unproductive. Study and exam preparation is tedious and uninterest-

ing and advancement to the higher levels of education is severely curtailed. Unless the students of Sungai Lui are enabled to complete formal education and to relate their schooling to real human needs and issues, and the development of their own community, the next generation will be ill-equipped to seize vocational opportunities or to participate fully in 20th Century life.

CONTRADICTION IX

Limited Development of Village Products

The ninth contradiction has to do with developing village products. Development efforts around the world indicate that each economic unit needs to provide its own locally-processed products. In Sungai Lui the people have depended on the natural produce of the land to provide their livelihood and food. The earliest residents cultivated fruit trees that are still an attraction in the surrounding region. Rice was once sufficient for sustenance, and rubber remains a raw material export item. Although excellent durian, coconut, pineapple, papaya and other fruits continue to be grown, they are not locally processed or preserved, nor have markets been developed extensively for their seasonal sale. A large number of agricultural by-products are unutilised in the surrounding area. The only product processed in Sungai Lui is bamboo split into small sticks, but the income for the amount of labour involved is quite low. Other product lines utilising available raw materials, such as handicrafts, have not been explored. For a village with such natural resources, the returns from the current products are scanty and the achievements are uninspiring. Until the village invests its energies in processing its own products for urban markets, it will remain dependent on outside forces, and its income will be static and low.

CONTRADICTION X

Limited Access to Educational Resources

The tenth contradiction is in the arena of making educational resources available to Sungai Lui. Basic education for practical living and employment has become the expectation and right of everyone beginning at the earliest age. In Sungai Lui a well-equipped primary school with 174 students and eleven teachers is giving children a fundamental beginning in education. However, kindergarten-age children are not involved in any formal structures at the crucial time when basic images about themselves and their world are being formed. Parents, especially women, are occupied with the task of caring for and instructing the children for a much longer period of time than is necessary. The village residents feel a great need for more materials in the Malay language for the younger

children and an early education structure to prepare them for primary school. For those who complete primary school it is often difficult to continue because they must commute to secondary schools outside the village at considerable expense, yet building another school in Sungai Lui would be even more costly. Adult education is hampered by the insufficiency of materials in the village for adult literacy as well as a shortage of tools for conducting skills training, such as carpentry. Without a basic education and proficiency in skills, the income of the families and therefore the total economic and social development of the community will remain unchanged and Sungai Lui will once again be excluded from the widespread advantages and benefits of our day.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the practical image reveals the conscious and unconscious image out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move in relation to 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 will occur.

PROCESS

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

RESULTS

The Practical Proposals Chart (Plate 3) is composed of thirty-two proposals referred to as projects. They are organised under seven Master Proposals which reflect decisional responses to the major contradictions. Three of the Master Proposals are directed toward social life through total education, practical skills and community style. Three proposals deal with economic growth through industrial enterprises, modernising agriculture and business extension. One proposal deals with improving village water and transportation services. Separate charts with descriptive phrases containing 128 sub-proposals add detail and clarity to the major categories of the practical proposals chart. These proposals do not indicate what to do. They point out the arenas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I SOCIAL LIFE PROPOSALS			II	III ECONOMIC GROWTH PROPOSALS		
A FOUNDATIONAL EDUCATION PROPOSAL	B VILLAGE SKILLS PROPOSAL	C SUNGAI LUI STYLE PROPOSAL		E INDUSTRIAL ENTERPRISES PROPOSAL	F MODERNIZED AGRICULTURE PROPOSAL	G BUSINESS EXTENSION PROPOSAL
SUPPLEMENTAL TUTORING PROJECT 1	AGRICULTURAL METHODS PROJECT 6	TASK FORCES PROJECT 11	WATER SYSTEMS PROJECT 16	WOOD PRODUCTS PROJECT 18	LIVESTOCK RAISING PROJECT 23	LOCAL FINANCING PROJECT 28
TEACHER TRAINING PROJECT 2	BUSINESS TRAINING PROJECT 7	COMMUNITY DESIGN PROJECT 12		CARPENTRY SHOP PROJECT 19	FISH PONDS PROJECT 24	CAPITAL INVESTMENTS PROJECT 29
KINDERGARTEN SCHOOLING PROJECT 3	TECHNICAL SKILLS PROJECT 8	LOCAL IDENTITY PROJECT 13		TAILORING INDUSTRY PROJECT 20	RUBBER PRODUCTION PROJECT 25	SMALL BUSINESS PROJECT 30
BASIC LANGUAGES PROJECT 4	DOMESTIC SCIENCE PROJECT 9	INFORMATION SERVICES PROJECT 14	TRANSPORTATION CO-OPERATIVE PROJECT 17	FOOD PROCESSING PROJECT 21	DEMONSTRATION FARMING PROJECT 26	RECREATIONAL VENTURES PROJECT 31
RESOURCE CENTRE PROJECT 5	FAMILY NUTRITION PROJECT 10	FULL EMPLOYMENT PROJECT 15		COTTAGE INDUSTRIES PROJECT 22	FARMING RESOURCES PROJECT 27	TRADING CO-OPERATIVE PROJECT 32

I

SOCIAL LIFE PROPOSALS

The first proposal arena calls for the comprehensive social care of the community of Sungai Lui. The Social Life Proposals include full educational opportunities, provision of practical skills training, and intensified engagement in the corporate community life of Sungai Lui. The Foundational Education Proposal involves teacher training and continuing education within all levels of the community. The Village Skills Proposal will equip community residents with occupational and domestic skills. The third proposal, Sungai Lui Style, concentrates on releasing a corporate style of involvement in the community. In expanding the already vital and creative responsiveness of the people of Sungai Lui, the present and future generations will participate in a united effort of comprehensive social care for the entire community.

A

FOUNDATIONAL
EDUCATION

For the over-all development of any community, providing an evolving system of education which meets the contemporary needs is important. The Foundational Education Proposal is composed of five major projects which will enable existing education schemes to be more effective and provide further educational opportunities to the whole community. The Supplementary Tutoring Project seeks to overcome the high examination failure rate and depreciation of youth abilities by introducing guidance and tutoring schemes. The Teacher Training Project is concerned with the practical training of villagers who are potential teachers. The Kindergarten Schooling Project involves the training of local Kindergarten teachers and the providing of adequate structures and facilities. The Basic Language Project is devised to improve the present standard of English and to advance general literacy. The Resource Centre Project is the back-up structure for the above projects and will provide the basic materials needed. The projects are all geared toward increasing the awareness of local people and providing the educational background which will establish them as more effective citizens.

B

VILLAGE
SKILLS

The Village Skills Proposal is concerned with equipping the residents of Sungai Lui with practical skills and opportunities to engage in the ongoing support of the community. Five projects enable this intent. The Agricultural Methods Project emphasises the expansion of the existing agricultural know-how through co-operative farming, development of new crops and techniques and adequate care of livestock. The Business Training Project will teach practical business skills by means of secretarial instruction, seminars and demonstrations of managerial methods, modern market prowess and finance systems. The Technical Skills Project

seeks to enable technically-based employment through training in construction and industrial skills and establishment of on-the-job apprentice programmes. The Domestic Science Project will teach day-to-day household skills such as hygienic practices, first aid methods and infant care needs. The Family Nutrition Project will offer regular nutrition instruction, focusing on cooking skills, food demonstrations, balanced meal planning and a Sungai Lui Garden with protein crops. The introduction of these training projects will demonstrate the capability of Sungai Lui residents to support and care for the physical needs of their community.

The people of Sungai Lui are friendly, creative and co-operative and their close-knit kampung settlement points to a strong sense of community. The Sungai Lui Style Proposal emerges out of the community's desire to improve civic structures and to promote cultural pride and community involvement. The Community Groupings Project aims to mobilise the community by building community consensus and by drawing together local action groups. The Community Design Project seeks to improve corporate village facilities and provide recreation and meeting places for local events. The Local Identity Project aims at awakening new awareness of the village story, claiming community space and regularising neighbourhood visiting. The Information Services Project seeks to keep the community in touch with current village and world events. The Youth Engagement Project has the task of engaging the full participation of the young people in expanded community and educational endeavours. These projects will create a more vital and relevant community life making Sungai Lui a demonstration of local community possibility.

C

SUNGAI LUI STYLE

II

IMPROVED SERVICES PROPOSAL

Communities in rural areas around the world are developing practical plans to provide basic services required for village life. Sungai Lui is an example of a community where essential services are necessary for further development and would release time and energy to participate in other productive activities. The Improved Services Proposal is designed to implement the rapid development of extensive services which will contribute to the total well-being of its residents. It will also demonstrate the fact that local people can be engaged in rebuilding their own communities.

D

IMPROVED SERVICES

The Improved Services Proposal is composed of two projects which are aimed at making village life more effective and convenient. It is essentially concerned with the arenas of water, sanitation and transportation. The Water System Project is designed to

provide a consistent water supply and construct effective disposal and drainage systems. The Transport Co-operative Project will work toward facilitating the transportation needs of the community. These projects intend to increase the efficiency of village efforts, stimulate local economic potential and improve domestic practices.

III

ECONOMIC GROWTH PROPOSALS

The third proposal arena is concerned with raising the economic level of all residents of Sungai Lui and providing a firm base for continued participation in the modern economy. Three Master Proposals include the Industrial Enterprises Proposal, the Modernised Agricultural Proposal and the Business Extension Proposal. The Industrial Enterprises Proposal calls for the establishment of local industries marketing directly to the modern sector to provide stable employment and dramatically raise village income. The Modernised Agricultural Proposal will increase the income realised from rubber and crops and reduce dependence on outside food suppliers. The Business Extension Proposal seeks to arrange adequate capital for local business and industry ventures and to provide a co-operative trading company.

Direct relationships with the modern sector of the economy are necessary to fully engage the economic potential of the people of Sungai Lui. The Industrial Enterprises Proposal will create employment within the community through five projects that will establish channels to outside markets. The Wood Products Project utilises local raw materials to produce goods saleable to national and international markets. The Carpentry Shop Project will reduce the amount spent outside the village for furniture and house construction. The Tailoring Industry Project provides consistent, indoor employment and tailoring apprenticeship for women. The Food Processing Project provides a market to local fruit and vegetable growers as well as employment and profit to the community. The Cottage Industries Project will provide a central marketing point for handicraft products made in homes. The introduction of these projects will create modern employment at higher income levels allowing Sungai Lui residents to participate in the benefits of the modern economy.

Agriculture has been the base of Sungai Lui's life in the past. The Agricultural Production Proposal contains five projects to raise the output of existing agriculture, employ appropriate technology and modern methods and diversify crops so that agriculture can provide an adequate income. The Livestock Raising

E
INDUSTRIAL
ENTERPRISES

SHDP

ICA Consultants

F

AGRICULTURAL PRODUCTION

Project will increase the quality and number of livestock available for local consumption. The Fish Ponds Project intends to provide alternative sources of protein by creating a series of fish farms. The Rubber Production Project intends to increase the income from rubber small-holdings through application of modern techniques. The Demonstration Farm Project seeks to eliminate reliance on outside food sources and increase cash from presently uncultivated land. The Farming Resources Project supplies the back-up necessary in machinery, implements and irrigation to rapidly transform the village agriculture. With these projects, local agriculture will be able to keep pace with the current agricultural needs and market demands.

G

BUSINESS EXTENSION

The Business Extension Proposal is aimed at expanding commercial efforts. The Local Financing Project will undergird the development of business by instituting new arenas of co-operative financing. The Capital Investments Project will secure investments within and outside the village encouraging expanded markets. The Small Business Project will seek to broaden the essential amenities and trading opportunities. The Recreational Ventures Project aims at cultivating local natural assets and supplying visitor services. The Trading Co-op Project endeavours to consolidate business practices and assist retail business leadership. These five projects will thus serve to deepen and extend the village business enterprises.

1. SUPPLEMENTARY TUTORING PROJECT	1 Supervised Study	providing school homework supervision
	2 Exam Preparation	supplementing secondary class lessons
	3 Career Guidance	providing needed vocational information
	4 Youth Arts	structuring young people's engagement
2. TEACHER TRAINING PROJECT	5 Village Interchange	promoting intervillage teacher exchange
	6 Extension Teachers	introducing external teaching expertise
	7 Training Contracts	securing external training agreements
	8 Teacher Aides	fostering practical teaching know-how
3. KINDERGARTEN SCHOOLING PROJECT	9 Local Teachers	enlisting untapped local talent
	10 Global Curriculum	building comprehensive learning syllabi
	11 Parent Association	enabling child-parent relationships
	12 Kindergarten Facility	providing adequate nursery facilities
4. BASIC LANGUAGE PROJECT	13 Conversational English	structuring English practice lessons
	14 Malay Literature	increasing local literacy standards
	15 Language Lab	teaching additional language skills
	16 Drama Format	creating local drama performances
5. RESOURCE CENTRE PROJECT	17 A-V Collection	obtaining audio-visual pool
	18 Community Library	providing additional education materials
	19 Kindergarten Equipment	securing basic classroom equipment
	20 Vocational Tools	equipping vocational skills centre

I. SOCIAL LIFE
B. Village Skills Proposal

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Plate 3B

6. AGRICULTURAL METHODS PROJECT	21 Cooperative Procedures	utilising effective farming skills
	22 Agriculture Labs	exploring modern agriculture techniques
	23 Crop Techniques	expanding crop farming know-how
	24 Veterinarian Skills	learning adequate animal care
7. BUSINESS TRAINING PROJECT	25 Secretarial Training	initiating secretarial training seminars
	26 Financial Training	demonstrating practical finance systems
	27 Management Practices	teaching effective managerial methods
	28 Marketing Acumen	enabling modern marketing prowess
8. TECHNICAL SKILLS PROJECT	29 Construction Methods	developing corporate construction skills
	30 Industrial Application	initiating industrial arts training
	31 Carpentry Training	improving practical carpentry skills
	32 Local Apprentices	starting technical on-the-job programmes
9. DOMESTIC SCIENCE PROJECT	33 Hygiene Instruction	introducing basic hygiene practices
	34 First Aid	enabling practical first aid
	35 Tailoring Techniques	extending current tailoring activities
	36 Infant Care	supporting healthy early development
10. FAMILY NUTRITION PROJECT	37 Cooking Skills	improving family food quality
	38 Nutrition Instruction	improving basic nutrition consumption
	39 Food Demonstrations	encouraging balanced meal planning
	40 Sungai Lui Garden	diversifying nutritious protein crops

I. SOCIAL LIFE
C. Sungai Lui Style

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Plate 3C

11. COMMUNITY GROUPINGS PROJECT	41 Public Forums	enabling total village consensus
	42 Village Meetings	motivating active village responsibility
	43 Corporate Workdays	organising regular work projects
	44 Volunteer Guilds	gathering special task forces
12. COMMUNITY DESIGN PROJECT	45 Urban Facilities	enabling modern village amenities
	46 Village Plan	utilising available land resources
	47 Housing Development	creating low-cost housing plans
	48 Community Building	establishing village activities node
13. LOCAL IDENTITY PROJECT	49 Visual Symbols	identifying total village space
	50 Recreational Areas	beautifying scenic public areas
	51 Neighbourhood Units	starting regular unit meetings
	52 Celebrational Events	scheduling community gathering events
14. INFORMATION SERVICES PROJECT	53 Local Information	publicising current local consensus
	54 Global News	disseminating world event information
	55 Educational Materials	using basic instructional publications
	56 Instructional Manuals	creating imaginal directive guides
15. YOUTH ENGAGEMENT PROJECT	57 Youth Corps	enabling youth leadership development
	58 Sports League	coordinating physical team activities
	59 Employment Services	assuring consistent work opportunities
	60 Training Agreements	devising work study plans

16.
 WATER
 SYSTEMS
 PROJECT

61 Pure Water

ensuring consistent water supply

62 Sanitation Disposal

constructing effective disposal systems

63 Flood Control

expanding existing drainage systems

64 Maintenance System

providing trained maintenance crew

 17.
 TRANSPORTATION
 CO-OP
 PROJECT

65 Transport Service

supplementing regular transport systems

66 Bus Extension

augmenting school bus services

67 Community Truck

facilitating produce market flow

68 Access Roads

improving road surface quality

18. WOOD PRODUCTS PROJECT	69 Workshop Facility	building central workshop plant
	70 Bamboo Products	producing simple exportable handicrafts
	71 Packing Boxes	making basic wooden containers
	72 Gift Items	making quality gift-shop products
19. CARPENTRY SHOP PROJECT	73 Household Furniture	supplying locally marketable furnishings
	74 House Construction	starting village home building
	75 Machinery Shop	providing central tool supply
	76 Carpentry Apprentices	enlisting local carpentry trainees
20 TAILORING INDUSTRY PROJECT	77 Uniform Contracting	obtaining steady sewing contracts
	78 Tailoring Shop	enabling local marketing tailors
	79 Contract Sewing	making clothing store contracts
	80 Tailor Apprentices	employing local learning assistants
21. FOOD PROCESSING PROJECT	81 Fruit Preserves	bottling preserved fruit jams
	82 Canned Fruits	canning off-season fruit supply
	83 Pickled Vegetables	preserving local produce condiments
	84 Bottled Juices	producing concentrated fruit cordials
22. COTTAGE INDUSTRIES PROJECT	85 Hand Embroidery	doing fine quality handwork
	86 Cloth Printing	making silk screen fabrics
	87 Woven Baskets	weaving rattan reed baskets
	88 Product Assembly	fabricating sub-contracted parts

23. LIVESTOCK RAISING PROJECT	89 Grazing Cattle	establishing animal protein production
	90 Poultry Farming	expanding existing poultry breeding
	91 Goat Herd	increasing local meat source
	92 Veterinary Services	providing animal health care
24. FISH PONDS PROJECT	93 Demonstration Pond	building demonstration fish farms
	94 Pond Reclamation	reclaiming existing fish ponds
	95 Fish Farming	restocking local fish ponds
	96 Pond Management	cooperative direct fish sales
25. RUBBER PRODUCTION PROJECT	97 Intensive Tapping	increasing rubber tapping frequency
	98 Weed Control	reducing under-growth productivity drain
	99 Fertiliser Subsidies	applying yield raising fertilizers
	100 Phased Replanting	replacing low-yield rubber trees
26. DEMONSTRATION FARMING PROJECT	101 Vegetable Gardens	raising nutritional vegetable produce
	102 Fruit Trees	intensifying saleable fruit yield
	103 Maize Intercropping	introducing alternate cash crops
	104 Padi Cultivation	plowing untilled padi land
27. FARMING RESOURCES PROJECT	105 Community Tractors	acquiring multi-purpose farm tractor
	106 Farm Implements	acquiring community owned implements
	107 Irrigation Facilities	revitalising unused irrigation system
	108 Heavy Equipment	making earth-moving machinery available

28. LOCAL FINANCING PROJECT	109 Sub-contract Finance	getting parent industry financing
	110 Cash Advances	securing short term loans
	111 Financial Co-op	using available village wealth
	112 Business Advisors	utilising general business expertise
29. CAPITAL INVESTMENTS PROJECT	113 Secured Loans	providing guaranteed monies availability
	114 Capital Donations	obtaining significant donor gifts
	115 Marketing Agency	activating marketing inquiry board
	116 Financial Advisors	procuring essential expert assistance
30. SMALL BUSINESS PROJECT	117 Export Flowers	growing specialised floral exports
	118 Vehicle Repair	providing motor repair services
	119 Local Restaurants	expanding prepared food availability
	120 Community Market	creating festive economic event
31. RECREATIONAL VENTURES PROJECT	121 Waterfall Park	making waterfall park accessible
	122 Cultural Festivals	encouraging community cultural events
	123 Visitor Services	providing essential tourist amenities
	124 Fishing Attraction	enabling recreational fishing enterprises
32. TRADING CO-OP PROJECT	125 Purchasing Agency	planning joint community procurement
	126 Bulk Buying	organizing group volume buying
	127 Business Association	assisting retail business leadership
	128 Warehouse Location	procuring centrally located storage

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

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

PROCESS

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

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, thirty basic tactics and 200 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D 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 Local Economic Base, consists of two paratactics and twelve tactics. It is the intent of this arena to develop new businesses and industries and to broaden the agricultural foundations of the village economy. This is accomplished by modernising the machinery, tools and methods being used in farming and applying new methods of cultivation to the rubber plantations around the village. Likewise, the economy will be strengthened by developing small businesses and light industries as sources for village employment and as services to other population centres nearby. Tactical Arena A is at the heart of vitalising the economic development of the village and will foster a new hope in the village as a self-sustaining community.

ARENA B

Tactical Arena B, Building Basic Community Structures, is comprised of two paratactics and six tactics. Tactics in this arena will bring a corporate unity to the village as it stands before the nation and world. This will be brought about by gathering the residents together in new activities and endeavours so that interchange within the village is revitalised and community pride is promoted. This arena will engage the residents in constructing private and public buildings, an irrigation system and improved arteries for transport. An essential part of the village's future rests on an overall plan for village development created out of an operating consensus by the residents.

ARENA C

Tactical Arena C, Increasing Village Foundational Education, is divided into two paratactics and eight tactics. The tactics which make up the arena are aimed at increasing the practical skills and know-how to supplement formal education. This will be accomplished by bringing industrial, business and domestic skills training into the community and encouraging this training to be done along with new jobs in the village. These tactics will provide an auxiliary set of educational programmes for language skills, teaching methods and tutoring for youth and young children. In all cases, village training will be tied practically to the work of the community.

ARENA D

Tactical Arena D, Establishing Complete Neighbourhood Services, is comprised of one paratactic and four tactics. It is the intent of this tactical arena to extend the available basic services to ensure that the health and underlying infrastructure of the village can be maintained by the village itself. These tactics are designed to expand the water and lights, the transportation and communication services already present in the village so that all amenities are proffered including sanitation and nutrition. The completion of these services is essential to the rapid development of all other economic and social structures in the village.

TACTICAL SYSTEMS CHART

EXPANDING LOCAL ECONOMIC BASE						
tactical arena A	tactical arena B BUILDING BASIC COMMUNITY STRUCTURES					
BUSINESS DEVELOPMENT paratactic I	COMMUNITY LIFE paratactic II	tactical arena C INCREASING VILLAGE FOUNDATIONAL EDUCATION			PUBLIC CONSTRUCTION paratactic VI	AGRICULTURAL EXPANSION paratactic VII
		PRACTICAL TRAINING paratactic III	tactical arena D ESTABLISHING COMPLETE NEIGHBOURHOOD SERVICES paratactic IV	PRACTICAL SCHOOLING paratactic V		
tactic 1 instituting SMALL BUSINESS ENTERPRISES	tactic 7 forming CORPORATE COMMUNITY STRUCTURES	tactic 10 developing EMPLOYABLE INDUSTRIAL ARTS	tactic 14 installing SANITATION SYSTEM FACILITIES	tactic 18 improving FUNCTIONAL LANGUAGE SKILLS	tactic 22 actuating COMPREHENSIVE VILLAGE PLAN	tactic 25 exploiting TOTAL RUBBER RESOURCES
tactic 2 manufacturing LOCAL WOOD PRODUCTS		tactic 11 increasing USEFUL DOMESTIC SKILLS	tactic 15 contracting PUBLIC COMMUNICATION SERVICES	tactic 19 accelerating TEACHER TRAINING EXPERTISE		tactic 26 starting SUCCESSFUL LIVESTOCK HUSBANDRY
tactic 3 promoting LOCAL TOURIST VENTURES	tactic 8 organising VILLAGE SOCIAL ACTIVITIES	tactic 12 conducting PRACTICAL BUSINESS TRAINING	tactic 16 implementing NUTRITIONAL CARE PROCEDURES	tactic 20 expanding YOUTH ACADEMIC COMPETENCE	tactic 23 rehabilitating NEEDED IRRIGATION SYSTEMS	tactic 27 demonstrating MODERN FARM MECHANISATION
tactic 4 creating VILLAGE TAILORING VENTURES		tactic 13 exploring ON-JOB TRAINING OPPORTUNITIES	tactic 17 enlisting VILLAGE MAINTENANCE CREW	tactic 21 establishing LOCAL COMMUNITY KINDERGARTEN		tactic 28 farming COMMERCIAL FISH PONDS
tactic 5 establishing COMMUNITY TRADING CO-OPERATIVE	tactic 9 providing EFFECTIVE PUBLIC MEDIA				tactic 24 facilitating ESSENTIAL COMMUNITY CONSTRUCTION	tactic 29 planting SUITABLE FOOD CROPS
tactic 6 introducing FINANCIAL ADVISORY SERVICES						tactic 30 raising NUTRITIOUS VEGETABLE PRODUCTS

TACTICAL ARENA A: Expanding Local Economic Base

Paratactic I: Business Development

In order to stimulate the economy of Sungai Lui through diversifying its sources of employment and income, a number of industrial and small business enterprises will be started to bring together the efforts of the total village. A series of small commodity shops with a full scope of consumer products will be set up featuring locally grown and processed products as far as possible. The wood and bamboo resources surrounding the village will be made into furniture, marketable crafts and building materials. The tourist potential of the area will be organized around the natural beauty of the land including the nearby waterfall. A clothing industry will be built on the basis of contracted jobs with nearby manufacturers, while clothing orders and other sewn products will also be developed. A trading co-operative will be established by the residents to promote modern management practices in the community and to transact import and export business for the village in accordance with business and industrial policies in the state and the nation. The financial arrangements of the village will enable procedures for financing individual business and corporate ventures on a stockholder share basis.

Tactic 1: Instituting Small Business Enterprises

Subtactics Small businesses will be crucial to increase village employment and income as well as to supply the village with commodity goods that can be purchased within the village. A shopping centre will be set up and a large variety of goods will be offered to the community from sundries vendors. Specialty sewing including embroidered and crocheted items, e.g. sheets and pillowslips will be produced for outside marketing. Food processing of local food resources, e.g. canning, bottling and drying will be established to provide a year-round supply of pickles, chutneys, jams, etc. for the community and for outside markets. Products merchandising will include research for outside markets, sophisticated packaging, advertising and quality control. Material procurement will take place regularly to provide a steady supply at all times. An orchid cultivation project for marketing orchids for export will be initiated on a suitably chosen site. A repair shop will be set up which will deal with local repair of tools, farm implements and vehicles.

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Tactic 2: Manufacturing Local Wood Products

Subtactics Expanding the manufacture of wood products through the introduction of carpentry skills will provide Sungai

- Lui with increased income from local products. Bamboo products such as mugs, trays, pitchers and bamboo containers will be produced from local resources. Furniture-making from bamboo, rattan and other local wood products will be established in Sungai Lui. Master carpenters will be engaged to act as a designated group in areas of cabinet making, house and furniture building and other types of wooden constructions. Assembly contracts for packaging boxes and pre-cut display cabinets will be secured from outside business. Markets promotion of local wood products will be done through designing sample units to be advertised in local, Kuala Lumpur and world markets. Material sources for wood product industries will be obtained from local jungle produce and locally-cut timber. Manufacturing facilities for the various wood products industries will be planned and erected.

Tactic 3: Promoting Local Tourist Ventures

- Subtactics The area around the waterfall will be developed to attract tourists and to provide local recreation facilities. A waterfall park will be developed and beautified as a tourist attraction with public facilities and picnic tables. Recreational pools will be established near the waterfall with children's playground for family recreation. Tourist services will be provided to visitors at the waterfall park with a refreshment stand, souvenir shop and organised hikes. A residents' board of selected villagers will be established to coordinate tourist activities in Sungai Lui. Village tours will be arranged by residents with local guides. Weekend facilities for housing tourists will be constructed near the waterfall.

Tactic 4: Creating Village Tailoring Industry

- Subtactics A tailoring industry will employ a number of village women and rapidly increase economic momentum in Sungai Lui. A tailoring house will be created in Sungai Lui which will provide facilities for using local labour in assembling and sewing garments. Sewing contracts will be arranged in Kuala Lumpur to supply bed linen, bedspreads, curtains, rugs, cushions and bolster covers. Institutional uniforms will be made to order for schools, hospitals and other organisations. Fashion products according to current design will be manufactured for outside markets. A trademark will be registered with the Malaysian government, advertising the quality of Sungai Lui products and will be attached to all

- garments. Cloth procurement for tailoring will be done through supply contracts and bulk purchasing. Customer services such as sophisticated packaging, dependable delivery and shipping will be carried out by the tailoring industry. Capital expenditure will be budgeted by the tailoring industry for buildings, fixtures, equipment, tools and materials.
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Tactic 5: Establishing Community Trading Co-operative

- Subtactics A community trading cooperative will serve the village as a business entity through which economic activities will be encouraged, enabled and operated on import and export commodities. A Business Association will be established to be responsible for the proper conduct of business activities, ensuring the smooth operation, product supply, maintenance of inventory stocks and other necessary business functions. Storage facilities will be built or secured in the form of a warehouse for purchased raw material and finished products for market. A freight service will be organised to bring in raw materials and supplies for local industries and to deliver finished local products. Product promotion will be developed to sell local agro-industrial products to contract buyers and village markets. Coordinated purchasing will be carried out for community food, agro-industrial supplies and store goods in bulk. Market outlets will be secured in strategic locations to realise highest prices. Management systems will be devised for accounting, inventory control, reporting and other business procedures. Legal affairs will be transacted for licenses, contracts, insurance, company incorporation and government liaison for all Sungai Lui businesses. Employment policy will be formulated for all community jobs.
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Tactic 6: Introducing Financial Advisory Services

- Subtactics Increasing capital resources of the community will provide Sungai Lui with a base for vigorous economic growth. A Co-operative Society will be formed for savings and loan services within Sungai Lui. Capital donations will be solicited from individuals, corporations, foundations and government agencies as well as some international funding bodies. An advisory board will be established to provide guidance from businessmen with representative expertise from outside, as well as residents of Sungai Lui. External investments will be obtained on a long-term low-interest rate for all agricultural and business ventures in the community.
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- 42 A stockholding scheme will be devised to enable all community residents and non-profit programmes to participate in the financial development of the entire village project.

TACTICAL ARENA B: Building Basic Community Structures

Paratactic II: Community Life

In order to foster widespread community participation which is the heart of a vital new community spirit, social structures will be created which elicit new levels of cooperation. Community care structures will affirm the uniqueness of every individual and allow everyone in the village to participate in the creation of the new Sungai Lui, while regular meetings and workshops will develop the village consensus through which further planning and implementation will be actualised. Traditional symbols and celebrations will be infused with new meaning as the future of individuals and the village is viewed through the experience of working and celebrating together. Multi-media will be used to keep villagers abreast of the latest happenings in a rapidly changing world as well as scheduled events significant to the community.

Tactic 7: Forming Corporate Community Structures

- Subtactics Crucial to the implementation of comprehensive socio-economic development is the organisation of all the human resources into groups and structures which will release and channel their gifts and energy. Stake meetings will be organised to meet regularly on a geographic basis for training, programme enablement and assignments. A leadership core will be developed to take responsibility for training and programme execution. Volunteer forces will be organised on a short-term basis for specific community tasks. Programme guilds will be formed of villagers involved in specific programme areas. Community councils will be held to plan, form consensus and evaluate project programmes. Public forums will be held to decide specific community issues that the community needs to resolve. Meeting design will be actuated for every community gathering with planned format, time, decor and place.
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Tactic 8: Organising Village Social Activities

- Subtactics The corporateness of Sungai Lui residents will be strengthened and individuals of all ages will be motivated to participate in the project through organised community activities. Gotong-Royong workdays will be held regularly to accomplish needed community tasks.
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- 52 Cultural festivals rehearsing the heritage of the village and the people will be staged. Community celebrations will be held following workdays and on special occasions such as Pesta Raya, sports competitions, food and fun fairs and agricultural shows. Recreational activities will be organised regularly particularly for youth. Cultural displays on the history of the people of Sungai Lui will be exhibited in the community. Global experiences will be made available to villagers through films, visits to other cultural events and participation in initiating consults for other Human Development Projects. Trade fairs will be held in the community with displays of products and produce locally and externally produced.
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Tactic 9: Providing Effective Public Media

- Subtactics
- 57 A common vision and a positive community image will be fostered through the use of common symbols, signs and news distribution allowing fuller participation in village activities. Public announcements will be posted on bulletin boards placed at community gathering places. Geographic symbols will be displayed throughout the village including the community grid and map.
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- 59 A local newspaper will be published with local and global news events, announcements of recreational and social events, special accomplishments in the development of the community and instructional and educational articles. Reading material such as books and periodicals will be obtained and exchanged throughout the community. Visitors' materials will be printed to inform citizens and visitors of regular scheduled local activities, health services, transportation schedules and training events. Street signs will be constructed after the streets are named. Audio-visual aids will be accumulated and utilised throughout the village.
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TACTICAL ARENA C: Increasing Village Foundational Education

Paratactic III: Practical Training

In order to equip Sungai Lui residents in practical skills which will give them more employment possibilities as well as useful skills to afford ways of sustaining themselves and their village, a series of training programmes will be created. To allow for the village's increased participation in the existing job market, programmes designed to develop skills needed in business and industrial employment will be instituted. Women will also be trained in new skills to enable improved domestic health, economics

and personal appearance. Village training will be fostered in special on-the-job opportunities which will quickly develop crucial skills needed for raising the level of the village economy.

Tactic 10: Developing Employable Industrial Arts

Subtactics The equipping of men and women with employable skills to enable their entry into the job market will bolster the economy and the social morale of the community.

64 Mechanical skills will be taught to enable the continual upkeep of community machines and appliances.

65 Plumbing classes in the basic essential skills will be conducted. Tractor instruction will be given in

66 driving, maintenance and repair of village farm machinery. A carpentry workshop will be equipped with

67 woodworking machinery and will train apprentices in marketable skills. Electrical skills will be acquired

68 in practical workshops. Tailoring courses will be offered in those skills which will be needed in the

69 local tailoring industry. Farm training in effective care of animals and crops will be made available to

70 local farmers.

Tactic 11: Increasing Useful Domestic Skills

Subtactics It is crucial to the development of community life and health that the care of the family be carried out using modern knowledge. Preventive medicine classes will be held on a regular basis and they will consist of public health, general hygiene and first aid.

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72 Household budgeting of financial resources will be offered in group laboratory sessions. Early child-care will be taught covering the health and training of young children. Food preservation instruction in hygienic canning, jam and chutney-making and drying procedures will be given when fruit and vegetables are in season. Hairstyling techniques will be offered to both men and women in the kampungs.

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Tactic 12: Conducting Practical Business Training

Subtactics Practical business training is required to upgrade business practices and profits in Sungai Lui. A commercial school will be made available for the training of local residents in typing, bookkeeping, filing and secretarial skills. Management courses will be conducted in effective ways of running various businesses in the community. Junior businesses, small-scale businesses run by youth, will be directed toward training in management skills. Research trips to businesses in Kuala Lumpur and Kajang will be planned

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- 80 regularly for outside experience in business management. Set-up procedures will be demonstrated to local businessmen to aid their business initiation.

Tactic 13: Exploring On-the-job Training Opportunities

- Subtactics
- 81 To impart employable skills knowledge as quickly and broadly as possible, a master on-the-job training programme will be implemented in practical skills development. Local apprentices will be placed in
- 82 the employable construction and industrial skills areas. Training scholarships in technical, industrial
- 83 and agricultural institutes will be procured for the village people. Outside training will be encouraged
- 84 for the learning of employable skills in the technical and industrial areas for short-term on-the-job training programmes. Vacation jobs for youth will be
- 85 undertaken in the fields of agriculture, industry and social services. On-the-job seminars will be provided
- 86 on a regular basis for those employed in technical, industrial and craft skills. Training contracts will be secured with major companies which will provide training and materials for the various industries.

TACTICAL ARENA D: Establishing Complete Neighbourhood Services

Paratactic IV: Neighbourhood Services

In order to provide the Sungai Lui community with the kind of local infrastructure which will be a model for every kampung in Malaysia, the Sungai Lui residents, working with appropriate district and federal departments, will establish complete neighbourhood services. Work will begin with the upgrading of their entire sanitation system. They will make the necessary arrangements to obtain public telephones and transport for new and improved communication services. Well-directed nutritional care procedures will be provided as one of the crucial aspects of the community's effort. The maintenance crew will play a major role in making visible the pride which the villagers sense in creating a new Sungai Lui.

Tactic 14: Installing Sanitation System Facilities

- Subtactics
- 87 A comprehensive water and sanitation system suitable to the climatic conditions in Sungai Lui is required to promote the health and industrial growth of the village. Pipe repair will take place within the
- 88 existing system. Collection tanks consisting of cement tanks situated at catchment areas will be installed and will hold sufficient water to supply all

89 three kampungs with water for domestic use and for the
village garden. Water supply will be gravity-fed from
Sungai Chendung and Paga to the kampungs as well as
90 from the public works water system, and supplementary
pumps will be provided as necessary. Water distri-
91 bution will take place from a system to be installed
from water tanks to every home and to appropriate
public places in all kampungs. Water purification
92 will be done according to appropriate Malaysian Health
Standards by a system of filtration and chlorination.
Model toilets which will demonstrate feasibility
93 of waste disposal in a high water table will be
erected. Public toilets will be installed in each
94 kampung along with public handwashing facilities all
on a cement base block. Kampung enlistment will be
95 implemented to secure the necessary agreement of all
families to avail themselves of water supply and to
provide labour to facilitate Health Department work
96 on the system. Water installation will be done in
every home and in public places from the main distri-
97 bution pipes and workable taps will be supplied to
prevent water wastage. Trash collection will be
98 initiated through the kampungs to be processed in a
hygienic site away from residences and buried in pits.
A public laundry will be built in each kampung on
cement blocks complete with tubs, water supply lines
and easily-managed washing machines. Compost pits
will be dug and the use of waste will be available
to gardens as manure.

Tactic 15: Contracting Public Communication Services

Subtactics Ready access between Sungai Lui and surrounding
99 areas will be upgraded to enable community businesses,
schools and services to grow effectively. Ambulance
100 service to hospitals will be established for injured
or seriously ill people. Telephone stations will
101 be installed throughout Sungai Lui. Taxi stands will
be located in Sungai Lui. A community truck will be
102 acquired for transporting materials and goods in and
out of the village. School busses for kindergarten
103 and secondary school will be added to the existing
system.

Tactic 16: Implementing Nutritional Care Procedures

Subtactics To ensure the vitality of Sungai Lui people, re-
education and improvement of eating habits are required
104 throughout the village. Cooking classes will be held
in menu planning, buying and preparing of nutritious

- 105 meals and utilising of locally grown foods. Demonstration meals with well-balanced nutritional content will be instituted systematically. School lunches which include proper diet requirements will be initiated in the village educational institutions. A supplemental curriculum on nutrition, kitchen hygiene and food preparation will be taught to primary school children. Diet information will be distributed to both adults and children on the multiple effects of malnutrition and the corrective factors required in borderline diets in this area. A nutritional manual will be written in English and Malay that will lay out sample menus of a balanced diet for all age groups with special emphasis on pregnant women, young children and the aged. Food-tasting festivals will be held in the community with particular emphasis on broadening dietary experience, encouraging menu variation and celebrating those foods produced and cooked locally.
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Tactic 17: Enlisting Village Maintenance Crew

- Subtactics The basic neighbourhood services will be cared for
- 111 by a maintenance crew to assure a regular, reliable upkeep of village property that is supervised by
- 112 the village itself. Drainage maintenance of the entire village drainage system will be organised. Pipe inspection will take place monthly on water pipes and reservoirs. Toilet upkeep will be done in all public latrines. Road repair will be carried out on access and secondary roads including jungle paths and bridges throughout the village. Vehicle care of public village conveyances will be made available. Equipment repair of village tools and machinery will be carried out. Work teams will be formed and co-ordinated according to specific maintenance tasks.
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TACTICAL ARENA C: Increasing Village Foundational Education

Paratactic V: Practical Schooling

In order to advance the acquisition of skills by the residents of the village, an array of training programmes will be inaugurated within the village by conducting both formal and informal education. Languages used in the village will be expanded to include the vocabulary and diction needed in the world today in both Bahasa Malaysia and English. The teachers needed to accelerate education at all levels will be equipped with additional skills in social and teaching methods. The young people of the community will receive additional or supplemental training and will engage in special projects to increase the practicality of their education. The younger children will be provided with early learning

opportunities through a comprehensive curriculum that prepares them for primary school and community life.

Tactic 18: Improving Functional Language Skill

- | | |
|------------|---|
| Subtactics | Language learning activities and aids will be used |
| 118 | in improving the literacy proficiency in Bahasa Malaysia and English to enlarge the range of external contacts and employed skills. A language lab will |
| 119 | be set up in English and Malay reading, writing and oral skills. A debate club providing opportunities |
| 120 | for language precision will be set up. Drama productions by village residents will be offered publicly. |
| 121 | Malay literature will be made available to the residents in the arenas of the classics, folklore and poetry. Civic training including the study of |
| 122 | the constitution and other key government documents will be initiated. |

Tactic 19: Accelerating Teacher Training Expertise

- | | |
|------------|---|
| Subtactics | The developing of teacher expertise is essential to |
| 123 | initiate and sustain the structure of practical skills and schooling in Sungai Lui. Local leaders |
| 124 | whose experience in leading groups and whose knowledge of skilled techniques make them uniquely qualified as teachers will be organised to impart their |
| 125 | knowledge to other villagers by means of formal and informal instruction. Extension teachers will be |
| 126 | brought to Sungai Lui to conduct workshops on a regular basis. Skills teachers will be trained in the appropriate skills under master craftsmen. Social |
| 127 | methods will be included as a part of the curriculum in all village training programmes. Training seminars |
| 128 | in classroom techniques, curriculum development and implementation methods will be set up and conducted for existing and prospective teachers. Outside |
| | teaching will be initiated to extend helpful teaching methods in other communities. |

Tactic 20: Expanding Youth Academic Competence

- | | |
|------------|--|
| Subtactics | The formal education system will be supplemented |
| 129 | through an integrated approach to expand and accelerate the academic competence of the village youth. |
| 130 | Examination preparation for government academic examinations will be intensified. Career planning based |
| 131 | on needs of the community and nation will be instituted. |
| 132 | Music classes in the theory and performance of |
| 133 | classical, traditional and contemporary music will be initiated. Special tuition will be offered for all |

- 134 those needing academic coaching. Interest clubs will
be organised around the interests of the youth.
135 Reading resources both in Bahasa Malaysia and English
will be secured. Student tutors will be trained and
used in the education of the younger children.
136 A study hall will be set up in the community for
supervised study and learning study habits. Academic
137 awards acknowledging student accomplishments will be
presented by the community. A science club will be
138 set up and will provide opportunities for furthering
science and math interest.

Tactic 21: Establishing Local Community Kindergarten

- Subtactics A kindergarten for children in Kampung Bahru, Masjid
139 and Tanjong Paoh will develop the children's basic
skills and expose them to new experiences. Local
140 staffing for the kindergarten will be enlisted from
community volunteers and employed staff. Kinder-
garden set-up will be planned and implemented. The
141 kindergarten facility will be located in the village
and will be provided with the necessary equipment.
142 A kindergarten association will be formed with
interested parents who will support the kindergarten
through preparation of the facility, curriculum
143 building and implementation. A children's playground
will be erected adjacent to the kindergarten for
144 physical and social development. An imaginal curri-
culum will be created with the support of mothers and
staff. Kindergarten materials will be obtained
145 stressing use of local materials where possible.

TACTICAL ARENA B: Building Basic Community Structures

Paratactic VI: Public Construction

To improve the physical environment of Sungai Lui, a village plan will be drawn up including the modernisation of an irrigation and flood control system, improvement of the overall road network, the relocation and renovation of homes and the location of public buildings. Comprehensive plans of the community's physical environment will create a picture of the future and develop a sense of anticipation. The modernisation of the irrigation system will ensure a continuous flow of water into agricultural land and drainage for flood control. Extending the road network will include widening the access roads, building bridges and installing street lights to facilitate the mobility of people and goods. House relocation and renovation will enable residents to take a new pride in their own surroundings.

Tactic 22: Actuating Comprehensive Village Plan

- Subtactics**
- 146 A comprehensive plan for future land use and community construction will be created by the residents to enhance the natural beauty of the land and to facilitate the organised growth of the village. A community census of Sungai Lui will be conducted and socio-economic factors of the community will be analysed.
 - 147 Land surveys will be made to assist in the new designation of space. A master plan will be created using appropriate government maps and data to project the future sites of housing, agriculture and industry for the community. Building designs will be completed in consultation with village residents, architects and city-planning specialists. An overall landscape design will complete the components of the master plan.
 - 148 Government approval for all construction and land use changes will be obtained, government restrictions will inform the quarterly updating of the master plan.
 - 149 Designated land needed for completion of the master plan will be acquired accordingly. Recreational areas will be included in the master plan with special consideration for combined use by both the local residents and tourists.
 - 150
 - 151
 - 152
 - 153

Tactic 23: Rehabilitating Needed Irrigation Systems

- Subtactics**
- 154 Necessary structures for the control of surface water flowing through the Sungai Lui area will be constructed for crop irrigation and to protect roads and property from flood damage. Diversion dams will be constructed of masonry to control the flow of water and raise the level in the irrigation system. Irrigation channels will be renovated and new ones planned and constructed including distribution channels to individual plots.
 - 155 Flood control of village waterways will be carried out in consultation with drainage experts. Drainage culverts will be installed under any access roads and pathways to prevent damage to road surfaces and to keep roads from becoming impassable during heavy rains.
 - 156
 - 157

Tactic 24: Facilitating Essential Community Construction

- Subtactics**
- 158 In the facilitating of essential community construction an ongoing programme of upgrading community buildings, roads and bridges and doing necessary new construction to improve village life will go on. Access roads throughout the kampungs will be widened and improved and new roads constructed where necessary.
 - 159 Housing renovation of sub-standard housing will be

- 160 executed on a systematic basis. House relocation
- 161 from crowded kampungs and areas without services
- 162 will be implemented. Village drains will be joined
- 163 into a system which allows adequate year-round
- 164 drainage. Bridge construction will be undertaken
- for pathways and roads throughout the area. Street
- lights will be erected along major roads and pathways.
- Earth-moving equipment will be acquired for all village
- construction.

TACTICAL ARENA A: Expanding Local Economic Base

Paratactic VII: Agricultural Expansion

In order to broaden income and the use of land throughout Sungai Lui, it is a vital necessity to exploit the natural resources more efficiently by using modern farming techniques and exploring new agricultural ventures. Improving and increasing the yield of latex from the thousands of rubber trees will be accomplished in a special project on rubber exploitation. The increase of protein food both for home consumption and for sale in the outside markets will be emphasized in livestock and fish production. Introducing modernized farm machinery and proper maintenance will enable the village farmers to utilise the large acreage of land in more profitable cultivation. Successful food crops and vegetable growing will help to round out a fully diversified approach to agriculture that allows a steadier income base.

Tactic 25: Exploiting Total Rubber Resources

- Subtactics
- 165 It is crucial to improve returns from tapping of
 - 166 rubber trees, thereby raising the income of owners and
 - 167 tappers within the village and utilising the natural
 - resources of the village. Rubber rehabilitation of
 - 168 poorly managed, immature trees will be undertaken
 - through a vigorous weed eradication programme and
 - 169 annual application of fertiliser. To maximise yields
 - of currently producing rubber, appropriate tapping
 - 170 systems with accompanying stimulation will be
 - initiated by smallholders. Rubber replanting of
 - 171 approximately 1200 acres now abandoned will be accom-
 - plished utilising intensive tapping methods on those
 - trees designated for later replanting. A rubber
 - nursery of one acre for each 200 acres of replant will
 - be established using local seeds planted one foot
 - apart and budded after six months with high quality
 - budwood. Field maintenance which includes fertilisa-
 - tion and disease and weed control will be introduced.
 - Cover crops which assist the cultivation of rubber
 - trees will be planted. Efficient tapping suited to
 - the age of the tree and the recommended stimulation

172 programme will be introduced with appropriate possibilities for consolidation of tapping tasks. Credit utilisation for maintenance practices will enable smallholders to purchase fertilisers, herbicides and latex stimulant.

Tactic 26: Introducing Successful Animal Husbandry

Subtactics Animal husbandry will be introduced to broaden the economic base of the village, provide additional protein foods for villagers' diets and utilise presently wasted forage resources. Grazing land will be set aside to provide high quality forage for cattle and goats. Animal compounds in which livestock will be secured, fed and sheltered will be constructed on designated land. Breeding stock for village herds of cattle and goats will be acquired. Poultry raising will be carried out utilising home-grown feeds from villagers' fields. Poultry houses will be constructed for the poultry industry. Veterinary services will be utilised frequently as livestock numbers increase.

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Tactic 27: Implementing Modern Farm Mechanisation

Subtactics Sufficient machinery is required to farm every available crop area in Sungai Lui and to modernise the farm methods in the village. Farm machinery, including tractors, tillage implements, thrashing equipment and a hauling trailer will be acquired. Hand equipment like chain saws, knapsack sprayers and planters will be acquired and rented to Sungai Lui farmers. Land-levelling for the fish pond will be done using heavy machinery. A farm workshop will be established and provided with tools. Machinery co-operation will be demonstrated in the corporate acquisition and usage of farm equipment.

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Tactic 28: Farming Commercial Fish Ponds

Subtactics Crucial to releasing new economic ventures and raising the protein level of villagers is the establishment of fish ponds for local food and market produce. Commercial ponds will be dug large enough for both family consumption and sale. Pond reclamation in the old tin mine area will be accelerated. Suitable species of locally-adapted fish will be stocked in the ponds. Feed production will be integrated with fish ponds and will include the growing of grasses, banana and tapioca leaves near the ponds and the

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- 187 collection of animal manure. Health procedures for fish farming will be followed including periodic pond draining and designing of ponds for constant replenishment of water.
- 188 Pond management techniques, especially those which reduce costs, will be followed, profit per acre and rapid turnover being the priority considerations.
- 189

Tactic 29: Planting Suitable Food Crops

- Subtactics Substantial acreage of food crops for home use and sale, in areas not now fully utilised for agricultural production, will be implemented to guarantee food self-sufficiency. An intercropping demonstration between rows of immature rubber trees will be initiated with soyabeans, maize and groundnuts.
- 190
- 191 Planting practices such as scheduled planting, fertilisation and careful seed spacing will be utilised both in intercropping and in monocrop planting.
- 192 Conservation practices, which include crop rotation, contour planting, soil cover and drainage channels will be implemented into an overall planting system.
- 193 Crop maintenance will be practiced including pest eradication, weed control measures, disease prevention and water management. Crop expansion will be done on areas suited to irrigated, mechanised production.
- 194 Fruit orchards will be maintained on small-holders' land using appropriate practices to produce high quality fruit for sale. Group harvesting will be done to maximise returns to crop and fruit growers.
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Tactic 30: Raising Nutritious Vegetable Produce

- Subtactics Promotion of increased production of vegetables in Sungai Lui is necessary to insure an adequately balanced diet for every person in the village and to allow a surplus for outside market sales. A demonstration garden will be planted with varieties acceptable for home use and in demand for the market. Planting procedures which insure good yields and high quality produce will follow. The consumption plan will insure that a variety of low cost vegetable produce is available to all families in the village. A plant nursery will be built with accompanying overhead irrigation to provide seedlings to individuals and community vegetable gardens.
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SHDP

tactical arena A

April 1977

EXPANDING
LOCAL ECONOMIC BASE

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Plate 4A

paratactic I

Business Development

Tactic 1: Instituting Small Business Enterprises

- | | | | |
|---|------------------------|---|-----------------------|
| 1 | Shopping Centre | 5 | Materials Procurement |
| 2 | Specialty Sewing | 6 | Orchid Cultivation |
| 3 | Food Processing | 7 | Repair Shop |
| 4 | Products Merchandising | | |

Tactic 2: Manufacturing Local Wood Products

- | | | | |
|----|--------------------|----|--------------------------|
| 8 | Bamboo Products | 12 | Markets Promotion |
| 9 | Furniture Making | 13 | Material Sources |
| 10 | Master Carpenters | 14 | Manufacturing Facilities |
| 11 | Assembly Contracts | | |

Tactic 3: Promoting Local Tourist Ventures

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|----|--------------------|----|--------------------|
| 15 | Waterfall Park | 18 | Residents Board |
| 16 | Recreational Pools | 19 | Village Tours |
| 17 | Tourist Services | 20 | Weekend Facilities |

Tactic 4: Creating Village Tailoring Industry

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|----|------------------------|----|---------------------|
| 21 | Tailoring House | 25 | Trade Mark |
| 22 | Sewing Contracts | 26 | Cloth Procurement |
| 23 | Institutional Uniforms | 27 | Customer Services |
| 24 | Fashion Products | 28 | Capital Expenditure |

Tactic 5: Establishing Community Trading Co-operative

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|----|-------------------------|----|-------------------|
| 29 | Business Association | 34 | Market Outlets |
| 30 | Storage Facilities | 35 | Management System |
| 31 | Freight Service | 36 | Legal Affairs |
| 32 | Products Promotion | 37 | Employment Policy |
| 33 | Co-ordinated Purchasing | | |

Tactic 6: Introducing Financial Advisory Services

- | | | | |
|----|----------------------|----|---------------------|
| 38 | Co-operative Society | 41 | External Investment |
| 39 | Capital Donations | 42 | Stockholding Scheme |
| 40 | Advisory Board | | |

tactical arena A
EXPANDING
LOCAL ECONOMIC BASE

ICA Consultants

Plate 4B

paratactic VII

Agricultural Expansion

Tactic 25: Exploiting Total Rubber Resources

165	Rubber Rehabilitation	169	Field Maintenance
166	Maximized Yield	170	Cover Crops
167	Rubber Replanting	171	Efficient Tapping
168	Rubber Nursery	172	Credit Utilization

Tactic 26: Starting Successful Animal Husbandry

173	Grazing Land	176	Poultry Raising
174	Animal Compounds	177	Poultry Houses
175	Breeding Stock	178	Veterinary Services

Tactic 27: Demonstrating Modern Farm Mechanisation

179	Farm Machinery	182	Farm Workshop
180	Hand Equipment	183	Machinery Co-operation
181	Land Levelling		

Tactic 28: Farming Commercial Fish Ponds

184	Commercial Ponds	187	Feed Production
185	Pond Reclamation	188	Health Procedures
186	Suitable Species	189	Pond Management

Tactic 29: Planting Suitable Food Crops

190	Intercropping Demonstration	194	Crop Expansion
191	Planting Practices	195	Fruit Orchards
192	Conservation Practices	196	Group Harvesting
193	Crop Maintenance		

Tactic 30: Raising Nutritious Vegetable Produce

197	Demonstration Gardens	199	Consumption Plan
198	Planting Procedures	200	Plant Nursery

BUILDING
BASIC COMMUNITY STRUCTURES

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Plate 4C

paratactic II

Community Life

paratactic VI

Public Construction

Tactic 7: Forming Corporate
Community Structures

- 43 Stake Meetings
- 44 Leadership Core
- 45 Volunteer Forces
- 46 Programme Guilds
- 47 Community Councils
- 48 Public Forums
- 49 Meeting Design

Tactic 22: Actuating Comprehensive
Village Plan

- 146 Community Census
- 147 Land Survey
- 148 Master Plan
- 149 Building Designs
- 150 Landscape Design
- 151 Government Approval
- 152 Designated Land
- 153 Recreation Areas

Tactic 8: Organising Village
Social Activities

- 50 Gotong Royong Workdays
- 51 Cultural Festivals
- 52 Community Celebrations
- 53 Recreational Activities
- 54 Cultural Displays
- 55 Global Experiences
- 56 Trade Fairs

Tactic 23: Rehabilitating Needed
Irrigation Systems

- 154 Diversion Dams
- 155 Irrigation Channels
- 156 Flood Control
- 157 Drainage Culverts

Tactic 9: Providing Effective
Public Media

- 57 Public Announcements
- 58 Geographic Symbols
- 59 Local Newspaper
- 60 Reading Materials
- 61 Visitors' Materials
- 62 Street Signs
- 63 Audio Visuals

Tactic 24: Facilitating Essential
Community Construction

- 158 Access Roads
- 159 Housing Renovation
- 160 House Relocation
- 161 Village Drains
- 162 Bridge Construction
- 163 Street Lights
- 164 Earth-moving Equipment

tactical arena C

INCREASING
VILLAGE FOUNDATIONAL EDUCATION

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Plate 4D

paratactic III

Practical Training

paratactic V

Practical Schooling

Tactic 10: Developing Employable
Industrial Arts

- 64 Mechanical Skills
- 65 Plumbing Classes
- 66 Tractor Instruction
- 67 Carpentry Workshop
- 68 Electrical Skills
- 69 Tailoring Courses
- 70 Farm Training

Tactic 18: Improving Functional
Language Skills

- 118 Language Lab
- 119 Debate Clubs
- 120 Drama Productions
- 121 Malay Literature
- 122 Civic Training

Tactic 11: Increasing Useful
Domestic Skills

- 71 Preventive Medicine
- 72 Household Budgeting
- 73 Early Child-care
- 74 Food Preservation
- 75 Hair Styling

Tactic 19: Accelerating Teacher
Training Expertise

- 123 Local Leaders
- 124 Extension Teachers
- 125 Skills Teachers
- 126 Social Methods
- 127 Training Seminars
- 128 Outside Teaching

Tactic 12: Conducting Practical
Business Training

- 76 Commercial School
- 77 Management Courses
- 78 Junior Businesses
- 79 Research Trips
- 80 Set-up Procedures

Tactic 20: Expanding Youth
Academic Competence

- 129 Examination Preparation
- 130 Career Planning
- 131 Music Classes
- 132 Special Tuition
- 133 Interest Clubs
- 134 Reading Resources
- 135 Student Tutors
- 136 Study Hall
- 137 Academic Awards
- 138 Science Club

Tactic 13: Exploring On-the-job
Training Opportunities

- 81 Local Apprentices
- 82 Training Scholarships
- 83 Outside Training
- 84 Vacation Jobs
- 85 On-the-job Seminars
- 86 Training Contracts

Tactic 21: Establishing Local
Community Kindergarten

- 139 Local Staffing
- 140 Kindergarten Set-up
- 141 Kindergarten Facility
- 142 Kindergarten Association
- 143 Children's Playground
- 144 Imaginal Curriculum
- 145 Kindergarten Materials

tactical arena D

ESTABLISHING
COMPLETE NEIGHBOURHOOD SERVICES

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Plate 4E.

paratactic IV

Neighbourhood Services

Tactic 14: Installing Sanitation System Facilities

87	Pipe Repair	93	Public Toilets
88	Collection Tanks	94	Kampung Enlistment
89	Water Supply	95	Water Installation
90	Water Distribution	96	Trash Collection
91	Water Purification	97	Public Laundry
92	Model Toilets	98	Compost Pits

Tactic 15: Contracting Public Communication Services

99	Ambulance Service	102	Community Truck
100	Telephone Stations	103	School Buses
101	Taxi Stands		

Tactic 16: Implementing Nutritional Care Procedures

104	Cooking Classes	108	Diet Information
105	Demonstration Meals	109	Nutrition Manual
106	School Lunches	110	Food-tasting Festival
107	Supplemental Curriculum		

Tactic 17: Enlisting Village Maintenance Crew

111	Drainage Maintenance	115	Vehicle Care
112	Pipe Inspection	116	Equipment Repair
113	Toilet Upkeep	117	Work Teams
114	Road Repair		

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

The final task of the Consult was organising the Tactical Systems into Actuating Programmes. The programmes provide precise structures or forms within which specific tactics are carried out. They perform several essential functions. The programmes 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 organise 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 Programmes first involves organising the large body of subtactics into rational programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for organising the programmes, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the Programmes is the first step in project actuation for they define the arenas and organise the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics and programmes. 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 Programmes of the Sungai Lui Human Development Project shown on Plate 5 are fourteen in number. Six of these are related to the social development in Sungai Lui. The intent of these programmes is to develop social structures that will stimulate a new sense of community well-being. Three of the six relate to skills training, which includes the Early Learning Centre, the Continuing Education Academy and the Employable Skills Institute.

The three programmes relating to community style are the Sungai Lui Cultural Centre, the Village Engagement Corps and the Preventive Health Network. The second major programmatic division has to do with the development of the environment of Sungai Lui. This arena includes two programmes: The Village Construction Project and the Essential Services Complex. The third arena consists of six programmes which relate to the economic development of Sungai Lui. Three of these deal with commercial expansion, and three with resource management. The first group of economic programmes includes the Sungai Lui Trading Company, the Business Expansion Project and the Local Products Industries. The second group, dealing with resource management, includes the Model Smallhold Farm, the Food Production Enterprises and the Rubber Estate Project.

SUMMARIES

A more detailed description of the fourteen programmes follows. These summaries are not intended to fully describe the programmes, but to indicate the general focus of each, the relationships among the programmes and the relationships between each programme and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the programme 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 programme. This is in no way a specific effort to do the time-lined implementaries of the subtasks mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the programme. Accompanying each summary is an approximate four-year cost projection. (Plates 5A-N).

THE FOURTEEN ACTUATING PROGRAMMES

ONE TOWARD THE SOCIAL DEVELOPMENT OF SUNGAI LUI		TWO TOWARD THE ENVIRONMENTAL DEVELOPMENT OF SUNGAI LUI	THREE TOWARD THE ECONOMIC DEVELOPMENT OF SUNGAI LUI	
SKILLS TRAINING A	COMMUNITY STYLE B	TOWARD THE ENVIRONMENTAL DEVELOPMENT OF SUNGAI LUI C VILLAGE CONSTRUCTION PROJECT VII ESSENTIAL SERVICES COMPLEX VIII	COMMERCIAL EXPANSION D	RESOURCE MANAGEMENT E
EARLY LEARNING CENTRE I	SUNGAI LUI CULTURAL CENTRE IV		SUNGAI LUI TRADING COMPANY IX	MODEL SMALLHOLD FARM XII
CONTINUING EDUCATION ACADEMY II	VILLAGE ENGAGEMENT CORPS V		BUSINESS EXPANSION PROJECT X	FOOD PRODUCTION ENTERPRISES XIII
EMPLOYABLE SKILLS INSTITUTE III	PREVENTIVE HEALTH NETWORK VI		LOCAL PRODUCTS INDUSTRIES XI	RUBBER ESTATE PROJECT XIV

THE FOURTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Sungai Lui

ONE TOWARD THE SOCIAL DEVELOPMENT OF SUNGAI LUI				TWO TOWARD THE ENVIRONMENTAL DEVELOPMENT OF SUNGAI LUI		THREE TOWARD THE ECONOMIC DEVELOPMENT OF SUNGAI LUI			
SKILLS TRAINING A		COMMUNITY STYLE B		C		COMMERCIAL EXPANSION D		RESOURCE MANAGEMENT E	
I EARLY LEARNING CENTRE	1 Infant School Programme	IV SUNGAI LUI CULTURAL CENTRE	13 Local Information Programme	VILLAGE CONSTRUCTION PROJECT VII	25 Road Extension Programme	IX SUNGAI LUI TRADING COMPANY	33 Business Association Programme	XII MODEL SMALLHOLD FARM	45 Farm Management Programme
	2 Kindergarten School Programme		14 Village Hall Programme		26 Irrigation Control Programme		34 Village Marketing Programme		46 Land Improvement Programme
	3 Curriculum Building Programme		15 Community Recreation Programme		27 Building Improvement Programme		35 Financial Services Programme		47 Small Stock Programme
	4 Staff Development Programme		16 Performing Arts Programme		28 Waterfall Development Programme		36 Bulk Buying Programme		48 Rotational Crop Programme
II CONTINUING EDUCATION ACADEMY	5 Global Language Programme	V VILLAGE ENGAGEMENT CORPS	17 Apprenticeship Corps Programme	VIII ESSENTIAL SERVICES COMPLEX	29 Water Supply Programme	X BUSINESS EXPANSION PROJECT	37 Shopping Mall Programme	XIII FOOD PRODUCTION ENTERPRISES	49 Field Crop Programme
	6 Supplemental Tutorial Programme		18 Leadership Development Programme		30 Equipment Pool Programme		38 Market Day Programme		50 Livestock Development Programme
	7 Teacher Training Programme		19 Work Corps Programme		31 Public Communication Programme		39 Repair Shop Programme		51 Fish Pond Programme
	8 Home Management Programme		20 Cultural Exchange Programme		32 Village Design Programme		40 Tropical Products Programme		52 Fruit Orchard Programme
III EMPLOYABLE SKILLS INSTITUTE	9 Machine Skills Programme	VI PREVENTIVE HEALTH NETWORK	21 Basic Nutrition Programme	VIII ESSENTIAL SERVICES COMPLEX		XI LOCAL PRODUCTS INDUSTRIES	41 Tailoring Industry Programme	XIV RUBBER ESTATE PROJECT	53 Soil Enrichment Programme
	10 Agricultural Training Programme		22 School Lunch Programme				42 Wood Products Programme		54 Rubber Replanting Programme
	11 Building Techniques Programme		23 Community Sanitation Programme				43 Food Processing Programme		55 Systematic Tapping Programme
	12 Business Management Programme		24 Hospital Liaison Programme				44 Cottage Industries Programme		56 Estate Intercropping Programme

SOCIAL DEVELOPMENT: Actuating Programme 1

EARLY LEARNING CENTRE

The Early Learning Centre will be a pre-schooling programme that demonstrates care and intentional learning processes for children from infant to school age. It is a response to the worldwide need for comprehensive child development which will equip children with basic skills for living in contemporary society. It will provide the fundamental skills for children who are faced today with the complexities of urban life that are increasingly present in their nation and neighbourhood. Such a programme will concretely prepare young children to enter and excel in primary school. Teachers will be trained in team teaching and basic workshop methods. A related aspect of this Programme will be the involvement of parents in the supervision and work of the Centre, releasing others to be engaged in developing their total community as well as preparing a new generation.

The Early Learning Centre consists of four components. First, the Infant School Programme will provide infant care training to mothers, focusing on physical care, basic motor skills and exposure to inclusive cultural images for children up to three years old. Second, the Kindergarten School Programme will equip children ages four to six years with a basic foundation for intellectual, emotional, physical and social growth. Third, the Staff Development Programme will provide training sessions for potential teachers in the community. It will demonstrate the use of modern teaching equipment and visual aids and form a local Kindergarten association. Fourth, the Curriculum Building Programme will formulate a comprehensive curriculum for the entire Early Learning Centre. This programme will also provide experience for the teachers involved in team teaching and basic workshop methods. It will encourage teachers to focus on life-related subject material and detailed classroom procedures.

The Kindergarten School Programme has already been launched with the registration of sixty children between the ages of four and six years. The school will be located at the Balai Raya in Kampung Bahru, and will meet from 8 a.m. to 11 a.m. Mondays to Fridays. School furniture will consist of mats donated by the villagers until chairs and tables are obtained. Uniforms will be designed and sewn by the village tailoring industry. The teacher-training programme has been initiated with volunteers to teach in both English and Bahasa Malaysia and a Kindergarten Association will be formed. Suitable teaching materials and art supplies will be obtained to allow the expansion of the centre's programmes for 100 children. The Infant School Programme will start in six months. A comprehensive, imaginal curriculum will be formulated for the use of the Centre, and adequate playground equipment and other educational toys will be obtained.

SHDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 1

Plate 5A

ICA Consultants

EARLY LEARNING CENTRE

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tables	\$ 600M			
	Chairs	400			
	Teaching Aids	500			
	Playground Equipment	1,000			
	Spirit Duplicator	1,000			
	½ Typewriter	1,000			
Subtotal - capital		4,500			
II Pay and Allowanc- es	6 Community Wages	7,200	\$ 7,200M	\$ 7,200M	\$ 7,200M
	2 Auxiliary Salaries	9,600	9,600		
Subtotal - pay		16,800	16,800	7,200	7,200
III Current Expenses	Uniforms	500	500		
	Books	1,000	500		
	Art Materials	1,000	500		
	Printing Supplies	500	500		
	Maintenance	200			
	Lunch Programme	2,700	2,000	1,500	700
	Travel	1,000	500		
Subtotal - current		6,900	4,500	1,500	700
Total Programme Costs		\$28,200M	\$21,300M	\$ 8,700M	\$ 7,900M

SOCIAL DEVELOPMENT: Actuating Programme 2

CONTINUING EDUCATION ACADEMY

Serious interest in formal education has always been a hallmark of Malaysian communities. In keeping with this tradition and honoring the objectives of the existing school programme, the Continuing Education Academy will focus on developing practical skills through supplemental education from primary school through adulthood. Youth and adults desire literacy competency to allow more opportunities to participate in the technology of the 20th century society. This programme will draw upon wisdom of teachers, parents, and village leaders to assist in developing such an educational centre for Sungai Lui. Particular emphasis will be placed on the global language programme, special tutorials, leader training and home management which are key to accelerating economic expansion.

There are four components of the Continuing Education Academy. First, the Global Language Programme will set up a language laboratory to provide training for youth and adults in Malay and English reading, conversing and writing skills. Second, the Supplemental Tutorial Programme will offer special tutoring for students having difficulties in basic subjects by training older students to serve as tutors. A study hall will be designated to provide supervised study time to encourage regular study habits. Special classes will be held to aid students in exam preparation and study methods. Third, the Teachers Training Programme will train local residents in the teaching skills that will enable them to share needed practical skills effectively with other villagers. Extension teachers will be invited to conduct workshops and training seminars in classroom and on-the-job teaching techniques. Fourth, the Home Management Programme will organise classes in home skills such as family budgeting, hair styling, sewing and cooking.

During the first month after the consult, facilities and materials will be secured for the Continuing Education Academy. A temporary location will be secured so that basic classes may begin immediately. Volunteers from both the local primary school and the secondary school in Ulu Langat will be located to assist in beginning the tutoring programme. Interest clubs will also be organised immediately to enable a practical work-study programme. Within a month, auxiliary staff will initiate the global language school as well as home management classes. Local residents will be included on the staff of these programmes to initiate the teacher training programmes. Extension teachers will be invited to conduct weekly workshops.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 2

Plate 5B

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CONTINUING EDUCATION ACADEMY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Facility	\$ 5,000M			
	Reference Books	1,000	\$ 500M		
	½ Typewriter	1,000			
	Classroom Equipment	1,000			
Subtotal - capital		8,000	500		
II Pay and Allowanc- es	1 Community Wage	1,200	1,200	\$ 2,400M	\$ 2,400M
	1 Auxiliary Salary	4,800	4,800		
	Teacher Training	1,200	600		
Subtotal - pay		7,200	6,600	2,400	2,400
III Current Expenses	Paper	500	500		
	Supplies	500	500		
	Field Trips	2,000	1,000		
	Maintenance	200	200		
Subtotal - current		3,200	2,200		
Total Programme Costs		\$18,400M	\$ 9,300M	\$ 2,400	\$ 2,400

SOCIAL DEVELOPMENT: Actuating Programme 3

EMPLOYABLE SKILLS INSTITUTE

Living in a rapidly-changing and technological world has made demands on a labour force to be equipped with more sophisticated, practical and technical skills. This training will free the labour of the village to be engaged in broader agricultural and industrial employment. Occuring during leisure hours, as well as on the job, this programme will link practical training in usable skills with appropriate theory crucial for practising technological development. The curriculum will include methods applicable to field work, daily life in Sungai Lui and in new industry. Such educational opportunities will continually expose the residents of Sungai Lui to their real potential and will demonstrate a new style of training for every member of the community.

The Employable Skills Institute consists of four components. First, the Machine Skills Programme will train people in wood and metal-working machine operation and maintenance. In addition, it will train people in sewing machine use and basic tailoring instruction. Second, the Agricultural Training Programme will introduce the village to comprehensive farming methods, planning and management, including the latest pest and disease-control techniques, tractor and vehicle operation and maintenance, plant and orchid cultivation and seed selection and soil management. In addition, it will train the people in contemporary animal husbandry and develop village expertise in fish farming. Third, the Building Techniques Programme will provide training in the skills of carpentry, plumbing, welding and electrical installation and repair. Fourth, the Business Management Programme will provide training in commercial skills and basic management skills, establish a commercial school, organise junior business ventures for youth, arrange field trips to established businesses and teach business set-up procedures.

A comprehensive curriculum plan and time design will initiate the Employable Skills Institute. Facilities will be designated and a select group of students enrolled under each component will be given a small stipend. A part-time faculty will be invited from among skilled villagers and technical advisors in the Kuala Lumpur area. A master mechanic will be recruited to conduct mechanics training and a local plumber will work under the guidelines of the Health Department to provide training in plumbing skills. A local welder will conduct welding classes in support of pipe repair and equipment-maintenance needs. Electrical skills training will begin in time to support housing resettlement and the sewing machine training will begin in conjunction with the Tailoring Industry Programme. Curriculum resources, such as trade and maintenance manuals, will be acquired. A commercial school will be organised and management courses initiated.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 3

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EMPLOYABLE SKILLS INSTITUTE

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Welding - oxy/acetylene	\$ 1,800			
	Workshop Equipment	3,400			
	File Cabinets	500			
	Typewriter	2,000			
	Scholarship Fund	1,000	\$ 500M		
	Adding Machine	200	200		
	Books	500	200		
	Subtotal - capital	9,400	900		
II Pay and Allow- ances	2 Community Wages	2,400	2,400	3,600	3,600
	1 Auxiliary	4,800	4,800		
	Consultant Fees	2,000	1,000		
	Subtotal - pay	9,200	8,200	3,600	3,600
III Current Expenses	Electrical Equipment	1,000			
	Plumbing Tools	800			
	Tailoring Equipment	500			
	Field Trips	1,500	300		
	Maintenance	1,000	300		
	Printing	1,000	500		
	Supplies	1,800	1,000		
	Travel	2,000	1,000		
	Subtotal - current	9,600	3,100		
Total Programme Costs		\$28,200M	\$12,200M	\$ 3,600M	\$ 3,600M

SOCIAL DEVELOPMENT: Actuating Programme 4

SUNGAI LUI CULTURAL CENTRE

The Sungai Lui Cultural Centre will focus the cultural vitality already present in the village in celebrations, dances and other events which express community spirit and will sustain existing enthusiasm. The people of Sungai Lui have obvious talent and willingness to express their passion for life in both song and dance. The Cultural Centre will both honour the Kerinci heritage of the people and celebrate contemporary Malaysian society. Athletic events and active recreational projects will creatively channel the energies of both youth and adults. The public media, festivals, films and other events will give new shape and direction to the environment of Sungai Lui. The key to releasing the depth motivity of Sungai Lui is holding a variety of activities that build the fabric of community life, thereby releasing a corporate energy in the total project.

The Sungai Lui Cultural Centre consists of four components. First, the Community Information Programme will publish a newsletter and disseminate essential village and global information that is relevant for community life and decisions. As visitors are brought to the community, materials and tours will acquaint them with the work in the village. A community library will also be established to provide books, current periodicals and audio-visuals in both Malay and English. Second, the Village Hall Programme will schedule and provide materials for regular quarterly community councils, occasional public forums and community-wide celebrations. Third, the Community Recreation Programme will provide a series of sports and recreational activities, such as entertaining and educational films. Fourth, the Performing Arts Programme will present annual drama productions and periodic cultural displays and schedule regular music classes for all ages. Local talent groups will be trained to express Kerinci culture in and beyond Sungai Lui.

Temporary locations will immediately be designated for showing movies and holding community celebrations. A site will be selected for the community library. Subscriptions to regular periodicals will be placed, and two-hundred books acquired, half in Malay and half in English. Bulletin boards will be designed and erected at community gathering places and announcements concerning community events will be posted. The weekly newsletter will be initiated within eight weeks and will provide for rapid interchange of news, announcements and general information. During the fruit season in July, the first annual Sungai Lui Community Festival will be organised. It will include musical performances and dancing from both Kerinci and Malay cultural heritage. A food and fun fair and an agricultural exhibit will be held as part of this festival. Community Celebrations will be initiated following workdays and on special occasions such as Pesta Raya and sports competitions.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 4

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SUNGAI LUI CULTURAL CENTRE

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Mimeograph Machine	\$ 3,000M			
	Bulletin Boards	100			
	Sound Equipment	1,000			
	Sporting Equipment	1,000	\$ 500M		
	Office Equipment	900			
	Library	2,000			
	Projectors	2,300			
	Subtotal - capital	10,300	500		
II Pay and Allowanc- es	1 Community Wage	1,200	1,200	\$ 1,200M	\$ 1,200M
	Subtotal - pay	1,200	1,200	1,200	1,200
III Current Expenses	Movie Rental	750			
	Subscriptions	150	100	100	
	Printing	2,000	2,000	1,000	
	Exposure Tours	5,000	3,000	2,000	500
	Office Supplies	200	200	100	
	Festival Set-up	200			
	Subtotal - current	8,300	5,300	3,200	500
Total Programme Costs		\$19,800M	\$ 7,000M	\$ 4,400M	\$ 1,700M

SOCIAL DEVELOPMENT: Actuating Programme 5

VILLAGE ENGAGEMENT CORPS

In our day local people participate in building their own communities by working together on essential projects. The Village Engagement Corps is a response to Sungai Lui's authentic desire to encourage the sense of unity in the village and to participate creatively in building a significant future. An essential part of this will be sending out young workers to be apprentices in nearby industries. Young men and women will be engaged in full-time work on behalf of the whole village. This programme will focus community participation by organising the community into geographical neighbourhood groups. It will build on the leadership skills by expanding opportunities for leadership development. Community co-operation will be dramatised in gotong royong (work days). By claiming and encouraging participation, the Village Engagement Corps will provide an opportunity for the entire community to stand in creative relationship to its future, and the future of Malaysia.

The Village Engagement Corps consists of four components. First, the Apprenticeship Corps Programme will secure positions to train youth and adults through the establishment of apprenticeship arrangements and training contracts. In addition, holiday job experience will be arranged for students. Second, the Leadership Development Programme will provide training in leadership skills for all ages through weekly neighbourhood meetings, social methods classes, and practical experience in team and meeting leadership. Planning for the meetings will be carried out by village leaders. Third, the Work Forces Programme will involve community members in the regular maintenance of village facilities and in frequent work days in order to implement the various programmes of the project. Fourth, the Cultural Exchange Programme will involve potential leaders from the village in short term special training programmes in Malaysia and overseas to provide exposure to other community projects and cultural styles.

The Village Engagement Corps has already begun by forming a task force which repaired and cleaned the collection tanks of the Kampung Masjid water supply. The Apprenticeship Guild will begin with career planning, while training scholarships are solicited from the private sector and local and outside apprenticeship arrangements secured. Leadership development will begin with the immediate organisation of neighbourhood stake meetings, with a leadership group formed to prepare meeting formats and agendas. The Work Forces Programme will establish a plan for gotong royong (work days) each month based on the needs of various programmes of the community. Work teams will be engaged in activities such as harvesting, drainage maintenance, pipe inspection, public toilet upkeep and road repair with appropriate materials and tools acquired. The Cultural Exchange Programme will be initiated by sending ambassadors of Sungai Lui to other developing villages throughout Asia and the world.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 5

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VILLAGE ENGAGEMENT CORPS

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Construction Tools	\$ 1,000M			
Subtotal - capital		1,000			
II Pay and Allowanc es	2 Community Wages	2,400	\$ 2,400M	\$ 3,600M	\$ 3,600M
	1 Auxiliary Salary	4,800	2,400		
Subtotal - pay		7,200	4,800	3,600	3,600
III Current Expenses	Scholarships	1,000	1,000	1,000	
	Maintenance	1,500	500		
Subtotal - current		2,500	1,500	1,000	
Total Programme Costs		\$10,700M	\$ 6,300M	\$ 4,600M	\$ 3,600M

SOCIAL DEVELOPMENT: Actuating Programme 6

PREVENTIVE HEALTH NETWORK

The most crucial factor for the health of a community, once the basic health services are established, is knowledgeability in nutrition, sanitation, first aid and hygiene practices. The Preventive Health Project is designed to build on the desire of Sungai Lui residents for continued improvement in their health and physical well-being, and in particular to direct the concern of women for their families. It will also build on the respect the community has for the local clinic facilities and will provide easier access. It will allow the community to see the issues of personal health from the perspective of common practices and their impact on the entire community. It will thus build a sense of corporate responsibility that will be important in other programmes of the project. The increased sense of physical well-being will also contribute to the entire economic and social development of Sungai Lui.

The Preventive Health Network consists of four components. First, the Basic Nutrition Programme will include the conducting of cooking classes to plan menus for a balanced diet. Demonstrations will be given in more nutritious food preparation techniques, and training will be provided for growing vegetables and preserving food at home to supplement the family diet. A basic nutrition manual will be prepared. In addition, festivals to be held will include food demonstrations. Second, the School Lunch Programme will offer nutritious meals in the local schools. The food preparation and serving will be directed by village women. Third, the Community Sanitation Programme will provide disinfectant for use in public and home toilets, and encourage the use of compost pits as an alternative to trash burning. It will also provide for public laundry areas. Fourth, the Hospital Liaison Programme will ensure that the local clinic and nearby hospitals are fully utilised. An ambulance service will be established for first-aid and emergency situations.

The Preventive Health Network will immediately begin the lunch programme for the kindergarten, establish a roster of vehicles available in the community for emergency transport and begin home instruction in family hygiene. Disinfectant will be supplied to every home and public toilet. The cooking classes will be initiated at the Women's Institute, beginning with the teaching of hygienic kitchen practices. Cooking class participants will also be involved in the School Lunch Programme. First aid supplies will be acquired and distributed to every house, together with an instruction programme for their use. A work day will be scheduled to dig compost pits. River-side laundry sites will be improved by pouring 3 foot by 3 foot concrete blocks. In co-ordination with the Domestic Water Programme, laundry areas will be constructed around public taps as more water becomes available.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 6

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PREVENTIVE HEALTH NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Institutional Cooking				
	Utensils	\$ 1,000M			
	Refrigerator	2,500			
	Laundry Equipment	2,000	\$ 800M		
	Tables	300			
	Double Sink	100			
	First Aid Sets	400			
	Subtotal - capital	6,300	800		
II Pay and Allowanc- es	1 Community Wage	1,200	1,200	\$ 1,200M	\$ 1,200M
	Subtotal - pay	1,200	1,200	1,200	1,200
III Current Expenses	Disinfectant	200			
	Printing	100	100		
	Travel	200	200		
	Cooking Supplies	1,000			
	Subtotal - current	1,500	300		
Total Programme Costs		\$ 9,000M	\$ 2,300M	\$ 1,200M	\$ 1,200M

ENVIRONMENTAL DEVELOPMENT: Actuating Programme 7

VILLAGE CONSTRUCTION PROJECT

The Village Construction Project will assure the building of major public works projects crucial to the economic acceleration and corporate functioning of Sungai Lui. In its relations with government agencies as well as local industries and community groups, the Village Construction Project will provide a co-ordinated approach to necessary developmental construction. Improved agricultural, business and living conditions, the implementation of programmes in all aspects of the project depends on this one programme. Access roads are not merely a convenience, but a pre-requisite for agricultural mechanisation. Irrigation will be key to crop yields. The Village Construction Project will also play a major role in developing a permanent response to the challenges of adequate sanitation and drainage. The ability of the community to tap outside resources effectively in its decision to care for itself will be dramatised in a major way.

The Village Construction Project has four components. First, the Road Extension Programme will construct access roads required for farm mechanisation, and assist in road and bridge repair. It will put up street signs, erect street lights and post signs marking the entrances to Sungai Lui. Second, the Irrigation Control Programme will construct diversion dams and repair irrigation channels. Third, the Building Improvement Programme will focus on the resettlement of Kampung Masjid. Architectural advice will be obtained in the creation of building designs, and new low-cost housing will be erected. This programme will also provide for the upgrading of drainage throughout the village and obtain expertise needed for required house renovation. Fourth, the Waterfall Development Programme will improve roads and trails to the waterfall, expand swimming area facilities, and clear suitable picnicking areas. Development of on-site businesses and week-end facilities will be co-ordinated with the Sungai Lui Trading Company.

The Village Construction Project has begun with the clearing of the slide in the waterfall swimming area. Signs will be posted at the entrance to Sungai Lui, and street signs will be erected within two months. Street lights will be installed along the main road, and at intersections in Kampung Bahru. Materials will be obtained for dams, culverts, channels and access roads to agricultural areas. Workdays will begin within a month to erect retaining walls to keep sand out of the drains in Kampung Bahru and to clear drainage ditches in Kampung Masjid. The access road to the waterfall will be improved. The resettlement of Kampung Masjid will be co-ordinated with the District Officer, while low-cost housing will be constructed as needed. Embankments will be constructed along parts of the river to control annual flooding using available natural materials.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 7

Plate 5G

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VILLAGE CONSTRUCTION PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Road Repairs	\$ 5,000M			
	Model House	3,000			
	Drains	2,000			
	2 Chalets	8,000			
	Public Amenities Block	2,000			
	Street Lighting	1,000			
	Post Hole Digger	1,600			
	Subtotal - capital	22,600			
II Pay and Allowanc- es	2 Community Wages	2,400	\$ 2,400M	\$ 2,400M	\$ 2,400M
	1 Auxiliary Salary	4,800	2,400		
	Subtotal - pay	7,200	4,800	2,400	2,400
III Current Expenses	Grader Rental	1,200	600		
	Tools	1,000			
	Cement	600	600		
	Machinery Hire	2,000			
	Ladders	100			
	Fuel	1,000	500		
	Maintenance	3,000	1,000		
	Subtotal - current	8,900	2,700		
Total Programme Costs		\$38,700M	\$ 7,500M	\$ 2,400M	\$ 2,400M

ENVIRONMENTAL DEVELOPMENT: Actuating Programme 8

ESSENTIAL SERVICES COMPLEX

The Essential Services Complex will unite the kampungs of Sungai Lui to modernise and beautify the village. Through this programme a co-ordinated use of farm machinery and transport will be available to rapidly restore the village to self-sufficiency and achieve the economic leverage for upgrading itself. Future visitors to Sungai Lui will notice signs of forethought and planning in the physical lay-out and careful design of the environment. During the consult the village residents often expressed their desire for a telephone in order to have direct access to district services and the city of Kuala Lumpur. More reliable water and electrical services are critical in enabling the rapid acceleration of economic life. The Essential Services Complex will demonstrate that a community that works together out of a common plan can provide for the uniform and co-ordinated development of its basic services.

The Essential Services Complex consists of four components. First, the Water Supply Programme will provide an adequate supply of fresh water to the village through the construction of collection tanks at local river sources and through the provision of necessary distribution pipes. Second, the Equipment Pool Programme will provide a full line of tractors, vehicles and equipment to support the agricultural, industrial and business development of Sungai Lui. A freight service will be supplied, and various hand tools made available. Third, the Public Communication Programme will construct a public telephone booth, install a telephone in the community office, and make phones available to private and commercial buildings. It will also include a supplementary transport service between Sungai Lui and 18th Mile. Fourth, the Village Design Programme will conduct a land use survey and create a master land use plan that will designate agricultural, business, residential and recreational areas.

The Essential Services Complex has already repaired the main water pipe supplying Kampung Masjid. A Federal Health Ministry team has surveyed water needs and projected immediate and future needs. A sanitary latrine will be supplied to every residence through a combined water/sanitation plan that will begin first in Kampung Bahru. Also, temporary public toilets will be provided in Kampung Masjid. The Equipment Pool will begin with a tipping lorry, a one-ton pickup lorry, a 4-wheel tractor with dirt bucket and backhoe, three 2-wheel pedestrian-type tractors with implements such as a plough, cultivators, a disk harrow, and planter and a thrasher. A nominal fee will be charged for equipment use to pay for maintenance. Hand tools such as cangkol, rakes, hand-planters, shovels, chain saws, knapsack sprayers and assorted wood and metal working implements will also be obtained. A land use survey is already under way as a step toward the creation of the village design.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 8

Plate 5H

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ESSENTIAL SERVICES COMPLEX

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Water Connection	\$ 5,000M			
	3 Tractors (1x4 wheel)	34,000	\$ 5,000M		
	Backhoe	58,000			
	1 Ton Pick-Up	13,000			
	Cultivation Equipment	15,500			
	Slasher	6,000			
	Thrasher	8,200			
	Telephone	500			
Subtotal - capital		153,700	5,000		
II Pay and Allowanc- es	2 Community Wages	2,400	2,400	\$ 2,400M	\$ 2,400M
	1 Auxiliary Salary	4,800	2,400		
	Subtotal - pay	7,200	4,800	2,400	2,400
III Current Expenses	Hand Tools	2,500			
	Wood Tools	300			
	Metal Tools	300			
	Bus Leasing	900	500		
	6-ton Truck Hire	1,000	500		
	Maintenance	10,000	15,000		
	Subtotal - current	15,000	16 700		
Total Programme Costs		\$175,900M	\$25,800M	\$ 2,400M	\$ 2,400M

ECONOMIC DEVELOPMENT: Actuating Programme 9

SUNGAI LUI TRADING COMPANY

The Sungai Lui Trading Company will serve as the corporate structure necessary for purchasing and marketing power. It will serve as a wholesale purchasing agent of goods and equipment needed by the community. It will also serve as a liaison between the business expertise available in Kuala Lumpur and the developing businesses in the community. It will provide for the effective corporate marketing of various village products and establish a reputation for Sungai Lui as a place where quality products are produced and marketed. Residents of Sungai Lui want to branch out into new businesses and industries. The Trading Company will provide the means by which the community can enter the national market-place with sufficient economic know-how and buying power to allow a significant economic upsurge for the whole community.

The Sungai Lui Trading Company consists of four components. First, the Business Association Programme will decide trade policy, ensure smooth supplies of produce and provide reference to Sungai Lui businessmen for investment in new enterprises. An advisory board will be formed to assist in trade development, legal affairs, tourist services and employment policies. Second, the Village Marketing Programme will secure both retail and wholesale outlets for local produce and secure viable subcontract arrangements for business expansion. Third, the Financial Services Programme will give assistance to local residents in seeking capital loans from banks in Kuala Lumpur, will arrange for accounting services and banking services to be available in Sungai Lui, and will monitor external investments. Fourth, the Bulk Buying Programme will organise advantageous discount purchasing of incoming goods for local retailing, organise storage facilities and make available a variety of goods at competitive prices for market days.

The Sungai Lui Trading Company will start by securing loans for the tailoring industry. Procedures will be initiated to register the company, and twenty businessmen outside Sungai Lui who are already familiar with the village will be invited to sit on the advisory board. Visits will be made to fifty major wholesalers and retailers. Temporary truck rental will allow the bulk-buying programme to begin in support of a market day within the first six weeks of the project and will also make the first direct sale of community goods in Kuala Lumpur within the first month. Office equipment and a telephone will be secured to regularise the operations of the company. A stock-holding scheme for local residents will be initiated and a trademark registered for all Sungai Lui products. Over the first year a co-operative society will be set up to receive shares and issue loans for personal and business needs.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 9

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SUNGAI LUI TRADING COMPANY

years categories		current FY budget	Future Estimated Costs		
			FYII	FY III	FY IV
I Capital Costs	Typewriter	\$ 2,000M			
	Spirit Duplicator	1,000			
	Telephone Installation	400			
	Office	5,000			
	Office Equipment	300			
Subtotal - capital		8,700			
II Pay and Allowanc- es	2 Community Wages	2,400	\$ 2,400M	\$ 3,600M	\$ 3,600M
	1 Auxiliary Salary	4,800	4,800		
Subtotal - pay		7,200	7,200	3,600	3,600
III Current Expenses	Travel Fares	1,000	500		
	Truck Rental	3,500			
	Printing Materials	5,000	2,000		
	Advertising	200			
	Brochure	200			
	Telephone Charges	2,000	2,000		
Subtotal - current		11,900	4,500		
Total Programme Costs		\$27,800M	\$11,700M	\$ 3,600M	\$ 3,600M

ECONOMIC DEVELOPMENT: Actuating Programme 10

BUSINESS EXPANSION PROJECT

The rapid economic development of any community depends in part on being able to circulate monies within the community as many times and as rapidly as possible. The Business Expansion Project will provide such stimulation to the economy of Sungai Lui. The focusing of business locations in a central area in the village will encourage the growth and sale of cash crops in the village, increase employment and level of income, and provide a means for selling other locally produced goods. Locally situated service enterprises will serve as a convenience to residents in the immediate area as well as activating the economy. The Business Expansion Project will become a powerful example of the viability of commercial activity in any village in Malaysia.

The Business Expansion Project consists of four components. First, the Shopping Mall Programme will re-image a section of the main street as an all-purpose shopping mall. The stocks of present stores will be expanded and additional stores established to provide services not presently available. Shops will be painted to attract both local and tourist business. A taxi stand will be constructed, and a scooter shuttle service will be established. Second, the Market Day Programme will arrange for regular open market sales. These will provide a local outlet for wares and seasonal produce. Third, the Repair Shop Programme will service private and commercial vehicles. It will also sell automotive parts and light steel products. Fourth, the Tropical Products Programme will be the agent for establishing an orchid-growing area in the village. It will arrange for growing material and secure market outlets for orchids and other tropical products.

Business expansion will begin with the immediate scheduling of the first market day. Consignments of clothing, homewares and processed foods will be gathered at the market. New village businesses will also provide additional items to be marketed, including cottage crafts and homegrown vegetables. Contracts for the retailing of light steel products will be arranged in Kuala Lumpur for the Repair Shop, and a local mechanic and skilled welder will be engaged to begin the shop. A section of the main road through Sungai Lui will be brightly lit around the location of the repair shop, the taxi stand, the tailor shop and other businesses. The scooter shuttle service will begin between the village and 18 Mile town. In addition, the orchid farm will be initiated to demonstrate the feasibility of producing commercial orchids at Sungai Lui, and outlets for local sale and overseas export will be secured.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 10

Plate 5J

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BUSINESS EXPANSION PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Orchid Farm	\$ 2,000M			
	Repair Shop	15,000	\$ 5,000M		
	Building Construction	10,000	5,000		
	Drying Floor	600			
	Subtotal - capital	27,600	10,000		
II Pay and Allowanc- es	1 Auxiliary	4,800	4,800		
	Consultant - Orchids	500			
	Subtotal - pay	5,300	4,800		
III Current Expenses	Packaging	1,000			
	Freight	500			
	Asphalt	3,000			
	Paint	1,000	500		
	Fuel	1,000	700		
	Subtotal - current	6,500	1,200		
Total Programme Costs		\$39,400M	\$16,000M		

ECONOMIC DEVELOPMENT: Actuating Programme 11

LOCAL PRODUCTS INDUSTRIES

The Local Products Industries is a key programme in expanding the overall income of Sungai Lui. Several of the existing skills such as embroidery and woodworking will be utilised productively in the tailoring and wood products industries. Sungai Lui residents will have the opportunity to buy clothes and furnishings without causing a high drain of money out of the community. Other industries such as food processing and cottage industries will give the local people an opportunity to channel their individual efforts into viable industries. Not only will present under-employment in Sungai Lui be alleviated, but new apprenticeships and managerial vocations will be created within the community. This programme will supply the local residents with needed goods and supplies and provide products that will be marketed outside Sungai Lui, thus attracting capital that will develop a healthy cash-flow balance for the community.

The Local Products Industries consist of four components. First, the Tailoring Industry Programme will employ women in sub-contract tailoring for garment industries in Kuala Lumpur. Contract work direct to retailers will also be established for the production of bed linens, cushion covers and curtains. All products will be labelled with the registered Sungai Lui quality trademark. Second the Wood Products Programme will produce household furniture for both local and outside markets. Third, the Food Processing Programme will be established to preserve locally grown fruit, grains, vegetables and livestock products for both local consumption and export. It will take advantage of off-season high prices and provide regular consignments in unit packaging. Fourth, the Cottage Industries Programme will be an on-going consignment and collection agent for bamboo and pandan products and specialty items. It will provide part-time employment and encourage the production of quality finished items.

The Local Products Industries have already been initiated with the location of a managing director for the Tailoring Industry and fifty women interested in being employed in the industry. Space for the industry will be secured, contracts concluded with major garment manufacturers, and equipment and training will be provided. Residents have begun to supply sample pandan crafts to a central point, initiating the Cottage Industries Programme. A pricing structure will be established that ensures an adequate income. The first shipment of goods for marketing in Kuala Lumpur will be supplied to the Trading Company within three weeks. Food Processing will begin during the fruit season in July, and an adequate supply of jars and canning equipment will be obtained. A concrete drying floor will be poured, a storage space for produce and a holding tank for harvested fish will be constructed. Wood products production will begin with available tools for local furniture.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 11

Plate 5K

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LOCAL PRODUCTS INDUSTRIES

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Sewing Machines	\$ 2,500M			
	Facility	2,000			
	Preserving Equipment	1,000			
	Storage Shed	2,000			
	Fish Tank	500			
	Trademark	100			
	Carpentry Equipment	3,000			
Subtotal - capital		11,100			
II Pay and Allowanc- es	1 Community Wage	1,200	\$ 1,200M	\$ 1,200M	\$ 1,200M
Subtotal - pay		1,200	1,200	1,200	1,200
III Current Expenses	Timber Supplies	1,000			
	Material Supplies	2,000	1,000		
	Paint	500	200		
	Packaging	300	200		
	Tailoring Instruments	300			
	Freight	500			
Subtotal - current		4,600	1,400		
Total Programme Costs		\$16,900M	\$ 2,600M	\$ 1,200M	\$ 1,200M

ECONOMIC DEVELOPMENT: Actuating Programme 12

MODEL SMALLHOLD FARM

The Model Smallhold Farm is designed to employ a wide variety of agricultural practices in a confined area, demonstrating productive utilisation of smallhold lands. The villagers have indicated a great desire to improve the yield and quality of agricultural products that can be produced on their own acreage. The Model Farm will demonstrate methods of food crop rotation that will simultaneously improve yields and upgrade the soil. Irrigation procedures will also be demonstrated that minimise erosion. The farm will balance crops, livestock and fruit trees in a miniature garden paradise. Many government and private agencies will offer valuable assistance to land owners willing to initiate responsible development of smallhold plots. The model smallhold farm in Sungai Lui will not only indicate a new possibility for agricultural self-sufficiency in the village, but will serve as a significant prototype for rural agricultural advancement envisioned as part of the Malaysia Third Plan.

The Model Smallhold Farm consists of four components. First, the Farm Management Programme will coordinate with the Equipment Pool to support the mechanisation of small holdings, including a variety of machinery and hand tools. In addition, extension services will be provided for matters relating to pest and disease control, seed selection, planting procedures and crop maintenance. Second, the Land Improvement Programme will practice conservation measures and will provide appropriate fertilisers and soil diet supplements. It will also introduce herbicides for the eradication of lalang and other weeds. Third, the Small Stock Programme will provide fencing and sheltering material and veterinary services that will enable a variety of animals to be part of the model smallholdings. Fourth, the Rotational Crop Programme will utilise model planting procedures and introduce diverse crops like soya beans, maize, potatoes, ground nuts and vegetables.

The Model Smallhold Farm will be initiated by obtaining a two-wheel pedestrian tractor and planter from the Equipment Pool. A four-acre model farm site will be selected on the basis of the land-use survey. A one-acre overhead sprinkle irrigation system will be set up. A one-acre enclosed vegetable garden will be ploughed and planted with hybrid seeds. Six poultry coops will be constructed and 240 chickens procured. A fish pond of one-fifth acre and four feet deep will be machine excavated, enclosed and stocked with fingerlings. The land will be cultivated and ploughed for fruit trees, seedlings procured and planted. Sprays will be obtained to control pests, insects and fungi and additional land for fruit trees will be leveled and ploughed with a disk harrow. High-quality seed for forage and grain will be purchased and planted. A mechanical thresher will be secured for the grain. A rodent-proof shed will be built for the grain and a drying floor poured.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 12 . Plate 5L

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MODEL SMALLHOLD FARM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Fencing	\$ 800M			
	Poultry Coops	600			
	Sprinkler System	5,000			
	Pump	200			
	Subtotal - capital	6,600			
II Pay and Allowanc- es	1 Community Wage	1,200	\$ 1,200M	\$ 1,200M	\$ 1,200M
	$\frac{1}{2}$ Auxiliary Salary	2,400	2,400		
	Subtotal - pay	3,600	3,600	1,200	1,200
III Current Costs	Cultivation	1,000			
	Storage Pit Construc- tion	200			
	Seeds	2,000	1,000		
	Fertiliser	2,000			
	Weed & Pest Chemicals	400			
	Chicken Stock	500			
	Fish	1,000			
	Subtotal - current	7,100	1,000		
Total Programme Costs		\$17,300M	\$ 4,600M	\$ 1,200M	\$ 1,200M

ECONOMIC DEVELOPMENT: Actuating Programme 13

FOOD PRODUCTION ENTERPRISES

The Food Production Enterprises are crucial to the village, and will build on and take advantage of the excellent climate and fine soil in the Sungai Lui valley. The valley is also known for certain crops such as durian. A combination of intensive food cropping, livestock development, fish farming and fruit growing will increase food production for both local consumption and external markets. This will have the dual effect of upgrading village nutrition and increasing current income. Creating productive fish ponds and restoring once lush padi fields to the production of a variety of crops have become the dreams of many residents of Sungai Lui. The village now has the possibility not only of being self-sufficient in food production, but of enjoying a profit from its agricultural labours, setting the pace for reclaiming Malaysia's promising farm land.

The Food Production Enterprises consists of four components. First, the Field Crop Programme will restore the cultivation of a major portion of the fields in Kampung Gabai and provide additional income from the marketing of crops such as rice, soya beans, ground nuts, maize and dal. It will include the creation of a plant nursery to initiate the food crops. Second, the Livestock Development Programme will create a system of stock breeding, poultry raising, animal compounds and grazing land appropriate to the space and needs of the village. Third, the Fish Pond Programme will consist of a series of ponds for raising fresh water fish and prawns. A combination of individually and collectively owned ponds will provide additional protein and also family income. Fourth, the Fruit Orchard Programme will establish fruit orchards of durian, pineapple, lemon, lime, papaya, mango, coconut and rambutan. An emphasis will be placed on fast growing fruits that can be harvested quickly.

The Food Production Enterprises have already been initiated with a land use survey that will provide the basis for designating food production areas. Sungai Lui will immediately be registered with the Department of Agriculture in Ulu Langat, so that seed and fertiliser may be acquired. A four-wheel tractor will be secured so that major crops may be started in the current growing season. Weeds and grass will be cleared in the planting areas and planting advice solicited from the Universitas Pertanian Extension Service. Existing irrigation channels will be cleared, and water diverted into the system. Machinery will be acquired to activate the large upper fish pond project, and to install a gravity connection system with inlet and outlet provisions in the smaller ponds along the river basin. Appropriate fish feeds and stock will be obtained. High yielding fruit seedlings will be obtained and planted, and initial livestock will be procured.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 13

Plate 5M

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FOOD PRODUCTION ENTERPRISES

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Fish Pond Construction	\$ 5,000M	\$ 1,000M		
	Fruit Nursery	1,000			
	Irrigation Gates	1,800			
Subtotal - capital		7,800	1,000		
II Pay and Allowanc- es	2 Community Wages	2,400	2,400	\$ 3,600M	\$ 3,600M
	½ Auxiliary Salary	2,400	2,400		
Subtotal - pay		4,800	4,800	3,600	3,600
III Current Expenses	Seeds	700	700		
	Fish Feed	1,000	500		
	Fruit Seedlings	1,000			
	Machinery Hire	700			
	Fertiliser	4,000	2,000		
	Fuel	5,000	2,000		
	Chemicals (pest/weed)	4,000	2,000		
	Truck Hire	2,000	500		
Subtotal - current		18,400	7,700		
Total Programme Costs		\$31,000M	\$13,500M	\$ 3,600M	\$ 3,600M

ECONOMIC DEVELOPMENT: Actuating Programme 14

RUBBER ESTATE PROJECT

Malaysia's fame as a source of raw rubber material grew out of the productivity of the planters of villages like Sungai Lui, who now desire assistance in rehabilitating the potentially more profitable rubber industry of the valley. The Rubber Estate Project provides responsible procedures for maximum exploitation of the village rubber resources. Recent investigation by the Rubber Research Institute of Malaysia has shown that latex yields can be increased through the use of scientific tapping techniques, rubber replanting schemes, weed eradication and soil enrichment programmes. With the current trend toward village unity and possibilities of economic reinforcement from new business and industry, the village appreciates the opportunity to take a long-term look at its rubber resources in order to design a comprehensive plan for its development. Sungai Lui, in initiating the Rubber Estate Project, will participate in and aid the common local effort in Malaysia to improve rubber exports.

The Rubber Estate Project consists of four components. First, the Soil Enrichment Programme will increase the yield of older rubber trees, focusing on the 200 acres of rubber presently being exploited. The programme will include the removal of weeds and slashing of undergrowth, together with the application of fertilisers and herbicides and the planting of cover crops. Second, the Rubber Replanting Programme will systematically rehabilitate the 1,200 acres of trees presently being neglected. Nursery areas will be established, and budding and grafting techniques will be employed to reduce maturation time. Third, the Systematic Tapping Programme will train villagers in the use of chemical stimulants and appropriate tapping frequencies to increase the latex yield in the current rubber estates. Fourth, the Estate Intercropping Programme will be co-ordinated with the replanting programme. Cash crops of maize, ground nuts and soya beans will contribute to the economic profitability of the areas being replanted.

The Rubber Estate Project will be initiated with an agreement by the village planters on a systematic tapping plan for the 200 acres of currently yielding trees. To facilitate this, ownership rights will be delineated. The latest tapping procedures will be introduced, including the use of Etherel stimulant, on the advice of RRIM and RISDA. Rubber tapping teams will be organised on a rotating schedule, including the pairing of unemployed adults with more skilled tappers for on-the-job training. Basic equipment will be obtained, and the Work Corps employed to slash undergrowth. Herbicide will be obtained and applied to retard weed regrowth. A long-range replanting plan will be created to phase the rehabilitation of the 1,200 acres of neglected trees. Five acres of land will be set aside as a nursery to facilitate this rehabilitation.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 14

Plate 5N

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RUBBER ESTATE PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	200 Acres Replanting and				
	Rehabilitation	\$24,000M	\$20,000M	\$10,000M	
	Nursery	3,000			
	subtotal - capital	27,000	20,000	10,000	
II Pay and Allowances	2 Community Wages	2,400	2,400	2,400	\$ 2,400M
	Subtotal - pay	2,400	2,400	2,400	2,400
III Current Expenses	Herbicides	3,000	500		
	Cash Crop Seed	300			
	Etherel Chemical	4,000	2,000	500	
	Subtotal - current	7,300	2,500	500	
Total Programme Cost		\$36,700M	\$24,900M	\$12,900M	\$2,400M

EPILOGUE

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I

ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Sungai Lui are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programmes, together reflect the flow of the consultation.

FINDINGS

The Operating Vision of Sungai Lui's residents, summarised at the beginning of the week, indicated great concern for revitalising village life, increasing formal and informal training and strengthening the existing economic base of the village. The following day's work in discerning the Underlying Contradictions revealed the central issues to be the fragmented and irregular availability of training, basic services, capital, and employment; other issues focused on the diminishing participation in village life and local agriculture, and a subsistence approach to the benefits of education and the modern economy. The Proposal work which followed emphasised improved water and transport services, business and agricultural expansion as well as stressing practical education and village community activities. The Tactical Systems built to carry out the proposals underscore the need to build basic community structures, expand the economic base, increase functional education and establish village services. Tactics related to community structures included social organisation, community construction and irrigation systems. Economic tactics recommended small business, local industries, farm mechanisation, fish ponds and increased rubber yield. Education tactics covered occupational and domestic skills, local kindergarten, teacher training and supplemental education. Tactics on establishing services suggested water and sanitation systems, village maintenance and community transport. The Actuating Programmes chart contains 14 major programmes which indicate a major concern for developing practical skills and services for community self-reliance and an expansion of local economic self-sufficiency. The major intent is to create a sense of community and corporate operation that will enable total socio-economic development.

The Human Development Project model produced during the Consult represents the decision of the citizens to intensify and expand development efforts in the community. The actuating Programmes

PHASES

provide for the four-year phasing of the model. During the year of initiation, emphasis will be placed on mobilising broad community effort in the arenas of local business development, functional literacy, economic self-sufficiency and the transformation of community space to project a recreated image of Sungai Lui to its residents and to the world. By the end of the first year all the actuating programmes will be in operation. The dual emphases of the second year are programme 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 will assume greater responsibility for the total operation. A second concern of this phase will be the extension of the project focus to nearby villages and to similar situations in other parts of the state. Simultaneously, the number of local ICA staff is decreased. In effect, the new project model is actuated at the end of three years. Programme maturation occurs during the fourth year. By this time, external assistance is considerably reduced and local initiative is maximized in all of the development programmes.

II

PROJECT FINANCING

FUNDING

A comprehensive funding scheme is required for social demonstration. While the community must move as quickly as possible to assume responsibility for the costs of its development, outside financial coverage is necessary to build economic momentum. The Project requires direct assistance from both public and private sectors in the form of grants, long-term loans at favourable rates, lines of credit, and in-kind contributions of goods, services and personnel. It is therefore important to make such external resources immediately available to the community, but to maintain them only for the period necessary to generate local economic activity.

COSTS

The fourteen Actuating Programmes provide the means for an initial analysis of the project cost as well as the broad funding patterns. Plate 6 shows the estimated cost of the first year of each programme broken down into capital expenses, salaries and operating expenses. Plate 6A provides a picture of the projected four-year costs. It is anticipated that at the end of the third year outside support of the project itself will not be necessary. The major component of the first year budget is for capital costs to undergird the physical reconstruction and economic development of the village. Another large component will be in the arena of capital costs for the expansion of community services, particularly water, sewage and drainage systems. It

is anticipated that about one-third of salary increases in the village will come from salaries paid to the local residents for direct project work. Over the four years, increasingly less direct funding will be needed to support salaries as programmes begin to generate their own incomes. Plate 6B illustrates the principle of economic self-sufficiency as the flow of outside funding decreases and village capital increases. This move requires a totally-comprehensive development approach. Through the expansion of existing industries and the introduction of new industries and services within the community, a stable economic base will be established which will help to maintain the project's efforts.

III

IMPLEMENTING FORCES

GUILDS

The fourteen Programmes provide the framework for local participation and give direction to the necessary organisation of the community residents who will do the work of implementation. Those of all ages who participate could form a series of working groups, a modern form of the traditional guilds. These groups could then subdivide into task forces to do particular jobs related to varied aspects of programme implementation. Through the guild structure these citizens could also do continual planning and evaluation.

COMMISSIONS

This organisational format would provide the structure through which all the residents could participate in making decisions about the future of the community. The fourteen programmes of the Sungai Lui Human Development Project could be grouped in relation to two commissions responsible for co-ordinating the unified forces of the Project. One commission could deal primarily with economic development, the other more with the social. Such commissions, comprised of guild participants and other community residents, would include both men and women, youth and elders, so that there would be a representational cross-section of the community. Co-operation on such a broad basis is vital to the success of effective community development. The commissions would also need to have participation from the auxiliary staff and the guardians, who would catalyze and support the Project.

GUARDIANS

The Guardian and Patron networks assure the continuance of external support to the Sungai Lui Human Development Project. Such a supportive network would allow for the participation and assistance of governmental departments as well as the establishment of relationships with the private sector across

the state and the world. In addition to funding, outside support would include information sources, advocacy and access to services and expertise not presently available within the community.

Finally, the Actuating Programmes indicate the form of the catalytic force referred to here as the auxiliary. One of the indices of a dynamic Human Development Project is the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. Functionally, the group engenders motivation in the community at large and continually seeds its imagination, thus enriching and focusing its understanding of the development task. It also provides on-going training, most of which goes on informally as people work shoulder to shoulder on a common task. Such training makes possible the continual emergence of new leadership. The presence of such a body, whose membership is international, provides a continual freshness of perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of the community and the practical wisdom of long-time residents, a reservoir of effective energy emerges. In Sungai Lui today such a force of people needs to include those skilled in construction, small business, vocational training, mechanics, education, rubber, agriculture, financial management and recreational programmes. Each member of the auxiliary will be charged with the responsibility of training one or more understudies in his arena of expertise. The understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

AUXILIARY

IV

ANTICIPATED BENEFITS

Sungai Lui intends to be a signal community which people will come to visit in the future as a demonstration of village 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 five simple sketches.

ANTICIPATIONS

As he approaches the village, the visitor is greeted by a bamboo arch over the main road which reads "Welcome to Sungai Lui: A great place to be alive" in both English and Malay. He realises at that moment that he has reached his destination, a truly model village for all Malaysia. Near the arch on the

IDENTITY

roadway he sees an attractive map of the village giving details of the physical features and showing community places of interest. He notices that all the streets are named and that one of them, Jalan Gabai, leads beyond the village to the outlying fields and the waterfall recreation park. Near the map is a village bulletin board on which he sees a poster announcing a festival now in progress which is celebrating the founding of Sungai Lui. He moves down the road toward the crowds in the street. He is amazed by the large number of people and impressed with the air of gaiety and celebration which is present. He browses through an historical exhibit that portrays in artistic fashion the history and highlights of life in the village since its beginning. He stops by the school yard and watches both young and old men dancing and nearby a performance of the sword dance by members of the Youth Arts guild.

COMMERCE

His next stop is the market where he admires the wide array of colourful varieties of produce. The community truck is dropping off fresh, succulent locally-grown fruits and vegetables at the market stalls before proceeding with a full load to the markets in Kuala Lumpur. He stops to sample satay before investigating the whir of sewing machines announcing the tailoring shop. He sees the stacks of neat bundles of finished garments waiting to be shipped to world markets. Next to the tailor shop he finds vats of dye and women doing batik printing on bolts of cotton. On the other side of the street a new sound attracts him. The sound of clanging instruments draws his attention to the repair shop and modern gas station. He observes the intense concentration of the youth who crowd around to hear the master mechanic explain how he is repairing the village tractor. Next to the repair shop he sees a small office with the sign "Sungai Lui Credit Union", and he sees a man coming out of the door with a broad smile and guesses that he has just received a loan. The satay has whetted his appetite and he cannot resist stopping at the restaurant for a plate of rice, mutton stew and long beans with a mixed vegetable and fruit salad. As he eats, the visitor reflects on the sense of well-being and prosperity which he experiences everywhere. He continues his walk pausing at the bus stop, a neat shelter with a sign "Sungai Lui" on the top. He is surprised at the urban amenities which are nearby: the modern toilet, the village laundry house and he understands why the people appear so content.

ENVIRONMENT

As he approaches the home of his host, he is surprised to find clipped grass along the roadway, not visible with the crowds around the market place. The flowering bushes that border the highway conceal the houses from the road, yet the tantalizing view he notices is one of neat wood-stained buildings on stilts with low-louvered windows and finely carved woodwork trim. He arrives at the house and notices the vegetable garden of corn, soyabeans, groundnuts and long beans in the yard. He enters the house finding

the interior with its fine pieces of local art and modern shower a delightful surprise! He is not, however, surprised to find an architect from Kuala Lumpur there talking over blueprints with a young member of the Builders' Guild. He rests briefly, enjoying a drink of cool fresh water and then his host escorts him through the village to visit the river and the recreation sites. He enjoys refreshments at a stall near the waterfall and then continues on to see more of the wonders of Sungai Lui.

AGRICULTURE

The visitor's guide drives him to the edge of the model small-hold farm. As he walks through the fields, he notices that the chickens and goats are confined to coops or common grazing areas. In the rubber holdings, he notices stumps where old rubber trees have been cut down and shoots of replanted seedlings are coming up. He sees members of the Farmers' Guild fertilising the mature rubber trees to increase the yield. He carefully walks through the rubber rows because of the intercropping of maize, bananas and vegetables. He sees wide fields under cultivation and the tractor moving towards him. He stops to talk to the driver and learns that this is a co-operatively-owned tractor and that the field is being fed by an irrigation channel restored on a community work-day. As he heads back toward the village he notices a sign pointing to the Sungai Lui Fish Pond Project.

TRAINING

Upon returning to the village, the sound of laughing children greets him before he turns off the main street into Kampung Bahru. He first glimpses the play-yard outside the Balai Raya community centre where the village kindergarten is in session. He sees that all the children are proudly wearing smart blue uniforms with a grid of Sungai Lui embroidered on the collar. He talks with one of the women in the yard and learns that she is a mother who has taken the teacher training and become a regular member of the staff of the school. He continues on with his host and passes the primary school again where he now sees a large school bus on which he again reads the slogan "Sungai Lui: A great place to be alive". He goes into the school where an excited group of adults are beginning to gather for evening classes and is amazed to see the wide spread of ages in the classrooms with typewriters in one, English texts in another and a wide variety of skills in the rest including a classroom where giggling women are practising first aid on each other. Under the trees behind the school he finds a group of young children listening to an elder telling stories of the history of Sungai Lui and acting out dramas which they have created for each other. He chuckles as the children pantomime the moving of the Kampung Bahru houses on poles when the land was cleared for building the school. As he finally makes his way home with his host at the end of the day, he is delighted by the multi-coloured street lights casting a soft glow over the streets, and he realises that this is the home of a proud and hospitable people.

MOTIVITY

As he reflects on his tour, the visitor is aware that he has been most deeply impressed by the people themselves. He realises that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He senses that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Sungai Lui. Perhaps he will say that the people display a new kind of community spirit. He wonders why, if this can happen in Sungai Lui, it can not occur in other communities across Selangor and Malaysia, and indeed, the rest of the world.

V

REPLICATION SCHEMES

LOCAL

The Sungai Lui Human Development Project described here is a pilot project. It is intended to be a practical demonstration of comprehensive socio-economic development of a rural community. This means that it is designed for replication in other communities. Even in the first year, the programmatic effect in Sungai Lui will be known in other areas of Selangor. In subsequent years it could extend to other communities across Malaysia. Local replication would involve six steps. The first step is the systematic sharing of the results of the project with other communities through speaking engagements by the auxiliary staff from Sungai Lui. Second, a visitation programme is designed whereby leaders and residents of other communities visit the project site. Third, one-day local community meetings are held where people from prospective communities meet to discuss the challenges of their community and formulate working proposals. Fourth, concerned leadership is trained in the project methods through a Social Methods Institute. Fifth, in consultation with the ICA staff, community leaders explore the implications of undertaking a Human Development Project. Finally, replication is initiated with the assistance of residents of Sungai Lui and staff from the ICA in communities deciding to participate.

NATIONAL

A nation-wide replication effort would be of signal value for communities in any country by giving concrete and constructive form to the movement toward local responsibility in socio-economic development. This would benefit Malaysia in a number of ways: by dramatising a new approach to the rural areas which would be useful across Malaysia; by providing a means for local people to participate in the implementation and planning of development projects; by developing less costly locally-administered care structures for the residential base of the nation; by releasing the initiative of local residents in caring for themselves; and by designing approaches to urban social development. The practical

steps for a replication effort would require a development effort similar to that described in the six steps to local replication including involving local leadership and recruiting support from the private sector and interested public servants. Such Human Development Projects could demonstrate throughout the nation the recovery of the local community as a human environment.

The replication of this project raises further issues about the necessary catalytic staff and the community training involved. The number of catalytic staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across Malaysia would require a staff of about ten people for each community for a period of two or more years. This staff would live and work with the people of the community, sharing with them a variety of skills. The staff as a unit would encompass a range of expertise, but more important than this would be the deep concern of each staff member for the renewal of community life. Such core groups could be made up of people from both the public and private sectors. They could be people from Sungai Lui, Kuala Lumpur or anywhere in Malaysia and could include university students whose degree requirements incorporate a year of field placement. The ICA is prepared to provide practical training institutes in comprehensive community development methods for such local replication forces. These training institutes would be at least one month in length and accommodate 50-100 trainees. Classroom work would be involved but most of the time would be used for practical field training in the pilot project and local replication experiments.

PERSONNEL

The international staff of the Human Development Project could provide training resources for replication in other locations throughout Malaysia at minimal costs. The programme budgets for each replication project are built on the basis of local necessity and can be supported to a large degree by allocated funds made available through both the normal channels of public and private support and long-range public and private loans. Local people in each situation could participate directly through contribution of time and effort as well as direct cash support. The possible sources of direct economic support, both within and outside the community will be greatly expanded by the successful accomplishment of the Human Development Project in progress.

FINANCING

VI

SUPPORT SYSTEMS

During the past year the Institute of Cultural Affairs surveyed rural villages and urban neighbourhoods in Malaysia in anticipation of establishing a pilot Human Development Project in the nation. The village of Sungai Lui was finally chosen for several reasons. First, its location near Kuala Lumpur and Subang Airport makes it accessible to visitors who wish to see a practical village development project under way. Second, it is dramatically in need of socio-economic development. Third, both the public and private sectors have indicated a keen interest in co-operating with such a village effort. Fourth, Sungai Lui is a symbol of the padi and rubber small-holdings which are target communities for development under the Third Malaysia Plan. Fifth, and perhaps most important, the local residents and their community leaders are ready to move immediately toward the socio-economic development of Sungai Lui.

SELECTION

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Sungai Lui Human Development Project in the coming year. This means assigning staff to serve as the project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic interchange of information with staff and local participants in Human Development Projects across the world. Assigned staff will live in Sungai Lui and work full-time in the project. The expenses of the staff have been written into the various programmes in which they will be directly involved.

STAFF

The ICA stands ready to assist community leadership in procuring funds and in-kind contributions for programme 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 Sungai Lui through the gifts and grants of corporations, departments, foundations and interested individuals. At this point in its history, it is necessary for the Project to depend in large part on outside funding. Over the long term, however, the Project will be recreating the financial foundations of the community and lessening its dependence of external funding.

SUPPORT

By July 1977, twenty-four Human Development Projects will have been launched globally. During 1975-76, eight Projects were established in Australia, India, Kenya, the Marshall Islands, the Philippines, Korea, the United Kingdom and the United States. Sixteen more Projects will be completed by June 1977. The

DIRECTION

SHDP
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Sungai Lui Human Development Project is the nineteenth Project and eleventh to be initiated this year. The ICA anticipates that the Sungai Lui Project will be of service to this nation as one of the many signs already present that local community is being renewed by local man.

Programme	Capital	Local	Govt	Exp.	Travel	Total
1 Early Learning Centre	0.5	2.2	0.6	0.4	1.0	28.2
2 Continuing Education Academy	0.0	1.2	4.0	1.2	-	18.4
3 Employment Skills Training	2.4	2.4	4.8	2.0	2.0	28.2
4 Sungai Lui Cultural Centre	10.3	1.2	-	8.3	-	19.8
5 Village Engagement Corps	1.0	2.4	4.8	2.2	-	10.7
6 Preventative Health Network	0.3	1.2	-	1.3	0.2	9.0
7 Village Construction Project	22.0	2.4	4.8	8.3	-	38.7
8 Essential Services Complex	123.7	2.4	4.8	13.0	-	139.9
9 Sungai Lui Trading Company	8.7	2.4	4.8	10.8	1.0	27.8
10 Business Expansion Project	17.6	-	4.8	0.2	-	39.4
11 Local Products Industries	11.2	1.2	-	4.6	-	18.9
12 Model Smallhold Farm	0.6	1.2	2.4	7.1	-	11.3
13 Food Production Enterprises	7.8	2.4	2.4	18.4	-	31.0
14 Rubber Estate Project	27.0	2.4	-	7.3	-	36.7
Total	304.6	30.0	68.0	107.2	4.2	498.0

BUDGET SUMMARY CHART

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Fiscal Year 1977

Key: 1.00=\$1,000M

breakdown programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Early Learning Centre	4.5	7.2	9.6	-	5.9	1.0	28.2
2 Continuing Education Academy	8.0	1.2	4.8	1.2	3.2	-	18.4
3 Employable Skills Institute	9.4	2.4	4.8	2.0	7.6	2.0	28.2
4 Sungai Lui Cultural Centre	10.3	1.2	-	-	8.3	-	19.8
5 Village Engagement Corps	1.0	2.4	4.8	-	2.5	-	10.7
6 Preventative Health Network	6.3	1.2	-	-	1.3	0.2	9.0
7 Village Construction Project	22.6	2.4	4.8	-	8.9	-	38.7
8 Essential Services Complex	153.7	2.4	4.8	-	15.0	-	175.9
9 Sungai Lui Trading Company	8.7	2.4	4.8	-	10.9	1.0	27.8
10 Business Expansion Project	27.6	-	4.8	0.5	6.5	-	39.4
11 Local Products Industries	11.1	1.2	-	-	4.6	-	16.9
12 Model Smallhold Farm	6.6	1.2	2.4	-	7.1	-	17.3
13 Food Production Enterprises	7.8	2.4	2.4	-	18.4	-	31.0
14 Rubber Estate Project	27.0	2.4	-	-	7.3	-	36.7
Total	304.6	30.0	48.0	3.7	107.5	4.2	498.0

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.00=\$1,000M

years programmes	I	II	III	IV	Total Cost
	FY 1977	FY 1978	FY 1979	FY 1980	
1 Early Learning Centre	28.2	21.3	8.7	7.9	66.1
2 Continuing Education Academy	18.4	9.3	1.2	1.2	30.1
3 Employable Skills Institute	28.2	12.2	3.6	3.6	47.6
4 Sungai Lui Cultural Centre	19.8	7.0	4.4	1.7	32.9
5 Village Engagement Corps	10.7	6.3	4.6	3.6	25.2
6 Preventive Health Network	9.0	2.3	1.2	1.2	13.7
7 Village Construction Project	38.7	7.5	2.4	2.4	51.0
8 Essential Services Complex	175.9	25.8	2.4	2.4	206.5
9 Sungai Lui Trading Company	27.8	11.7	3.6	3.6	46.7
10 Business Expansion Project	39.4	16.0	—	—	55.4
11 Local Products Industries	16.9	2.6	1.2	1.2	21.9
12 Model Smallhold Farm	17.3	4.6	1.2	1.2	24.3
13 Food Production Enterprises	31.0	13.5	3.6	3.6	51.7
14 Rubber Estate Project	36.7	24.9	12.9	2.4	76.9
Total	498.0	165.0	51.0	36.0	750.0

SHDP

Plate 6C

PROJECT FUNDING FLOW CHART
toward local self-sufficiency

ICA Consultants

Key: 1.00=\$1,000M

source			year one launching	year two expanding	year three resolving	year four rendering	Four Year Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	150.0	—	—	—	150.0
		Private Sector	300.0	50.0	—	—	350.0
		Total	450.0	50.0	—	—	500.0
	Village Monies	Cash Contributed	18.0	25.0	36.0	36.0	115.0
		Loans Contributed	30.0	90.0	15.0	—	135.0
		Total	48.0	115.0	51.0	36.0	250.0
	Total Monies		498.0	165.0	51.0	36.0	750.0
Village Income Development	Village Annual Income	Current 535.6	1,071.2	1,606.8			
	Family Average Annual Income	Current 2.3	4.6	6.9			



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