

HUMAN DEVELOPMENT PROJECTS IN LATIN AMERICA

STATUS REPORT SIX DEMONSTRATION VILLAGES



Prepared for
Inter-American Bank
Washington, D.C., USA

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HUMAN DEVELOPMENT PROJECTS IN LATIN AMERICA



**A Seminar Working Paper for
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PRECIS

Approximately two-thirds of the world's people are denied the quality of life experienced by the one-third with access to the benefits of technology and education. In the midst of this situation, it is becoming increasingly clear that the decision of the poor to participate in their community's development can be catalyzed. It has been demonstrated that their own efforts can be that which creates a new reality for their families and communities.

The mobilization and training of people to initiate their own development plans in local communities is crucial to this endeavor. These local plans must then be linked to existing macro development schemes on regional and national levels. This report is a description of one such effort by the Institute of Cultural Affairs. The focus is on two Human Development Projects in Latin America: Cano Negro, Venezuela, initiated in January, 1977; and Woburn Lawn, Jamaica, initiated in June, 1978. Brief reports are to be found on Bananeiras, Brazil; Conacaste, Guatemala; and Sol de Septiembre, Chile; all initiated in June, 1978. The reports conclude with a brief description of San Vincente de Azpitia, Peru, to be initiated June, 1979.

These demonstration projects are intended to serve as a model and training base for regional and national development replication. The first Human Development Training School in Latin America, held in Cano Negro, Venezuela, in May, 1978 was partially funded by the Inter-American Development Bank.

The preliminary conclusions are threefold. First, comprehensive socio-economic and human development can be catalyzed at the village level. Second, the key agents of change are the villagers themselves. Third, members of the public and private sectors are seeking an effective means to assist and support the self-help efforts of local communities.

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BACKGROUND

A. Overview

The Institute of Cultural Affairs is a not-for-profit, private and voluntary organization with 25 years experience and is currently operating in over 100 locations in 30 nations. The ICA has international centers in Bombay, Brussels, Chicago, Hong Kong and Singapore. It is supported by foundations, corporations and concerned individuals. Specific programs receive support from governmental and multilateral agencies.

The ICA is a research, training and demonstration group concerned with the human factor in world development. The ICA is convinced that effective human development is accomplished only through comprehensive integrated renewal at the local community level. The ICA seeks to discover and demonstrate effective methods of integrated socio-economic development in order to motivate and sustain a spirit of responsibility and cooperative action within a community. Hence the work of the ICA is broad and varied, ranging from management seminars for executives to community development demonstration projects.

The ICA believes that the only solution to the critical social ills of our age is the development of local self-sufficiency on a massive scale. Out of years of experience in the field of development has emerged an awareness of the nature of the contradictions which have prevented local self-sufficiency in the past. A major contradiction is the poor utilization and distribution of available resources, not the lack of resources. Another is the lack of systems for delivering appropriate technology to the local level, not the lack of technology. Perhaps most important are the barriers which block the participation of local people in planning and implementing their own development. These can be identified as traditions of separation and disunity, patterns of individualistic rather than cooperative efforts and the atrophy of self help skills. These factors appear to be what has stood in the way of communities achieving local self-sufficiency rather than a lack of desire, initiative or capacity on the part of local people.

The ICA believes this new awareness has occasioned a resurgence of local initiative. This resurgence, while in a very early stage, is global in scale. Assuming this presupposition is correct, it can be anticipated that the current resurgence is a phenomenon which will dissipate if local people continue to be frustrated in local development efforts. What is required now is a clear demonstration that local initiative can achieve practical results on a significant scale across the globe.

B. History

Prior to its incorporation in 1973, the ICA operated as a program division of the Ecumenical Institute. Established as a lay training center in North America, the Ecumenical Institute's purpose is to enable the renewal of the church in the parish and in its academic institutions. It pioneered in practical forms of social response to the complex issues of our time and today continues its service to the church as a separate, yet coordinate group with the ICA.

In order to catalyze the demonstration of local self-sufficiency, the ICA has established to date residential staff locations in 30 nations. The full time staff of approximately 2,000 is supplemented by a substantial volunteer advisory force, the backbone of its programs. The programs which have evolved in the effort to create this demonstration are held in three main program arenas:

Community Forums have been offered by the ICA in some 31 nations. These are local forums designed to draw the community together to initiate grassroots planning and to create an experience of unity and cooperation. In the past three years over 7,000 Forums have been held around the world.

Human Development Projects have been initiated in 53 locations in 28 nations. The Human Development Project is aimed at obtaining rapid social and economic development within a selected community. Five such projects are located in Latin America. Cano Negro, Venezuela was initiated in January, 1977. Four projects were initiated during June, 1978: Bananeiras, Brazil; Conacaste, Guatemala; Sol de Septiembre, Chile; and Woburn Lawn, Jamaica. A sixth project in San Vicente de Azpitia, Peru, will be initiated in June, 1979.

Special Programs share insights gained from the extensive field experience of human development. They include seminars in planning methods and social responsibility which are offered to corporations, community organizations and government agencies. There are special focus forums designed to reim-age the role of women and youth in society.

Work in Latin America began over 10 years ago with short term training programs for churchmen concerned with the practical renewal of the local church and its ability to serve the community. Following a three week training program in Caracas in 1973, the ICA established a Caracas office with Latin Americans as members of the resident staff.

C. Human Development Project Initiation

Site selection, project design and program implementation are the three basic components in the initiation of Human Development Projects. There are six considerations in selecting a project site. First, it must exhibit obvious human suffering typical of its region and nation. Second, the advice and suggestions of the Public and Private Sectors, at both local and national levels must be considered. Third, geographic location of the site needs to be self-contained with a distinct identity, but with access to transportation and other services which insure its visibility for the purpose of demonstration. Fourth, the site needs to contain the possibility of replication within the region and nation. Fifth, there must be the assurance of local support including financing from community funds, donated labor, assumed lines of credit and public and private support in the form of funds, technical input and services. Sixth, an invitation from the local community leadership and an articulated consensus of the community residents to undertake the project are essential for rapid project implementation.

The design of the project is created during a week long on-site consult in which community residents, outside volunteer consultants and ICA staff work together. Shortly after the community decision, several ICA residential staff arrive on site to begin preparations. One week before the consult the five member ICA consult team arrives to work intensively on the practical arrangements and planning for the consult week. The consult week brings together 100 to 300 community residents, the ICA consult team, the ICA auxiliary staff and the volunteer consultants. There are generally 20 to 40 national and extra-national consultants who represent the private and public sectors and bring a diversity of experience and expertise. The total group is formed into five teams, each of which includes a cross section of the participants. The teams generally are organized to work in the areas of agriculture, education, community services, community life, and economic development.

A typical day in the consult includes a short orientation talk and plenary session in the morning. The teams meet over lunch to plan their afternoon field work and research in the community and in nearby towns or cities. During the team dinner, members report to each other and plan their report for the next morning's plenary. The first step in the consult is the articulation of the community's hopes for its future; second is discerning the underlying contradictions which are blocking the community from actualizing its vision; third is creating the practical proposals to deal with the contradictions; fourth is devising the tactics which will implement the proposals; and fifth is pulling together

the tactics into programs for implementation. At each step in the process the local community residents are part of the team and plenary work and in addition, each household is visited by at least one team during the consult. This assures the input of the community into the project design.

The week after the consult pulls the data together into the Consultation Summary Statement which is published in the local/national language and in English. During this week, some of the newly created programs are initiated. By the end of this week, most of the consultants and the consult team have left the community. However, the ICA staff remain in residence to provide leadership for the implementation of all the programs.

D. Research and Report Method

This report was prepared using data submitted by the five Latin American projects and now on file in the international coordinating center in Chicago. To ensure complete and up to date figures and information, two ICA staff from the Chicago office spent a week each in the Cano Negro and Woburn Lawn projects. The team collected data from records on file in the project offices, site visits and from personal interviews with project staff, supporters and local villagers. This variety of data sources allowed for cross checking and facilitated clarification and accuracy.

The report begins by laying out the basic background including the following descriptions: Overview, History, Human Development Project Initiation, Research and Report Method and a report on the Human Development Training School held in April, 1978, in Cano Negro, Venezuela. Sections I through VI are reports on individual projects with a more detailed report on the oldest project, Cano Negro, which was initiated in January, 1977, and on one of the newer projects, Woburn Lawn, which was initiated in June, 1978. Briefer reports are found on Bananeiras, Brazil; Conacaste, Guatemala; and Sol de Septiembre, Chile. A short description is given on San Vincente de Azpitia, Peru, which will be initiated in June, 1979. The report concludes with a brief description of the future in two parts: 1979-80 and 1980-84.

Two basic screens that inform the research and reporting of the Human Development Projects are the Programmatic Chart and the Organizational Chart (see page six). Both of these charts are the results of field experience gained in the first 24 Human Development Projects initiated by the ICA. The underlying dynamics of local community development which these charts represent not only inform the ICA's research and reporting methods, but provide a framework for monitoring and evaluating project implementation. They are also the underlying framework for the

curriculum of the Human Development Training School.

The Programmatic Chart reveals the arenas of action in the projects, with the focus on actuation rather than analysis. In the hands of a trained person, the chart helps to illuminate what needs to be done rather than what the problems are. It reveals the main arenas of local community development to be: 1) economic development to increase local productivity towards self-sustenance, 2) social development to increase local sociality toward self-reliance, and 3) "human development" to increase local motivity toward self-confidence. The term "human development" is used in two ways by the ICA. First, it refers to the whole process of catalyzing local community development and includes all three arenas described. Second, it refers to the human development arenas in the programmatic chart (column B) which is one unique aspect in the ICA approach to local community development.

The Organizational Chart describes the community groupings working to implement the community's plan. In any functioning community there are fundamental neighborhood groups that focus on the care of the community, families, and individuals. These are called "stakes" in the Human Development Projects. (Group V) Second, in any vital community there are task groups which focus on specific tasks. These are called "guilds" (Group IV). Third, in this organizational design, the guilds concerned with the economic development of the community are focused in a common thrust and management scheme through the economic commission. The same is true with the guilds focused on the social, as seen in the social commission. These two commissions are a unique aspect of the ICA approach to local community development (Group III). Fourth, in any community that plans systematically for the future and implements it by phases, there is some form of representative coordinating group. This is called the Secretariat (Group II). Fifth, in any community that has involved its residents in its own development, there is some form of regular community gathering. This is named the Community Assembly (Group I) on the chart. The community dynamics represented in the Organizational Chart are not imposed on the community. Rather, the chart is a screen which helps to discern what is already present and what new groupings are needed to sustain the community self-development efforts.



PROGRAMMATIC CHART

Toward the Actuation of Comprehensive Human Development Projects on the Local Level

thirty six programs — nine structures — three dynamics — one project

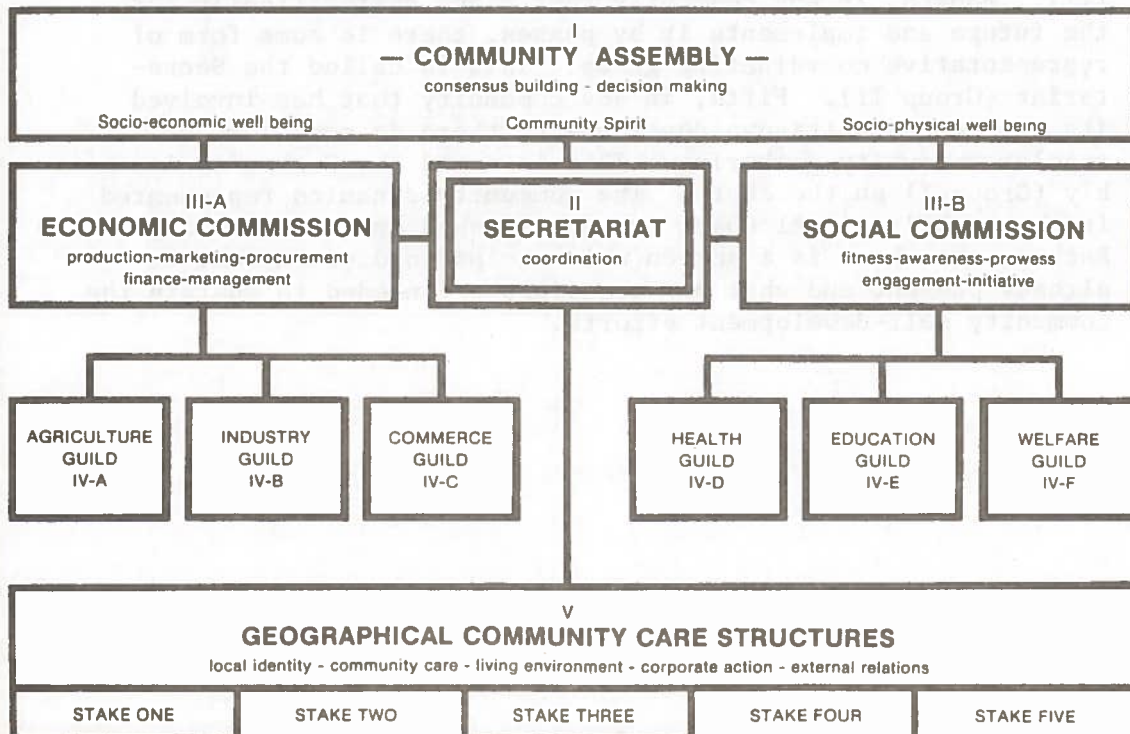
A ECONOMIC DEVELOPMENT LOCAL PRODUCTIVITY —toward self-sustenance	B HUMAN DEVELOPMENT LOCAL MOTIVITY —toward self-confidence	C SOCIAL DEVELOPMENT LOCAL SOCIALITY —toward self-reliance
Enabling local— COOPERATIVE AGRICULTURE 1 expanded cultivation 2 intensified production 3 water delivery 4 equipment pool	Reconstructing local— LIVING ENVIRONMENT 13 domestic housing 14 public facilities 15 village design 16 essential services	Creating local— PREVENTIVE CARE 25 intermediate sanitation 26 total nutrition 27 systematic immunization 28 primary treatment
Developing local— APPROPRIATE INDUSTRY 5 cottage production 6 agro-business 7 processing plants 8 ancillary industry	Catalyzing local— CORPORATE PATTERNS 17 total engagement 18 community commons 19 consensus assemblies 20 corporate workdays	Establishing local— FUNCTIONAL EDUCATION 29 early learning 30 formal schooling 31 youth training 32 adult education
Initiating local— COMMERCIAL SERVICES 9 common marketing 10 local merchandising 11 savings & loans 12 basic transport	Recovering local— IDENTITY SYSTEMS 21 community self-story 22 symbol systems 23 corporate rituals 24 village celebrations	Instituting local— COMMUNITY WELFARE 33 family development 34 women's advancement 35 youth task-force 36 elderly engagement



ORGANIZATIONAL CHART

Toward the Actuation of Comprehensive Human Development Projects on the Local Level

I. The Assembly - II. The Secretariat - III. The Commissions - IV. The Guild Network - V. The Stake System



E. Human Development Training School

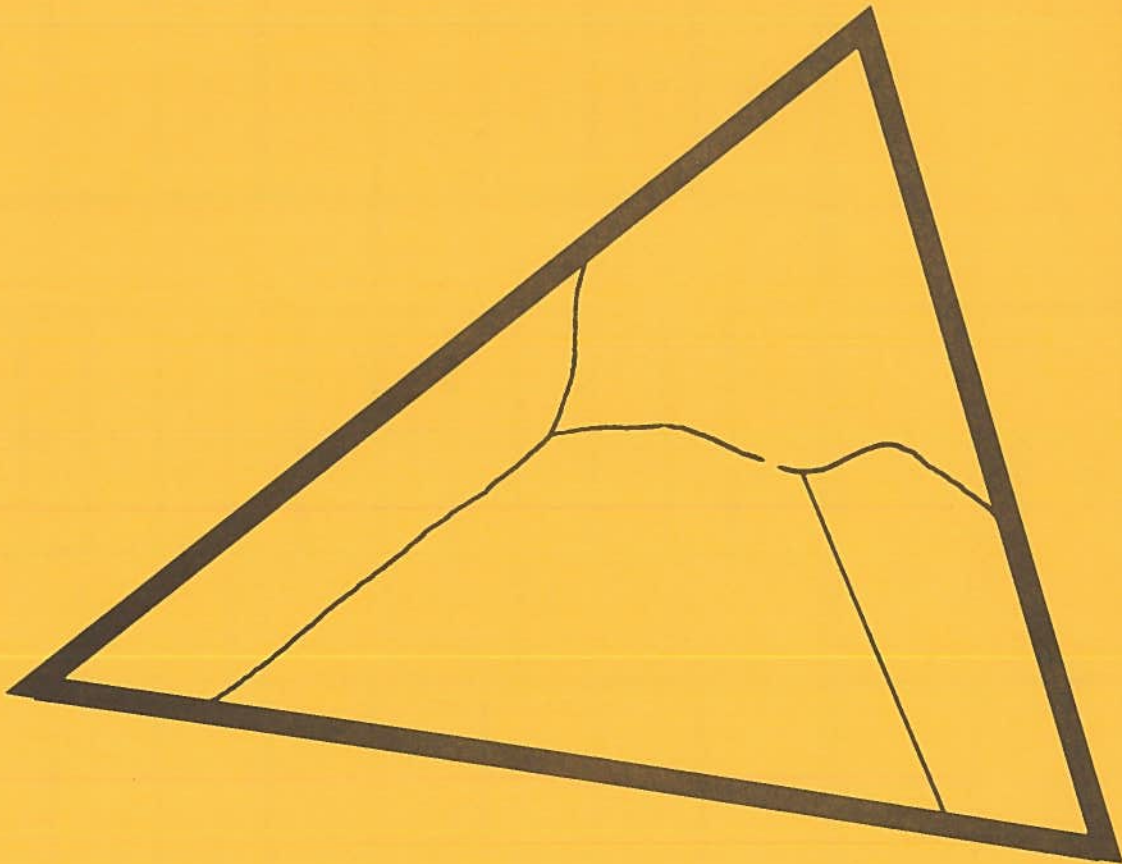
A Human Development Training School was held in the village of Cano Negro, Venezuela, April 7 to June 5, 1978. The school was directed by 12 ICA faculty: eight local field staff designated to be directors for the four new Latin American projects to be initiated immediately after the School, plus four international faculty. There were 65 involved in the school: 15 from Guatemala, 16 from Jamaica, 17 from Chile, 5 from Brazil and 12 from Venezuela. In addition to the 12 full time Cano Negro participants, several others participated in the program on a part time basis. The total cost for the 65, including air fare, was \$103,240 or \$1,588 per person.

The village of Cano Negro provided immediate concrete illustrations of how a community can take charge of its own development. The Cano Negro Consultation Statement served as a practical textbook in community planning. The school curriculum consisted of training in the methods and skills of village development presented in a highly practical and functional manner. Field visits to industrial, agricultural, commercial, educational and similar enterprises complemented the experience in the village. Panel presentations by school participants and outside resource persons allowed for an exchange of ideas among the individuals and communities represented. Seminars were held on cooperative planning methods, problem analysis and practical program designs. Regular workdays provided participants with the opportunity to respond to the specific needs of the village of Cano Negro and to gain experience in the elements of community motivation, corporate work, task planning and phasing, personnel configurations and practical preparation for events.

Immediately upon completion of the school, the participants returned to their respective nations and prepared for the consults which initiated the four new Human Development Projects in Guatemala, Jamaica, Chile and Brazil. The training which the participants had received and the specific planning completed in the school prior to their return enabled them to move rapidly to set up and initiate the new projects in June, the following month.

CAÑO NEGRO

HUMAN DEVELOPMENT PROJECT



INITIATING CONSULT
JANUARY 1977

THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Caño Negro

ONE TOWARD THE SOCIAL DEVELOPMENT OF CAÑO NEGRO		TWO TOWARD THE COMMUNITY STYLE OF CAÑO NEGRO		THREE TOWARD THE ECONOMIC DEVELOPMENT OF CAÑO NEGRO	
A PRACTICAL EDUCATION		B PHYSICAL WELL-BEING		D EXPANDED AGRICULTURE	
C NEW INDUSTRY		E			
1 EARLY LEARNING CENTER	1 INFANT CARE PROGRAM	13 MEDICAL SERVICES PROGRAM	21 GLOBAL TRIPS PROGRAM	31 FRUIT ORCHARD PROGRAM	41 NEW CONSTRUCTION PROGRAM
2	2 FOUNDATIONAL SCHOOL PROGRAM	14 DENTAL CARE PROGRAM	22 SPECIAL EVENTS PROGRAM	34 MARKET GARDEN PROGRAM	42 MATERIALS MANUFACTURING PROGRAM
3	3 BASIC PRE-SCHOOL PROGRAM	15 HEALTH EDUCATION PROGRAM	23 SYMBOLIC LIFE PROGRAM	35 SMALL LIVESTOCK PROGRAM	43 HOUSE EXPANSION PROGRAM
4	4 TEACHER TRAINING PROGRAM	16 PARA-MEDIC CORPS PROGRAM	24 CULTURAL HERITAGE PROGRAM	36 PROCESSED CONDIMENTS PROGRAM	44 DWELLING REPAIR PROGRAM
5	5 FUNCTIONAL LITERACY PROGRAM	17 NUTRITION EDUCATION PROGRAM	25 PUBLIC COMMUNICATION PROGRAM	37 AGRICULTURAL EXPORT CORPORATION	45 FINANCIAL SERVICES PROGRAM
6	6 FUNDAMENTAL SKILLS PROGRAM	18 COMMUNITY KITCHEN PROGRAM	26 COOPERATIVE TRANSPORTATION PROGRAM	38 CULINARY ARTS PROGRAM	46 EXPORT MARKETING PROGRAM
7	7 SUPPLEMENTAL INSTRUCTION PROGRAM	19 SCHEDULED IMMUNIZATION PROGRAM	27 CORPORATE EQUIPMENT PROGRAM	39 HOME GARDEN PROGRAM	47 MULTI-PURPOSE PROGRAM
8	8 PUBLIC SCHOOLS PROGRAM	20 PARASITE CONTROL PROGRAM	28 EXTERNAL ASSISTANCE PROGRAM	40 EXPERIMENTAL STATION PROGRAM	48 BUSINESS PROMOTION PROGRAM
9	9 FAMILY LIFE PROGRAM	21 PREVENTIVE MEDICINE SYSTEM	29 PHYSICAL MAINTENANCE PROGRAM	43 VILLAGE GARDENS ASSOCIATION	49 SUPPORT INDUSTRIES PROGRAM
10	10 PRACTICAL CIVICS PROGRAM	22 PUBLIC WORKS CORPS	30 CIVIL CONSTRUCTION PROGRAM	44 SMALL INDUSTRY COMPLEX	50 GIFT PRODUCTS PROGRAM
11	11 VOCATIONAL TRAINING PROGRAM	23 VIII	31 GATE- SUPPLY PROGRAM	45 FOOD PRESERVATION PROGRAM	51 WOOD FURNISHINGS PROGRAM
12	12 LEADERSHIP DEVELOPMENT PROGRAM	24 V	32 ROAD/ IMPROVEMENT PROGRAM	46 CLOTHING MANUFACTURING PROGRAM	52 CLOTHING MANUFACTURING PROGRAM
13	13 LIFE SKILLS ACADEMY	25 I			
14	14 LEADERSHIP DEVELOPMENT PROGRAM	26 II			
15	15 LIFE SKILLS ACADEMY	27 III			

I. CANO NEGRO HUMAN DEVELOPMENT PROJECT

A. Village Description

The village of Cano Negro is one of 26 in the Ribas Municipality of the Acevedo District in the State of Miranda. It is surrounded by lush tropical vegetation and hilly terrain at an elevation of less than 40 meters. The Cano or creek for which the village is named surrounds the village on three sides. The first houses were built here in 1912. Although people changed status in 1948 from sharecroppers to independent cacao farmers, production was relatively limited by minimal technology and the absence of mechanical equipment. The establishment of an agrarian syndicate in 1962 brought new stability and government benefits to local farmers. Government loans to 12 village cacao farmers made cacao, even then, the major cash crop, the fundamental economic support of virtually the entire village.

A gift of land by a hacienda owner in 1970, the subsequent construction of 24 cement block houses by the government, electrification, a school and partial water access have made the village aware of itself as a substantial entity. With continued development, the present 43 families anticipate a total of 100 families in the village over the next few years. Land has been set aside for a village plaza and for additional housing. This remarkable reverse in rural to urban migration cannot occur while the present severe malnutrition, lack of continued safe water and sanitation, low income and underemployment persist. A unique determination and strong community spirit, however, indicate that the residents of Cano Negro are ready to create a very different future.

B. Baseline Data

Cano Negro is at the end of a dirt road three kilometers from the town of Tapipa. The village of Cano Negro includes 43 families. Families are large and childbearing begins at an early age. Many male youth emigrate to urban areas for work. There are more women than men and numbers of households are headed by single mothers.

Cano Negro

The average village income is estimated at Bs 2,500 or \$580 US per year, a figure well below the national median.

The principal product and sole cash crop is cacao which is harvested between December and June. The principal food crops, most of which grow wild, are bananas, plantains, tangerines, grapefruit, mangos, yucca, beans and name. There is abundant water in the wet season, but during the dry season fresh water is available only in low-ground water holes. The basic diet consists of plantains, yucca and seasonal fruits. Few vegetables are grown or eaten.

The majority of the children are malnourished. Life expectancy is about 57 years. The nearest doctor is in Tapipa, three kilometers away. Health care units visit Tapipa three times a year to provide inoculations. There is a local school where grades one through three are taught. Fourth through sixth grade students walk to Tapipa. Fewer than half of the village children attend school. Fifty per cent of the adult population is literate.

C. Program Accomplishments

1. Cooperative Agriculture

In the 28 months of the project, Cano Negro has concentrated its agricultural efforts in three areas. The three acre community garden is a demonstration of how nutritional benefits and supplemental income may be obtained for the family. The Youth Club maintained this garden for a year with diversified crops. They received training from governmental departments on modern farming techniques and specialized training in the grafting of citrus fruit trees. The earnings for the year (\$480) were spent to build a sports field and to sponsor trips. This year's experiments in the community garden indicated that eggplants and cucumbers were the most productive home garden crop, both nutritionally and financially. The next step in this demonstration is to hold stake workdays to begin planting home gardens in each stake under the instruction of the trained youth. The forty acre commercial garden includes ten acres which have been cultivated and 25 acres which have been furrowed and disked. It is a source of income for the community treasury and a demonstrated alternative for unused land. When the first crop of 4,000 papayas proved to be unfeasible, the farmers created a six by ten meter nursery plot to test new crops before volume planting in the garden. Cucumbers, tomatoes, green peppers, melons, onions, and eggplant are now being produced. The first monies from this garden will pay back various loans granted for the equipment. June, 1980 is the projected date for this garden to be self-sufficient and begin contributing to the

Cano Negro

community fund. Two farmers now receive a salary of \$36 from garden produce. Reclaimed land is the third area of demonstration. Thirty-eight acres of farm land have been cleared in addition to ten acres for buildings and community facilities. The initial work, using bulldozers, was done by the army and other government departments. The community gathered for workdays to clear the land of brush and tree stumps. As a result, seven buildings for housing, a community center, a plaza area, twenty-three government houses, a sports field, and the two gardens now exist on what was once jungle land.

The tools for this demonstration have been training in modern methods of farming, acquisition of agricultural and gardening equipment, and the irrigation system. Training took place in formal settings, informal gatherings (such as guild meetings), and in professional and government sponsored seminars. The acquisition of a tractor, roto-tiller, grass cutter and fumigator and the loan of bulldozers quickly brought technology into the village. This training and equipment linked the village farmers to the network of agricultural services in Venezuela. Irrigation for the gardens was obtained with the acquisition of sprayers and portable pipes. In addition, there is a tractor powered pump which draws water from the swamp, allowing utilization of readily available resources to decrease the expenditure and manhours for water distribution.

The benefits in the arena of agriculture are primarily directed to those families (35) who have space for home gardens; those who participate in community activities at the sports field, the plaza, and the community center; and the 23 families who are moving into the new houses. A secondary benefit is extended to the total community by providing a source of income for the community fund and by making training available to farmers who wish to upgrade their farming methods.

At the beginning of this project, the release of 30,000 cacao trees to Cano Negro residents and the doubling of prices for cacao made it clear that the need in agriculture lay in the productive use of land for supplemental income, nutrition and space for community activities. The shift that has taken place in the village is the understanding that jungle land is an untapped resource which can be turned into an asset and that modern equipment available to the whole community can reduce the time spent in becoming self-sufficient.

Cacao Tree Profile				
Priv. Ownership	Dates	January 1977	April 1979	% Change
	Trees Producing	100,000	130,000	+ 30%
	Total Families	43	47	+ 9%
	Families Cultivating	34	47	+ 38%
	Yield/Tree	1/3 kilo	1/3 kilo	-
	Price/Kilo	1.14	\$ 2.95	+ 159%
	Total Population	\$ 217	\$ 288	+ 33%
	Per Capita Income Generated	\$ 173	\$ 439	+ 154%

Land Development Profile			
Land	Acres	Product	Residual Benefits
Community Garden	3 cultivated	- Diversified Crops - Developmental: Eggplant, onions	Youth Training Nutrition Demon. Supplemental Income
Commercial Garden	40 allotted 25 furrowed 10 cultivated	- Cucumbers, Green Peppers, Tomatoes - Nursery Plot	Community Treasury Income
Reclaimed Jungle	48 cleared	Arable land Community Space	Commercial Garden, Community Facilities

Cano Negro

2. Appropriate Industry

Cano Negro has focused its industrial efforts in establishing sewing and manufacturing industries. The sewing industry employed 11 women ten hours a week and produced up to 300 items of linen goods per week for a market in Caracas. They worked on seven donated machines. This industry is intended to provide a supplemental income to families. Having completed their contract, additional markets are currently being sought in Caracas. This has resulted in a new awareness that markets for home industry must be long-range and/or multiple. A new industry now being finalized is the manufacturing of Tin Safety Triangles. As Venezuelan law requires one of these triangles in each car, there is a growth potential for this industry. The present plan calls for the employment of four men half-time to produce the first order of 5,000 triangles. The 3M Company has agreed to provide the equipment.

Since the major source of income in the village is cacao production, the project held a series of workshops on part time industries which would produce a supplemental income for the family. A survey on skills and interests revealed that the women preferred employment using a traditional skill in the arena of clothing and the men desired to manufacture a complete product and not simply assemble parts. Meetings were held with those interested in employment and a 12 week training session for the sewing industry was held. Training for the triangle industry will take place when the equipment is acquired.

The primary benefit of these industrial efforts is to those employed. It has also become a sign to the youth of the community that there are alternatives to reliance on cacao trees as the sole source of income.

Since the income in Cano Negro rose with the increased price for cacao, the need in the area of industry was to expand alternatives for income beyond agriculture. During the project period the community has seen that a family need not move to Caracas for better employment. There has also been a growing understanding that maintaining an industry requires careful, planning and that it is possible for villagers to talk with Caracas businessmen about long-range markets. This has given the members of the Commerce and Industry Guild a beginning sophistication in relating to the nation's economy.

SEWING INDUSTRY

Background - Initiated November 1977 with 12-week basic sewing course, 11 women participants.

EQUIPMENT	PRODUCTS	PERSONNEL	PRODUCTION	WEEKLY SALARIES
- 6 semi-indus. machines	- sheets - pillow cases	- 1 manager	- 300 pieces /week	- \$ 30 (Manager)
- 1 specialized machine	- other linen	- 10 line seamstresses	- 10 hrs/wk production time	\$ 14 (Line Seamstresses)

FUTURE - Additional/new contracts and markets being sought in Caracas

TIN SAFETY TRIANGLE INDUSTRY

BACKGROUND - Investigation into the possibility of this industry began January 1979 with companies in Caracas.

EQUIPMENT	PRODUCT	PRODUCTION	PERSONNEL	WEEKLY SALARIES
- 3M Co. finalising operational set-up	- Highway Safety Triangles	- current market for 5,000	- 4 men ½ time	- \$36 - by piece

FUTURE - Based on market demand, production may be increased to provide full-time employment.

Cano Negro

3. Commercial Services

The Commercial Program has been concerned with providing community equipment and establishing a community store. Before the consult two major cost items were transportation and agricultural equipment. With a community truck, residents of Cano Negro have been able to pay minimal fees to deliver their cacao to market and to haul food stuffs for themselves. The tractor roto-tiller, grass cutter and fumigator have been used by the community to reduce the time required to maintain home gardens and cacao tree land. A tool pool has been created which supplies carpentry, mechanical and gardening tools to rent rather than to be individually purchased. The fumigator has been used to prevent plant disease as well as to control mosquitoes. The community store a renovated building of 40 square meters, operates from dawn to dusk every day. Two women are trained in cash register and scale use, in preparing weekly purchase orders and handling daily store operations. The store is owned by the community and sales are now on a breakeven basis which includes paying two salaries.

This program was created by determining what activities would re-direct cash flow and circulate money within the village rather than its being spent in Caracas. Workshops were done in the community meetings and the ideas of a store which sold basic goods and a supply of rental equipment were determined to be the most critical services toward this end. As a result, various groups met to decide which products and which equipment would be most helpful and donations were secured. Workdays resulted in the renovation of the store and the building of a tool shed.

It is estimated that the community equipment has reduced cost and time expenditures for each family by approximately \$200 a year and 20 hours a month. Thirty-six families have used the equipment. Since there is no longer a need for a daily trip to other villages to buy food, each family has saved walking seven miles a day.

Just as the industry program expands the possibility of residents relating to the nation's economy, the commerce program relates the nations' modern services to the village. Cano Negro's original image of itself was as an isolated place, unrelated to the rapid technological change taking place elsewhere. With the store and the availability of modern equipment, the residents of Cano Negro see that they are taking a place in the nation's modernization.

General Store Profile

Background - Initiated September 1977 with training on the job in daily retail management.

Equipment	Inventory	Purchasing	Personnel	Weekly Gross
-cash register	- cheese	- Deliveries weekly/monthly	- 2 clerks	-\$ 714 to 833
-scale	- flour	- Occasional buying trips	- down to dusk week days	- break-even
-refrigerator	- maize meal		\$36	
	- tinned food		- 150 Bs/wk salary	
	- milk			
	- rice			
	- oil			
	- ham			
	- limited meats			
	- vegetables			

FUTURE - Inventory expansion and sale of community-grown produce may develop store to profit-making enterprise.

COMMUNITY EQUIPMENT

Acquired Since	Service	Benefit
Truck	Crops to market	Time for travel required
Tractor	Plowing & irrigation Commercial garden	More land owner cultivation
Rototiller	Tilling commercial garden	Time saved in cultivation
Motorized Grass Cutter	Cutting grass in public places	Community beautification
Tool Pool	Agriculture Tool Rental	Cost reduction or rental
Fumigator	Mosquito Control	Reduced skin infections

4. Living Environment

In the Living Environment Program, Cano Negro has concentrated its efforts in facilities development and environmental improvements. In facilities development, the community has built the following: five temporary buildings for the Human Development Training School, four water tanks, two bola courts, two staff houses, a sports field, agricultural shed, preschool building (later replaced), community center, tool shed, pump house, equipment shed and a general store. Under construction are a community chapel and a plaza. The community center is the most impressive structure in the community at this time. It is fronted by the plaza and has become a community gathering place. In environmental improvements, private housing has been upgraded by the building of latrines, home additions and renovation and major interior acquisitions. Improved and newly constructed roads, sidewalks and drainage pipe have added to the community services now visible.

The Living Environment Program has been a major focus of the project. After a series of community workshops and subsequent workdays, the community contacted the Army and other Government agencies for aid in changing the face of Cano Negro. There has been a constant construction process which still continues, using the same method of discerning the community's consensus through workshops and sponsoring community workdays to clear the ground and do as much construction as possible. A community celebration occurs at the end of each completed construction.

The benefits of facilities development is seen in the frequency and variety of activities that are now scheduled because there is a designated space. The functions of these buildings transcend all age barriers. Environmental improvements are clearly seen as a mark of financial improvement within the families of the community as well as health safeguards for the entire population.

A serious problem before the Consult was that there was nothing to do in Cano Negro and families were leaving. That has changed. Thirteen families have returned to the village to live. Activities from sports to education now take place in the new facilities. There has been sustained support from the Venezuelan government in upgrading and modernizing Cano Negro. The villagers have begun to sense themselves as a demonstration village of those who can work together with the government to beautify their living space.

Facilities Development				
Dates Facilities	Pre-1977	1977	1978	1979
Domestic Housing	23 Units completed	-	-	23 units under construction
Commercial Buildings	2 cacao drying platforms. 2 cacao storage sheds	Existing facilities adequate for current products		2 cacao drying platforms
Community Buildings	R-2 Public School including toilets 2 classrooms/ofc. 1 Bola court	2 facilities 2 bola courts 1 Sports Field Agricultural shed. Preschool bldg.	Community Center Tool Shed Pump House 4 Water Tank	Equipment shed General store Chapel, Plaza (under construction)

Environmental Improvements			
Arena		January 1979	April 1979
Private Housing	Latrines	0	18
	Refrigerators	2	20
	Gas Stoves	1	33
	Printing/Home Improvements	0	40
	Home Additions	0	3
Roads		3	1 improved 1 built
Sidewalks		0	3 (total length: 745 meters)
Drainage Ditch		0	1 built (length 150 meters)

5. Corporate Patterns

The program of Corporate Patterns has emphasized the creation of new groups to plan and work for the social and economic benefits of the village. Stakes, guilds, assemblies and workdays have been the common thrust in this area. The stakes (sectors) are neighborhood meetings held twice monthly with 8-12 families represented to determine how they will care for their neighborhood. The guilds (agriculture, health, commerce and industry, community unity, and education) are composed of residents engaged in these program arenas who meet whenever an issue arises. Five to 35 people attend each of these meetings. A steering committee, composed of five guild leaders and two community-wide leaders meet to handle specific community issues and convene any assembly which needs to be called. A yearly planning meeting is open to all with a regular attendance of 15 to 35 people who consider the directions of the next year. Workdays may be called by the steering committee or any of the stakes or guilds. There have been ten workdays this past year with participation of 10 to 45 people.

In order to create these new groups, the original Consult designated the stakes and established the guilds. Times for meetings are posted and leaders are either chosen or elected by the different groups. The role of the project staff in this program is visiting members of the groups to encourage their attendance. Stake meetings are held in homes and the Community Center is used for other meetings. Workdays are organized and materials acquired through meetings between the project staff and the group sponsoring the workday.

The primary benefit of this program is a broadened vehicle for decision making beyond a few chosen leaders. Those who wish to have a voice in decisions and the direction of the project therefore have an opportunity. The workdays have re-established the social responsibility of the total village to see their role in taking care of their own community.

The shift in images within Cano Negro has been toward the overall responsibility of each household to care for the whole. The villagers have expressed gratitude for a chance to have a significant part in deciding what will happen to their village. Workdays have given new opportunities to work together with neighbors who have had little previous contact. Guilds have given the different workers pride in their occupations and stakes have provided opportunities for emerging leadership to have a voice. Remarks from the residents indicate that it is now possible to meet and work together without fighting.

Adult Engagement Profile	
Activity/Group	January 1977
Stake Meetings (Neighborhood)	4 bi-monthly meetings
Guilds (Occupational)	5 guilds meet as required
Secretariat (Leadership)	- elected annually - meet as needed
Community Workdays	- av. 10/year - 20-50 participants - special projects - community clean-ups

6. Identity Systems

The Identity Systems Program has concentrated on re-establishing the celebrative life of Cano Negro, scheduling visits inside and outside the village and erecting identifying signs. Before the Consult, the community had not had a community celebration for ten years and had not celebrated the feast of its patron saint for 13 years. Celebrations have now been established for the Saints Day, Election Day, Christmas, New Years, Holy Week and Carnival. There are also special celebrations held to inaugurate the different programs, e.g. the Water Tank Celebration. In Cano Negro, a key symbol for the village has been the constant stream of visitors to see the progress of a local community developing itself. Concurrently Cano Negro residents have visited other projects, attended conferences and seminars outside the village, offered leadership training sessions in other villages, and visited Government offices and the private sector for funding. These visits to and from the village have increased the world view of a community that considered itself a dead-end village. The identifying signs are a community effort to self-consciously tell the world and themselves who they are as a "project" community. Each family chose and painted a motto and name sign for their house. A weekly newspaper and bulletin board was established to spread the news of what was happening. Fifteen trash barrels were painted with the community grid and distributed throughout the community. A welcome sign was painted at the entrance of the village and each stake. As programs progressed, other signs appeared to indicate the program's importance or direct visitors to its office.

The primary method in creating a community identity of self-confidence has been to form planning committees who present a model at village meetings of what the community needs to celebrate, visit or recognize. A series of discussions, contests and consensus forming sessions solidifies the event. Visiting every house in a stake, putting up posters or writing in the community newspaper have been other ways Cano Negro has placed an issue before the total community in order to get agreement on the community's self-story.

Cano Negro's position as the pilot project in Latin America has provided a unique opportunity to set the scope and pace of four other projects. The Human Development Training School which Cano Negro hosted resulted in multiple benefits to the nations of Jamaica, Chili, Brazil and Guatemala. Cano Negro served not only as a training site, but as a demonstration of what a project village can be. The community buildings obviously benefit the entire community as they are used by the entire population for community celebrations and by families and other groups who make use of the community center and its kitchen for their own functions. Finally, the return of 13 families to Cano Negro since the project's initiation has encouraged all families to see the growth potential of this village.

Cano Negro

The major shift in the community's identity is represented by the building of a chapel to honour the patron saint of Cano Negro (Saint Joseph the Worker). It has become a sign that the village has permanent status. Similarly the construction of the Plaza (now underway according to professional architectural designs with ground maintenance equipment already purchased) has given the village a distinction usually given only to large towns.

The more subtle shift in identity has been in its pride of being a demonstration village, hosting other countries and being sent elsewhere to demonstrate their skills in renewing communities. The identifying signs and the celebrations have been an indication that they no longer need to go elsewhere to participate in the cultural life of Latin America and have begun to invite others to come to their village.

7. Preventive Care

The focus of the Preventive Care Program has been in sanitation measures and parasite control. Before the consult, the water was contaminated by multiple use of the same water holes. Parasites, open sores, and a general uncleanliness resulted. Without a water source toilets and sinks in the 23 new governmental houses were non-functional. The elementary school had the only three toilets, one sink and one shower attachment. With the help of the Army and other government assistance, the project started the two year process of developing an adequate water source for drinking and other uses. Now a working well with an electric pump, a 2,000 liter and a 50,000 liter storage tank, and water pipes laid in strategic locations throughout the villate are present. In addition, there are four new community showers and three more community toilets. In addition to six latrines existing at the time of the Consult eighteen private latrines have been built and painted so there are now latrine or toilet facilities in every home. For parasite control, a health outpost was created and a community resident trained to test for parasites. Every adult and child over nine months was tested and has continued to be tested and treated every six months. Infants up to nine months were generally negative. Even within the 1978 sample findings, there was a difference to be noted between residents of Cano Negro since the beginning of the project who had taken the treatment and the new residents who had only participated in one campaign or as yet none. Of the long time residents, 43% were negative, while of the new residents only 29% were negative for pathogenic parasites. In 1977, the average of parasites to the number of people was 1.53 per person, with some persons having as many as seven different kinds. By the end of 1978, the average was 0.81 per person with 33% of the population entirely free of pathogenic parasites. In addition to treatments with Eprofil (Andromaco) and specific treatments against amoebas and giardia, sanitation was improved by means of the water supply and installation of latrines.

Intermediate Sanitation		
Arena Dates	Water	Toilets/Showers
Pre-Consult January 1977	<ul style="list-style-type: none"> - Water holes dug in jungle -Used for washing & drinking -Parasites, open sores documented -Water carried from El Pilar in dry season 	<ul style="list-style-type: none"> - Jungle water holes used as latrines - Toilets/sinks in 23 homes non-functional without water source - 3 toilets, 1 sink, 1 shower in school building.
April 1979	<ul style="list-style-type: none"> 1977 - Army dug 1st well - 1st motor pump installed - INOS, ICA & CMTY dug 2nd well 1978 - 1st permanent water tank, electric pump - water pipes installed 1979 - other villages used C.N. as water source 	<ul style="list-style-type: none"> 1978 - 2 public showers - 2 showers (cmty.center) - 3 toilets(cmty.center) -18 private latrines w/ water supply 1979 - daily showers after work

Parasite Control				
Results Dates	% Negative for Pathogenic Parasites	%Positive for Pathogenic Parasites		
		NECTOR	ASCARIS	OTHER
January 1977 (Before treatment)	9.3%	54.4%	55.9%	46.3%
November 1978 (After treatment campaigns)	40.2%	32.2%	16.7%	32.2%

Cano Negro

With the help of many private and public organizations, a health campaign was organized in the community. A house-to-house visitation by community residents resulted in convincing all residents of the importance of parasite control and sanitation measures. The establishment of a health clinic with a trained resident to test for parasites and the availability of a large medicine supply has given the health a visibility that cannot escape the notice of all residents.

With a regular water supply, residents no longer have to walk the 3½ miles to El Pilar (next village) for potable water. In fact, as many as ten other villages now collect their water from Cano Negro. With the construction of showers at the Community Center, the adults bathe daily in the evening and the children in the afternoon. Improved general cleanliness among the people has been noticed and washing water no longer needs to be carried so far. There has been an increase of shoes being worn by all except the toddlers to prevent reinfection. Open sores and swollen bellies, symptomatic of parasites, are no longer in evidence, and the general vitality of the people is noticeable. More milk and baby food is being bought since the health campaign has begun. Nutritionally, the severely undernourished has dropped from 4% to 0; the moderately undernourished has dropped from 60% to 15%. These figures reflect the fact that the decrease in parasites has increased the ability of the body to utilize food consumed. In addition, preschool age children (from two to six years) receive a fortified nutritional meal every day.

The change from a community unable to interrupt the cycle of parasites, malnutrition, loss of energy and sores that would not heal to a community of visible health and sustained energy is the greatest change in Cano Negro. As in many places where there has always been poor health, it was not in the minds of the residents that some other state of health could be attained. Since the Consult, health is now a positive category.

8. Functional Education

In the educational field, Cano Negro has concentrated on establishing a preschool, training for occupational upgrading and developing social sophistication skills. The preschool is open five days a week and has three salaried teachers. It is intended to establish a regular school pattern for both the children and parents, and to provide familiarity with classroom behaviour. Sixty children are registered with average daily attendance of 30-45. Favorable reports from the elementary school state that these children have developed an aptitude for learning that previous children did not have. Within the preschool system, the teachers operate out of

Cano Negro

a standardized 12 month curriculum, adapting the daily exercises for Cano Negro. Parent-Teacher meetings take place on a quarterly basis. Occupational upgrading includes the following courses: library training, bookkeeping, agricultural techniques, drivers education, health education for health aides, and preschool teaching. They are intended to offer opportunities for those already skilled who wish to upgrade their occupational standards. Today 26 adults have participated in this training. Social sophistication skills include basic literacy, elementary tutoring, leadership methods, social awareness, first aid, infant care, Woman's Forum, and a Community Forum. These classes are designed to increase the community's awareness of current cultural and social issues as well as giving residents an improved ability to express themselves. The community utilized these skills in the training programs in April and May, 1978, when the Human Development Training School for Latin America was held in Cano Negro with 12 residents from Cano Negro as participants.

The methods in training have been to offer a variety of classes adapted to the time patterns in Cano Negro. Some of the classes were highly structured over a precise period of time and some were tailored to the specific needs of the participants. Education on a regular basis was primarily for the children. Short term educational classes with a set goal of learning worked effectively for the adults. The youth classes in agriculture incorporated both kinds of training. Reflective conversations on what is being learned and how it can be applied is a standard method in all classes.

The children of Cano Negro have benefited most directly from this program. Before the Consult, classes in the primary school were sporadic - sometimes held only two hours a week for grades 1-3. Through the elementary tutoring program and the preschool, children and parents have begun to see the value of daily schooling. Primary classes are now held five days a week with a new teacher. For the adults, the greatest benefit has been the reawakened skill of learning on a formal basis and an ability to reflect on what is happening. This becomes most evident when residents go with the project staff on funding and authorization calls in Caracas and are able to articulate what they need and what has been accomplished. A secondary benefit has been the "Foros", which are community planning sessions held in villages throughout Venezuela. These events are planned and taught by Cano Negro and Caracas residents, giving an opportunity to utilize their training in leadership methods. Over 20 Foros have taken place, benefiting other villages that wish to learn how to plan for their future.

At the beginning of the project, it became clear that education for adults or children was not in the mind-set of the people. As a result of the various classes, villagers have seen the possibility of equipping themselves to deal with the problems they have. They

Educational Programs January 1977 - April 1979				
Arena	Course	Frequency	Duration	Enrollment
Children	Preschool	5 days/wk	continuous	60
	Elementary tutoring	1 day/wk	continuous	28
Adult Basic	Literacy	2 nights/wk.	12 wks	58
	English Classes	1 night/wk	12 wks	8
Social Skills	Social Awareness	1 night/wk	8 wks	12
	Leadership Methods	1 night/wk	8 wks	6
	Human Development Training School	Daily	8 wks	20
Planning Seminars	Women's Forum	one	one day	35
	Community Forum	five	one day	125
Occupational Skills	Preschool Teachers Training	Daily 2 hrs	12 wks	6
	Health Aides	8 hrs daily	14 days	1
	Truck Drivers	2 nights/wk	12 wks	2
	Drivers Education	2 nights/wk	12 wks	4
	Agricultural Techniques	1 day/wk	12 wks	12
	Bookkeeping	1 day/wk	2 wks	3
	Library Training	1 day/wk	4 wks	2

have seen how to be teachers themselves to their children instead of relying solely on outside help. Pride in their own ability to function effectively in a modern, changing society has been reflected in their participation in group discussions once dominated by a few designated, articulate speakers in the village.

9. Community Welfare

Community Welfare is primarily concerned with engaging particular groups in the community. Cano Negro has emphasized the youth, the women, and the family. In the youth groups, two additional bola courts were created. Two teams of men and two of women now play regular games three times a month. Bi-monthly these teams play outside the community. This is a change from sporadic games before the Consult on the one bola court. A young man's club of 19 has been the core for agricultural training in the community garden. One of these youth was chosen as the State's representatives to the National Agricultural Council. A young women's group gathers to bake and sponsor bake sales to raise funds for different projects. A Women's group hosted an international team who held a Global Women's Forum for 30 women. The women also gather to cook for special celebrations and community events in the Community Center kitchen. There have been special events for the family in terms of health care, first aid, and infant care which have benefited 23 families in the community.

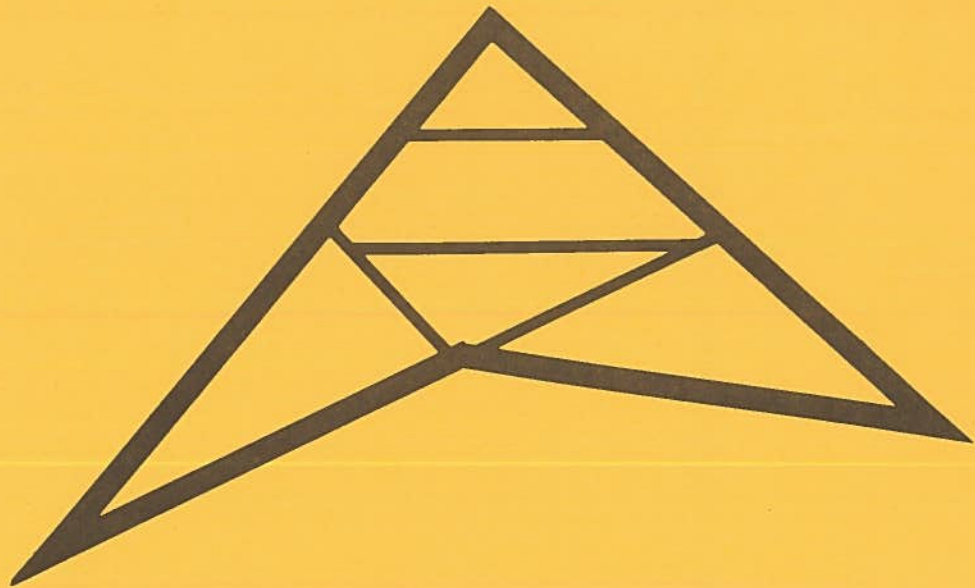
The general method in forming a group in the project has been to work with defunct groups or those that exist in a loosely organized form. Using whatever mode these groups had already established, the project staff requested their participation in community events. Through the organizational efforts of the project staff, the groups began to operate out of a calendar with a regular meeting place. The project staff have also acted as liaison with social and governmental organizations that can offer these groups special services or training. Informal groups such as the women's cooking group became formalized when there was an obvious function they could serve in the project.

The obvious benefits are for those who directly participate in these groups (approx. 30 women, 30 youth and 23 families) as they begin to work together in special interest activities. Secondary benefits include the entire community as they see these groups raise money, cook or complete a workday for Cano Negro. Comments from residents indicate that particularly the youth and women have expanded their roles in community engagement.

The shift that has taken place is among special interest groups who want to be with those of their own age or of similar interests. Before the Project began these groups had not had a particular purpose for coming together. During the Consult, it was noted that people did not get together to do things other than to earn money or go to a bar. The villagers now see and participate in alternative modes of engaging in the life of their community.

Organized Community Activities		
Group	Status	Membershi
Male Youth Group	<ul style="list-style-type: none"> - weekly/monthly meetings - experimental agriculture - agriculture training - excursions 	16 members
Female Youth Group	<ul style="list-style-type: none"> - bake sales - fund raising - special events 	14 members
Women's Cooking Group	<ul style="list-style-type: none"> - cook for celebrations - special events/workdays - maintain community center kitchen 	30 members
Community Celebrations	<ul style="list-style-type: none"> - patron saints day feast - election day - 4 holidays: Christmas, New Years Holy Week, Carnival 	entire village
Bolas Criollas Teams	<ul style="list-style-type: none"> - 3 intra-community games/month - bi-monthly inter-community games 	<p>2 men's teams</p> <p>2 women's team.</p>

WOBURN LAWN
HUMAN DEVELOPMENT PROJECT



INITIATING CONSULT
JUNE 1978

Woburn Lawn
Human Development Project
ICA Consultants

THE ELEVEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Woburn Lawn

June 1978
Consult.
Plate 5a

<p>ONE TOWARD THE BUILDING OF ECONOMIC SELF-SUFFICIENCY IN WOBURN LAWN</p>		<p>TWO TOWARD THE BUILDING OF COMMUNITY SELF-CONFIDENCE IN WOBURN LAWN C</p>		<p>THREE TOWARD THE BUILDING OF SOCIAL SELF-RELIANCE IN WOBURN LAWN</p>	
<p>AGRICULTURAL EXPANSION A</p>		<p>BUSINESS DEVELOPMENT B</p>		<p>PHYSICAL RECONSTRUCTION D</p>	
<p>CROP PRO- DUC- TIVITY ENTER- PRISE</p>	<p>Intensive Growing Programme</p>	<p>Rental Shops Programme</p>	<p>Woburn Lawn Assembly Programme</p>	<p>Home Construction Programme</p>	<p>Community Preschool Programme</p>
	<p>Small Livestock Programme</p>	<p>Corporate Purchasing Programme</p>	<p>Community Guilds Programme</p>	<p>Public Facility Programme</p>	<p>Elementary After-School Programme</p>
	<p>Food Processing Programme</p>	<p>Local Products Programme</p>	<p>Community Fund Programme</p>	<p>Building Materials Programme</p>	<p>Secondary Promotion Programme</p>
	<p>Modern Practices Programme</p>	<p>Equipment Co-op Programme</p>	<p>Woburn Lawn Promotion Programme</p>	<p>Repair Maintenance Programme</p>	<p>Youth Corps Programme</p>
<p>FARM LAND DEVE- LOP- MENT COM- BINE II</p>	<p>Demonstration Plots Programme</p>	<p>Contract Subassembly Programme</p>	<p>Village Workdays Programme</p>	<p>Road Improvement Programme</p>	<p>Local JAMAL Programme</p>
	<p>Land Restoration Programme</p>	<p>Market Development Programme</p>	<p>Environmental Beautification Programme</p>	<p>Village Electrification Programme</p>	<p>Management Training Programme</p>
	<p>New Land Programme</p>	<p>Capital Build-up Programme</p>	<p>Community Arts Programme</p>	<p>Community Transport Programme</p>	<p>Trade Professional Programme</p>
	<p>Longterm Crops Programme</p>	<p>Craft Products Programme</p>	<p>Stance Care Programme</p>	<p>External Communications Programme</p>	<p>Community Leadership Programme</p>
	<p>COM- MUNITY SUPPLY SYSTEM III</p>	<p>COM- MUNITY NET WORK VI</p>	<p>COM- MUNITY BUILD- ING CORPO- RATION VIII</p>	<p>COM- MUNITY BUILD- ING CORPO- RATION VIII</p>	<p>SUPPLE- MENTAL LEARN- ING INSTI- TUTE X</p>
	<p>VILLAGE MANU- FACTUR- ING COM- PLEX IV</p>	<p>HUMAN VITAL- ITY CORPS VII</p>	<p>PUBLIC UTILI- TIES PROJECT IX</p>	<p>PUBLIC UTILI- TIES PROJECT IX</p>	<p>ADULT TRAIN- ING FOUND- TION XI</p>

II. WOBURN LAWN HUMAN DEVELOPMENT PROJECT

A. Village Description

The village of Woburn Lawn is nestled in the mountains northeast of Kingston. The village is built on the intersection of two ridges in the foothills of the Blue Mountains rising to the north, an area famous for its coffee. It is bound by the White or Stoney River to the west, a series of ridges between the village and Cedar Valley to the east and deep valleys to the south. Ness Castle is the name of an old coffee estate and includes the village on the higher ridges. Woburn Lawn refers to the primary school, Anglican Church and the lower levels of the village. The present population of 490 is spread along the road between Cedar Valley and Hagley Gap and along a track which follows the ridge up to the Arntully Great House on an old coffee estate. The area is blessed with a year round growing season and good soil. Cash crops include carrots, sugar cane, escallions, peas, coffee, bananas, mangoes and pawpaw. Chickens, eggs, pork and goat are also raised and sold.

B. Baseline Data

Water has been supplied along these routes to half of the houses, and the others make use of standpipes located every 100 meters along the road. There is neither electric nor telephone service, and there are very few sanitation facilities. One road is paved through the community. A single country bus provides transportation to and from Kingston. Travel to Morant Bay requires a three mile walk to Cedar Valley for a bus connection. Four stores provide a 15 item supply of goods and foods.

Community groups include the Golden Age Elders group, Parent/Teachers Association, the school board, and the community council. Two congregations in the community worship at the Church of God and the Anglican Church. Christmas is the only major celebrational event which brings the villagers together. The residents are dependent on agricultural produce for income. Fields are

located up to two hours by foot away from the village and are hand tilled by both men and women. The women market the crops in Kingston and bring back the family purchases on the country bus once a week. Income ranges from 600 to 5,000 Jamaican dollars per year. The people of the village are proud of being self-supporting even though it means long hours of field work with low pay. Their aspirations are toward increased production and expanded marketing.

1. Cooperative Agriculture

The Woburn Lawn Project, in order to fully utilize the land resources, has concentrated on four arenas: farm land, home gardens, pasture land, and appropriate technology. In terms of the farm lands, the project has initiated a 40 acre cooperative garden (two acres cultivated at this time) which is being cleared and cultivated by the community. It is a demonstration of alternative uses of fertilizers, mulching, terracing, irrigation and other modern agriculture methods. At the present time, coffee trees and various kinds of vegetables are being grown. In order to increase land productivity within home grounds (1/10 to 1/2 acres) the project has a demonstration garden (3/4 acre) with 13 different vegetables, maintained by the Golden Age (Elders) Club. The produce is used for home consumption and is sold to provide funds for community events. The variety in vegetables and the different methods used for gardening in limited space are demonstrations of the alternatives possible in home agriculture. Pasture land for animal grazing has decreased by 5 1/2 acres thus releasing land for food crops. This has been feasible with the addition of animal feed in the local store which has reduced the area of land needed for grazing. At the same time there has been a significant increase in animals for supplemental income with the project encouraging diversification in the sources of income. (See Table 9) Appropriate Technology has been a major emphasis this year with the demonstration of agricultural methods in the cooperative and demonstration gardens, the training in building a stone terrace (in the demonstration garden) and in acquiring community equipment to reduce the time spent in caring for the crops. In particular, the equipment for chemical spraying is now in use for both the coffee trees and vegetables and is expected to produce a significant increase in crop yield by the end of this season. Since farming is the major income source in Woburn Lawn, the effective utilization of available local resources with the appropriation of national agricultural services has changed the image of agriculture from a static, traditional occupation to a field with new methods and equipment which can improve income in the village. Now the villagers can see how their farming relates to the Jamaican national goals and how it can be a growing source of revenue. This program arena is expected to increase both the nutritional level and the income level of each farming family in the village.

Livestock Development			
Livestock	June 1978	Added to stock	% Increase
Donkeys	16	6	38%
Cows	29	7	24%
Pigs	82	59	72%
Goats	68	15	22%
Chickens	595	150	25%
Rabbits	-	2	-

Land Resources Utilization							
Private Ownership		Type	Farm Land		Home Consumption Garden	Pasture	Fallow
			Staple Crop	Supplemental			
June 1978	#	Acres	278	22	---	19	54
		Plots	-----	-----	14	-----	-----
	Families	81	NA	14	26	34	
April 1979	#	Acres	318	120	----	14	34
		Plots	-----	-----	37	-----	-----
	# Families	80	NA	37	28	17	
% Change	# Acres/Plots	+ 14%	+ 445%	+164%	-28%	-37%	
	# Families	- 1%	NA	+164%	+7%	-50%	

2. Appropriate Industry

In the arena of industry, Woburn Lawn has encouraged the revival of home industry and has now obtained markets for furniture and wicker industries. The furniture industry is privately owned by a local resident who is training three apprentices. The market was obtained through the Commercial Services Program, securing a contract of six months for various types of furniture. A loan was also secured to buy the hard wood necessary to begin production. The next step is to acquire a facility and begin bookkeeping procedures. The wicker industry has the capacity to hire as many as 20 employees when it is in full production. It is community owned and primarily worked by women who wish to supplement their families' incomes. The present contract is for 100 cases a month (12 per case) of wicker covers for wine bottles. This industry has the advantages of requiring minimal equipment, using local resources, and having the capacity to expand its product line. The next step in this industry is to acquire storage space and to train a manager for quality control. There have been various efforts at supplementing income in Woburn Lawn with many residents possessing different skills. The shift in thinking in this arena has been in going beyond the family in training and hiring people, and in creating a community industry with profits going toward a community treasury. This program arena is expected to encourage the younger generation to consider learning more than one skill for their future employment.

3. Commercial Services

In the arena of commerce, Woburn Lawn is encouraging the present stores to expand their stock and formalizing a commercial credit service to release ready cash and secure markets for the community economic and social expansion. The credit services have been extended to a local store to enable the owner to buy animal feed in bulk, thereby reducing the day's travel time to other villages or Kingston to buy this weekly commodity. Start-up capital was also loaned to obtain mahogany wood for the furniture industry (private), the equipment for the tool pool (for rental purposes), and for the agricultural chemicals. This service has secured donations from various businessmen to finance the Woburn Lawn newspaper and community workday meals. The possibility of rapid growth in any home or cottage industry has been restricted due to the lack of expertise in obtaining contracts and credit for start up capital. The establishment of this structure of a Commercial Credit Service has not only allowed local residents to consider initiating or expanding their businesses, it has given them confidence in their ability to participate in the complex structures of a money economy in Jamaica. This program arena is expected to encourage more residents to consider starting up needed services in Woburn Lawn (especially laundry and canteen services) and to provide a broader variety of goods in the existing stores.

Industry Development				
Date	Industry	# Employed	Total	
June 1978	Shoe	7	8	
	Bee	1		
A P R I L 1 9 7 9	Re- vived	Furniture	4	36
		Crafts	14	
		Tailoring	9	
	N e w	Wicker	4	
		Canteen	2	
		Baking	3	
Total Employed			44	

Selected Industry Projections					
Type	Contact Price	Production		Contracts	Ownership
		1st Mo.	Current		
Furniture	by piece (av. \$6)	40 pieces	55 pieces	6 mos. orders acquired	private
Wicker	\$4/case of 12	50 cases	100 cases	100 cases /month	community

Service from Commercial Credit Service			
Service Extended to	Type of Service	Direct Benefit	Residual Benefit
Feed Store	\$1,000 start-up capital	Previous feed cost of \$2.00 per bag reduced to 50¢ per bag.	Available in community (previously available one day's travel away)
Furniture Industry	\$200 start-up capital Secured donation of tools Marketing Assistance	Expanded line; 6-month orders contracted	Private ownership adds 3 apprentices expanding production capabilities
Wicker Industry	Marketing Assistance	Contract for 100 cases/month at \$4/case	Employment for 4
Tool Pool (Agric.)	Start-up capital	\$20-\$40 tools now available to rent for 10¢ to 20¢ /day	Tools available to broad base of farmers without capital outlay
Handicrafts Industry	Marketing Assistance Design Formation	Contracts Secured	14 employed

4. Living Environment

In the arena of Living Environment, the Project has concentrated on upgrading property and neighborhood beautification. By encouraging the families to demonstrate pride in their neighborhood through corporate workdays during which appropriate designs and local resources were used, a similar pride was generated for all the houses in a particular sector (called stake). In utilities and services, two roads have been graded, 53 additional houses have access to water, 39 houses have been wired for electricity, 12 more houses have toilet facilities, and six more houses have showers. Work done on individual property includes four families acquiring major household furniture, seven new additions made to houses, eleven houses renovated or painted, nine new food gardens created, 30 driveways enlarged or beautified, 42 fences and/or flower gardens built on family property, and ten new houses built or in the process of construction. In neighborhood beautification, there has been an average of three workdays a month. The result has been nine gardens from 3½' x 9' to 48' x 5'. The gardens are bounded by large white rocks and contain up to 18 kinds of flowers and plants. Two bus shelters have been constructed with plans for one more, and a bench has been built for a roadside service. All five general stores have been painted. Several residents have said, "Now, Woburn Lawn looks good." The shift has been in seeing that the restoration of the village can be done by families and by neighborhoods with available resources. This program arena is expected to create a maintenance system for the visible face of the village and to provide full utilities.

5. Corporate Patterns

In the area of Corporate Patterns, the project has concerned itself with a broad base of community participation through stakes, guilds and community assemblies. In stakes, which are sector or neighborhood divisions, 18 community residents have been trained in leading community meetings in workshops and reflections methods. These stake leaders see themselves responsible for contacting each family in their stake to ask for their participation in different stake activities. The stakes meet on such issues as beautification, health, education, and essential services in their neighborhood. Each stake has a welcome sign and a motto. Particular projects, like a bus shed or a garden, have become signs of pride in these stakes. Meetings range from five to twenty residents each week, depending on the issue being presented, and the workdays often have up to 80% resident participation. The guilds are another system of groupings that are organized by common interests rather than on a geographical basis. The guilds that are now formed are: Farmers Guild, Builders Guild, Health Guild, Teachers Guild, and Industry and Commerce Guild. Each guild is concerned with setting the standards for improvement in that area and in providing direction for the different programs that the guild is responsible for. Community Assemblies occur each quarter with an average participation of 75 residents. These are

Environmental Development				
Arena (92 Households)	Date	June 1978	April 1979	% Change
Uti- li- ties	Water In House	6	9	+ 50%
	Water on Premises	0	50	-
	Flush Toilets	3	9	+200%
	Latrines	81	87	+ 7%
	Showers	6	12	+100%
	Electricity	0	39	-
Hou- sing	New Houses Built	0	10	-
	Home Additions	2	10	+233%
	Renovated/ Painted	2	13	+550%
	Landscaped (Fences/Flowers)	2	44	+2100%
	Driveways	0	30	-
	Food Gardens (New/Enlarged)	14	23	+ 64%
	Major Household Acquisitions	0	4	-
Total Utilities Improved			110	(+115%)
Total Housing Improved			62	(+67%)

Woburn Lawn

celebrative events in which reports are made from the stakes and guilds regarding past progress, and plans presented by the community to the community for the next quarter's work. The actual planning sessions take place before the Assembly. These planning sessions are advertised widely for all residents in Woburn Lawn. As is indicated by its position on the program chart, this program is the center of all activity in the project. Communities today face the contradiction of having only a small group of leaders making decisions for the whole. The shift that has occurred in Woburn Lawn is that every family is informed and invited to participate in the future direction of the village through the stakes, guilds, programs and clubs, workdays and the assembly. There is a general vitality seen in the people as they both meet, work and celebrate together. This program is expected to establish new patterns of resident associations which will be held in a community center or plaza that will be the focus of the community meetings and activities in the future.

6. Identity Systems

In the area of Identity Systems, Woburn Lawn has focused on identifying signs and heritage recovery. When the Consult document was printed, the community chose yellow and green as the symbolic colors for the village. Twenty yellow and green signs are now posted: welcoming visitors to Woburn Lawn or one of its stakes, indicating paths and winding roads throughout the village, and identifying program activities in different buildings. Some of the signs have humorous names, grids, designs, or mottos on them--all of which point to the individuality and pride of what is taking place. Recent architectural drawings of the present and future land use are posted in the community meeting room in the project office. In each of the community buildings, the health outpost, the preschool, and the tool pool shed, there are global pictures of other places and people, community calendars, grids, and other colorful indications of the ways the residents identify their community with the future. In heritage recovery, there has been two Jamaica Night celebrations with traditional foods, products and dancing. During the stake meetings this quarter, a history of Woburn Lawn is being written by the residents. The historic court house and old primary school is being restored and transformed into the new preschool through a series of community workdays. A weekly newspaper, the Voice, is written and distributed to each family as an effort to write the present story of Woburn Lawn. The shift in identity that has taken place is from a village left over from one of the many coffee estates in that area to a community on the move. Next developments expected are the publishing of the heritage book and the establishment of traditional celebrations to rehearse the unique history of Jamaica.

Adult Engagement Profile							
Activity	Regular Participants						
	Stake 1	Stake 2	Stake 3	Stake 4	Stake 5	Total #	% Pop. (Pop=225)
Stake Meetings	8	7	4	7	18	44	17%
Guild Meetings	8	12	5	7	19	41	16%
Community Programs	15	15	4	6	8	48	19%
Families W/Reg. Att.	20	24	7	9	13	73	79%

7. Preventive Care

The program of Preventive Care has centered around the health outpost and the training of local health caretakers. The health outpost is in a renovated wood house of 126 square feet. It is maintained daily by two health aids from Woburn Lawn who have been trained in first aid, the taking of temperature and blood pressure, monthly baby weighing checks, dental health and nutrition. Since the project, four adults have died of old age and one three year old of an unknown disease. The primary treatment given in the outpost is for cuts and bruises, lice, worms, open sores and colds. Medicine is available at a cost of Jamaican 10¢ to \$1.00. Since the outpost opened on September 9, 1978, there have been 682 treatments given with 30 adults coming from outside Woburn Lawn and two-thirds of the treatments for children. The nearest hospital is in Morant Bay an hours drive away which has made the health outpost a vital service to the community. An international team of doctors and a health professional have come to Woburn Lawn to train community residents in general infant care. Eleven residents took the training and have created a practical schedule of visiting the elderly and new born infants to check for weight loss. These health caretakers are available on call to assist in first aid emergencies and special aid. The shift in health in Woburn Lawn is in terms of health awareness in dental, nutritional, and infant care. The outpost has become a sign of Woburn Lawn's ability to take care of its own residents in daily accidents and common illnesses. The health caretakers are planning to schedule regular health campaigns in sanitation and nutrition, and to provide medical checkups once a year by visiting doctors.

8. Education

In the area of Functional Education, the project has focused on early childhood education, community methods training, and vocational skills training. In childhood education, the preschool has enrolled 55 children with an average attendance of 35. Four teachers have been trained in classroom skills, curriculum writing, and educational methods. The school is training young children in social behavior, cultural activities and initial learning patterns in reading and mathematics. In community methods training, both literacy and social skills were emphasized. In literacy, 50 residents attended a special two week course and 10 residents took the 12 week course. Literacy is not an issue as much as the desire to upgrade the educational level. In social skills, several leadership methods sessions have occurred and an international team has taught a formal course in the Global Women's Forum (a day's seminar on the role of women in community) and Community Youth Forum (a day's seminar on the issues facing youth today). In vocational skills, parents, youth, and health aides received training from the Jamaican Red Cross

Health Outpost Development		
<p>Background - In June 1978 the nearest health clinic was 3½ miles, hospital was 20 miles. By April, 1979 a Health Outpost had been established in Woburn Lawn.</p>		
Arena	Accomplishments	Detail
Facility	<ul style="list-style-type: none"> - building donated - renovation completed 	<ul style="list-style-type: none"> - all by community volunteer labor
Personnel	<ul style="list-style-type: none"> - 11 trained Health Caretakers - 2 outpost staff 	<ul style="list-style-type: none"> - first aid - infant care - nutrition education
Patients	<ul style="list-style-type: none"> - 682 seen to date 	<ul style="list-style-type: none"> - approx 1/3 adults - 30 patients from outside village
Services	<ul style="list-style-type: none"> - treatment - records - medicine 	<ul style="list-style-type: none"> - parasites - first aid - infant care - nutrition education - indiv. medical records - med. sales to date = \$ 36.61

LITERACY GROWTH		
Classification	June 1978	April 1979
Basic Literacy	14	11
Intermediate Literacy	84	74
Advanced Literacy	157	170

Educational Programs				
Arena	Course	Enrolled		Detail
		6/78	4/79	
Children/ Youth	Preschool	-	34	
	Primary	NA	150	
	Secondary	1	8	through community scholarship fund
	High School	1	3	
Adult Basic	Literacy (Jame1)	2	50	2 week course
	Literacy (Jame1)	2	10	1 week course
Social Skills	Leadership Training	-	18	
	Women's Forum	-	35	one-day seminar
	Youth Forum	-	12	one-day seminar
Occupational Skills	Health Aids	-	11	Jamaican Red Cross Course
	Infant Care	-	100	
	First Aid	-	20	trained youth
	Pre-School Teacher training	-	3	classroom methods/curriculum writing
	Field Assistants	-	1	land use theory
	Agricultural Methods	-	24	chemical aids/soil conservation

and a professional international health team in general health care. In addition, there has been formal and on-the-job training for the farmers in land use practices, including the use of chemical aids and soil conservation. Preschool teachers and parents have also received some training on childhood education and behavior patterns. The shift in the field of education has been from an unconscious attitude that learning is for primary school children to the value of both higher education for children and the possibility of upgrading the educational level of adults for the first time, a scholarship fund was created by concerned parents, enabling eight students to attend the secondary school compared to the one student who could afford it the previous year. Anticipated programs in the near future will provide classes for upgrading the general educational level of the adults, begin tutorials for the primary students, and regularize visits from Government and social agencies who do specialized training on request.

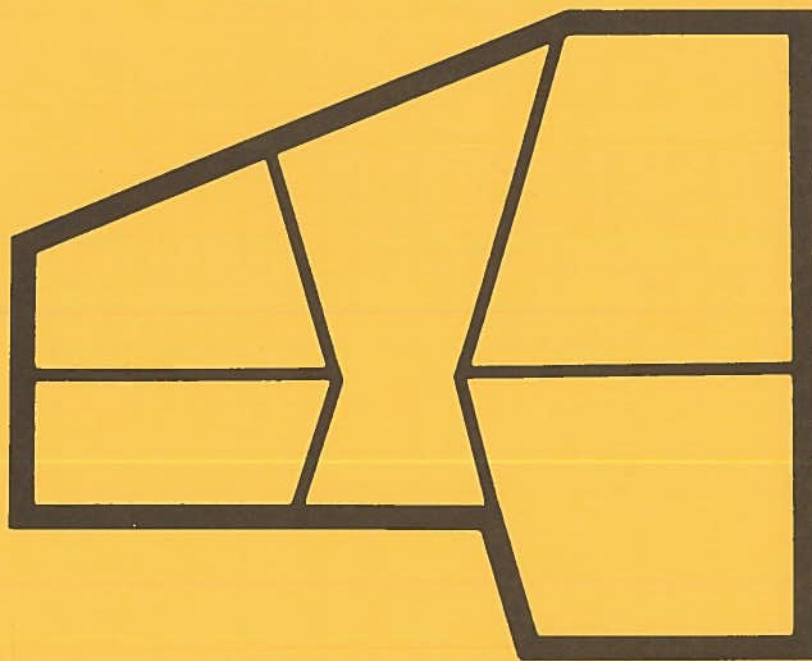
9. Community Welfare

In the program arena of Community Welfare, the project has been concerned with the development of the elders group, the youth, the music club, and the women. The Golden Age (Jamaican organization for elders), who had been meeting on an irregular basis, now have 11 members who have bi-weekly meetings. They have taken responsibility for operating the 3/4 acre demonstration garden and for providing much of the data for the heritage project. The youth club, with up to 80 participants on special occasions and 30 regular members, has been building a sports field and planning special trips. These youth are from 16 to 23 years old. The women have a group of 15 who host and cater the community events, work together on traditional crafts, and sell food for fund raising events. The Music Club (the Drum Corps) with ten members has become a regular event for the community, performing at funerals, celebrations, festivals and other village occasions. The intent of this program has been to provide organizations for any peer or special interests groups who want to have outside activities. The shift has been an intentionalizing of the schedule for these groups and in giving them a role in community development that was not apparent before. This program is expected to tie in to Jamaican national organizations in other fields of service and recreational clubs.

Community Organizations				
Group	June 1978		April 1977	
	Status	Membrshp	Status	Membshp
Golden Age Elders Club	Irregular Meetings	11	Bi-weekly Meetings	23
Anglican Church Board	Church Activities	20	Church Activities	Unknown
Church of God Committee	Church Activities	20	Church Activities	Unknown
Drum Corps.	Played at Funerals	10	Play at celebrations, festivals	10
Youth Club	Inactive	-	Building Sports Field	30 reg. 80 occas'1
Teacher Staff Meeting	Monthly Meetings	9	Monthly Meetings	9
Community Council	Inactive	7	Monthly Meetings; Sponsor Com. Events	10

New Community Organizations		
Group	Status	Membership
5 Stakes	Geographical cleanliness Neighborhood welfare	All population enrolled av. attendance: 44
Farmers Guild	Agricultural Methods Development	11
Education Guild	Educational Techniques Development	4
Health Guild	Health Education Promotion of Good Health Patterns	11
Builders Guild	Trades Education/Development	15
Woman's Development Movement	Bi-monthly Meetings Homemaking/Home Management	20

CONACASTE
HUMAN DEVELOPMENT PROJECT



INITIATING CONSULT
JUNE 1978

ONE TOWARD ECONOMIC SELF-SUFFICIENCY IN CONACASTE		TWO TOWARD BASIC HUMAN SERVICES in CONACASTE		THREE TOWARD SOCIAL SELF-RELIANCE IN CONACASTE	
A PRODUCTIVE AGRICULTURE	B LOCAL BUSINESS	C		D COMMUNITY ENGAGEMENT	E TOTAL EDUCATION
FARM IMPROVEMENT COMBINE I	Intensive Production	GENERAL BUILDING FORCE V	Public Structures	COMMUNITY NETWORKS	PRESCHOOL CENTER
	Long-term Crop		Home Improvement		
	Farm Mechanization	Road Construction	INFORMATION SYSTEMS	FUNDAMENTAL SKILLS	
	Animal Raising	Common Space			EXTERNAL RELATIONS
LAND IRRIGATION SYSTEM II	Supply Improvement	LIFE SERVICES COMPLEX VI	Village Electrification	VILLAGE SOCIETIES	
	Major Source		Comprehensive Transport		CORPORATE CELEBRATIONS
	Storage Distribution	Local Manufacturing	Improved Nutrition	YOUTH ENGAGEMENT	
	Field Delivery	Service Industries	HEALTH CARE NETWORK VII		VILLAGE WORKFORCES
VILLAGE COMMERCIAL LEAGUE III		IX	COMMUNITY ACTIVITIES ASSOCIATIONS	X	
NEW INDUSTRIES ENTERPRISES IV					COM-UNITY STRUCTURES PROJECT VIII

CONACASTE HUMAN DEVELOPMENT PROJECT

A. Village Description

The village of Conacaste is located in the department (state) of El Progreso. It is one of the two villages in El Progreso which participated in the land reform 35 years ago when the government parceled out farm land to all the villagers. El Progreso is the capital and largest city of the department and Sanarate, six kilometers from Conacaste, is the second in size. The legend of the department tells of a very poor and apathetic people named after a tree, "Jiote", which means the "disease of the dog" because the tree causes the hair of dogs to fall off. In the past century, the mayor decided that a whole new and different future was in store for the people. So he renamed the department "El Progreso", a "place of progress".

This area was considered a desert area until five years ago when an irrigation system was built around the Motagua River. This has allowed some profitable tobacco growing as well as more economic crop-raising. During the tragic earthquake of 1976, many homes were destroyed. Today, new concrete block housing has replaced many of the destroyed houses and stands as a sign of how the people of the department worked together during the time of emergency. Reforestation is now going on and will allow the lumbering industry of the past to be restored. The future of El Progreso lies in agricultural intensification and in broadening its industrial base for fuller employment of its citizens.

B. Baseline Data

Conacaste extends beyond the village settlement to include the farmland plots. This land, owned by the residents, was acquired from the original landowners in 1935 and divided among the village families. A ridge of hills forms a natural boundary to the north. Los Platanos River curves to the south and to the west and the land extends on the east to the outskirts of Monte Grande by the highway. Conacaste has an elementary school with three teachers

Conacaste

and three rooms for six grades. INCAP (Instituto de Nutricion de Central America y Panama) established a center for nutrition and health which has been inoperative for some time. There is a Roman Catholic Church with Mass once a month by the priest from Sanarate. Communication includes a single phone with sporadic service and radios heard day and night bring the news of the world.

There are eight small stores with basic items and several cantinas. The nearest market for food and clothing is Sanarate, six kilometers from Conacaste. It is in Sanarate that Conacaste residents must be married, bury their dead and attend secondary school. Residents live in homes of adobe, palm thatching and cement blocks with reinforcement rods. A random sample shows that income ranges from \$100.00 to \$3,000.00 per year and the literacy rate is about 45%.

Daily life follows the sun. Conacaste is the home of farmers who rise at four o'clock to weed and harvest the crops. They come from the field at the peak of the hot afternoon to rest and eat. Although about 50 men are employed at the nearby cement factory, the village economy is controlled by agricultural production including corn, beans, tomatoes and chili peppers. Hired trucks transport the crops for sale. There are seven sewing machines which women use at night by candlelight or lamps. Women, young girls and children are seen throughout the day walking to and from the village well located a kilometer from the village center. Urn-shaped jugs are carried on their heads and one or two more in their arms. The river is the center for washing clothes, and bathing requires a 45 minute walk. Two maize mills can be heard throughout the day as women bring maize for grinding in order to make tortillas. The villagers live at a subsistence level with limited land supply.

C. Program Accomplishments

1. Cooperative Agriculture

Conacaste's main agricultural crops are corn, beans, tomatoes and chili peppers. The major contradiction in expanding and intensifying agriculture is a limited supply of arable land and insufficient rainfall. In response, the Agriculture Guild meets weekly on Tuesday for planning and has captured the challenge with the slogan: "Think C-I-F" which symbolizes Conservation, Irrigation and Fertilization. Working with

Conacaste

people and equipment provided by private companies, individuals and government extension agencies, village farmers have begun to reverse trends of traditional agriculture. The first step was a soil analysis to determine fertility requirements. Forty-five soil samples were taken from among the 168 parcels of land used by the villagers. Second, soil conservation methods were introduced through a number of seminars which demonstrated terracing and contour planting techniques, gravity flow irrigation and reforestation. Finally, a major effort has been undertaken to deal with the lack of an adequate water supply. Studies have been conducted to determine the delivery capacity of existing wells and the potential for new wells. Three demonstration irrigation plots have been established with community labor, a donated pump and tubing and an experimental kerosene pump. Other improvements are the use of a donated tractor, the introduction of hybrid sweet corn and 100 cashew trees. The first signal accomplishment was the harvesting and sale of broccoli which has never been grown before in Conacaste.

2. Appropriate Industry

Since the consult the village has become aware of the need to broaden its economic base by expanding beyond traditional agriculture and dependence on employment at the nearby cement factory and two maize mills. Two local enterprises have been started to increase job opportunities. The Wicker Furniture Industry, which includes baskets, under the direction of designer Margarita Westrick, was established with three residents attending her training school in Guatemala City. These three have in turn trained three more and together they completed their first major contract. Now employing ten, the industry's plans for expansion include the possibility of collecting their own wicker from the Coban region not only for their own use, but for supplying Mrs. Westrick's work as well. The second industrial development is the Bakery which was started with donations of 3,000 pounds of flour, 60 gallons of oil and 30 pounds of yeast. It supplies cake and cookies for the first time in Conacaste, in addition to basic breads which are baked in clay ovens. Plans for full production by the six bakers are in process and will be initiated following a one week baker's school to be held in Conacaste and sponsored by Great Plains Wheat. The instruction will be given by Brizido Bacrera who is well known for his skills in baking. Other employment opportunities are being explored, e.g., establishing a green house using local flora for sale. There are major corporations such as Colgate Palmolive that have shown interest and support in the research and set up of small scale, labor intensive ancillary industries appropriate to Conacaste's needs and resources.

3. Commercial Services

The high prices local residents must pay for the necessities of life, i.e., food, clothing, construction materials, etc., is a major contradiction in Conacaste. The Business Guild, comprised of concerned residents and merchants, meets regularly to discuss alternatives to dependence on the nearby town of Sanarate for its commercial services. This includes most of its wholesale buying and retail marketing. The Guild has investigated bulk buying and found the variation in prices to be as much as 33% for basic necessities sold in Sanarate and Guatemala City. Systematically studying the principles of local economy, they have discussed and prepared for new industries, planning for coordination of schedules, determination of salaries and selection of personnel. Also, the Business Guild has looked for new outlets for local produce and secured such with supermarket chains, canning companies and other outlets. The implementation of these schemes is now waiting for locally based transport. A signal event in the commercial life of the community was the opening of the "Thrift Store which netted \$84 its first day. The store, in addition to selling such items as oil drums and T-shirts, provides an outlet for items from the women's sewing class and local handicrafts. The residents are concerned that Conacaste be a market town itself, serving community needs locally.

4. Living Environment

Integral to a village's self-image is its relationship to and creative use of its space, both public and private. Although rich in its cultural heritage relative to space, Conacaste suffers from inadequate housing, lack of essential services and deteriorating and non-existent public nodes. To effect change in past patterns, the community worked together to recreate its plaza by demarcating it from traffic areas with painted stones, creating colorful murals, refurbishing the existing benches and creating a children's play park. Encouraged by the pride of a new public identity, the residents erected a sign 3½ kilometers away on the main highway directing travelers to Conacaste, a welcome sign at the village entrance and signs for the preschool and Thrift store where daily bulletins are displayed in the plaza. Villagers learning carpentry skills have helped to construct latrines, doors, windows, tables and benches for the preschool and other public meeting facilities. A signal event was the electrification of 155 private homes, one of the largest rural electrification projects in the country. Conacaste has prepared to link itself to the larger society with work on the roads. They have received a donation of a VW pickup and have purchased a small Honda truck which reduces their isolation. Conacaste needs a truck to service the agricultural and commercial needs.

5. Corporate Patterns

Cooperative working relationships and community volunteer labor are not new to rural communities nor are structures of corporate decision making; however, these have largely dissipated into ineffectivity. The residents of Conacaste have decided to recover the power of corporateness by holding community workdays to do work such as the demonstration irrigation plots, community well - first potable water in Conacaste - and the plaza. Workdays have involved the preschool, public meeting spaces and community clean up. The various Guilds have been formed in the areas of agriculture, industry, commerce and health. They meet regularly to plan the implementation of the development scheme consensed upon by this community. The community operates in five geographical units called Stakes to enable care for every family and the dissemination of information integral to the life of Conacaste. To this end, the first census has been done, and a bi-weekly edition of La Voz, the community newspaper, is distributed to every household. The residents have initiated the construction of a community center in which will be held guild meetings, community-wide assemblies and celebrations. This includes land acquisition, the architectural plan, workdays, material procurements and financing.

6. Identity Systems

It is difficult to separate the dynamics of corporate patterns from identity systems because it is a positive self story which allows a community to work together to create its future and celebrate its accomplishments, while reconstructing its socio-economic and human environment. The most significant step in dealing with Conacaste's identity was the research and publication of its history for the first time, documenting its rich heritage for future generations. The creation of a village map delineated each house and parcel of land. This put Conacaste in geographical perspective and enabled the community to grasp its geographical relationship to the larger world in a new way. Community bulletin boards serve to catalyze cohesiveness in the objective dissemination of information and events. Weekly events ranging from educational films on nutrition to celebrations of local and national heritage are held in the plaza. Attendance at these events has reached 600 persons.

7. Preventive Care

Recently in Conacaste a health survey touching every family was completed. In addition to documenting a history of diseases which have occurred, it was found that there is a 100% parasite incidence. Through health fairs, health classes and publicity, the residents have come to understand the complex nature of health care, i.e.,

Conacaste

the interrelatedness of proper sanitation and nutrition and systematic immunization along with diagnostic treatment of illness. First, the community obtained potable water. Second, proper sanitation was stressed. At the beginning of the project 87 of the 212 houses in the village had latrines. Through community initiative, 100 latrines have been obtained and soon will be installed. Third, immunization of infants and children, two months to seven years, has been regularized with vaccinations for diphtheria, tetanus, polio and tuberculosis. The final accomplishment is the presence of a full-time doctor who lives in the village. Beyond Conacaste, contacts in a variety of specialities have been made in Guatemala City to care for residents in case of complications and emergencies that cannot be cared for locally. The current need is for an emergency vehicle, a contradiction that the community is working on. The residents have plans to extend general health into dental care and have contacted Colgate Palmolive for assistance.

8. Functional Education

Education in village renewal is difficult at best, given the demands upon the extended family engaged in agriculture. With the constant demand to produce on the land, educational aspirations often conflict with earning the family's livelihood. In spite of the economic contingencies of existence, Conacaste residents are experimenting with alternatives to past patterns. Preschool enrollment is 94. Forty adults are attending literacy classes and 60 have attended alphabetization classes. For those who are not overly extended in agriculture or who have no employment at all, there are a number of training opportunities. For example, Honda Company provided training in auto mechanics; sewing classes are offered; opportunities for learning publishing methods through La Voz are available; and several programs in agriculture and economic skills are offered. Ten residents attended the Human Development Training School in Cano Negro, Venezuela.

9. Community Welfare

Community welfare is the practical manifestation of the dynamic between corporate patterns and community identity which weaves people's involvement with their story, i.e., everybody is involved, every age group, men and women. The explosion in any Third World country is intensified by the involvement and overt presence of the women, their decision-making and participation in the destiny of their community. Conacaste had 120 of its women attend a Global Women's Forum in which they explored incentives, desires and possibilities for participating in renewing their community. The same holds true for the youth and elders. All these groups are involved in village beautification which is essential to recreating self-

Conacaste

images. Beyond public space and community decision-making, the Stakes, which involve all age groups, have served their geographical locale in the arenas of health, vocational training, educational attendance and agricultural training.

SOL DE SEPTIEMBRE

HUMAN DEVELOPMENT PROJECT



**INITIATING CONSULT
JUNE 1978**

THE FIFTEEN ACTUATING PROGRAMS Comprehensive Community Reformulation in Sol De Septiembre

ICA Consultants

Page 5A

ONE TOWARD THE ECONOMIC SELF - SUFFICIENCY OF SOL DE SEPTIEMBRE		TWO TOWARD THE HUMAN SELF - CONFIDENCE OF SOL DE SEPTIEMBRE		THREE TOWARD THE SOCIAL SELF - RELIANCE OF SOL DE SEPTIEMBRE					
AGRICULTURAL INDUSTRY A		VILLAGE COMMERCE B		LOCAL STRUCTURES C		COMMUNITY STYLE D		SOCIAL ADVANCEMENT E	
1	HORTICULTURE INTENSIFICATION PROGRAM	13	SUBASSEMBLY CONTRACT PROGRAM	21	COMMUNITY LANDSCAPING PROGRAM	41	CULTURAL PRODUCTION PROGRAM	49	MEDICAL SERVICES PROGRAM
2	CROP DIVERSIFICATION PROGRAM	14	ANCILLARY SERVICE PROGRAM	22	PLAZA DEVELOPMENT PROGRAM	42	COMMUNITY CHAPEL PROGRAM	50	DENTAL CARE PROGRAM
3	LAND RECLAMATION PROGRAM	LOCAL INDUSTRY COMPLEX IV	COMMERCIAL SERVICE PROGRAM	23	MODEL HOUSE PROGRAM	VILLAGE IDENTITY STRUCTURE XII	COMMUNITY SYMBOL PROGRAM	51	PREVENTIVE CARE PROGRAM
4	FARMER ADVISORY PROGRAM		15	ANIMAL DEVELOPMENT PROGRAM	24		RESIDENCE IMPROVEMENT PROGRAM	43	LOCAL ARTISTS PROGRAM
5	IRRIGATION IMPROVEMENT PROGRAM	VILLAGE BUSINESS ENTERPRISE V	EQUIPMENT POOL PROGRAM	25	EMERGENCY SERVICES PROGRAM	COMMUNITY SOCIALITY NETWORK XIII	LOCAL CELEBRATION PROGRAM	53	EARLY LEARNING PROGRAM
6	FIELD ROAD PROGRAM		16	EQUIPMENT REPAIR PROGRAM	26		COMMUNICATION SERVICES PROGRAM	FORMAL EDUCATION CONTINUUM XIV	COMMUNITY CELEBRATION PROGRAM
7	WATER DEVELOPMENT PROGRAM	17	BAKERY- CARE PROGRAM	27	INFORMATION CENTER PROGRAM	ADVANCED SKILLS INSTITUTE XV	FAMILY DEVELOPMENT PROGRAM		55
8	MARKET AGENCY PROGRAM	18	GRIST MILL PROGRAM	28	PUBLIC TRANSPORTATION PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	56
9	FOOD PROCESSING PROGRAM	19	MULTI-PURPOSE STORE PROGRAM	29	INTER-COMMUNITY LIAISON PROGRAM	COMMUNITY RECREATION PROGRAM		FAMILY DEVELOPMENT PROGRAM	57
10	MARKET PACKAGING PROGRAM	20	MULTI-PURPOSE STORE PROGRAM	30	STREET DEVELOPMENT PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	58
11	STORAGE WAREHOUSE PROGRAM	20	MULTI-PURPOSE STORE PROGRAM	31	PUBLIC CONSTRUCTION PROGRAM	COMMUNITY RECREATION PROGRAM		FAMILY DEVELOPMENT PROGRAM	59
12	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	32	EXTERNAL AUTHORIZATION PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	60
13	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	33	VILLAGE SANITATION PROGRAM	COMMUNITY RECREATION PROGRAM		FAMILY DEVELOPMENT PROGRAM	60
14	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	34	PHYSICAL MAINTENANCE PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	60
15	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	35	COMMUNITY MEETING PROGRAM	COMMUNITY RECREATION PROGRAM		FAMILY DEVELOPMENT PROGRAM	60
16	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	36	LOCAL COORDINATION PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	60
17	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	37	LEGAL / ACCOUNTING SERVICES PROGRAM	COMMUNITY RECREATION PROGRAM		FAMILY DEVELOPMENT PROGRAM	60
18	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	38	CORPORATE PURCHASING PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	60
19	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	39	CAPITAL EXPANSION PROGRAM	COMMUNITY RECREATION PROGRAM		FAMILY DEVELOPMENT PROGRAM	60
20	MARKET PROCESSING CENTER	20	MULTI-PURPOSE STORE PROGRAM	40	SAVINGS UNION PROGRAM		COMMUNITY RECREATION PROGRAM	FAMILY DEVELOPMENT PROGRAM	60

V. SOL DE SEPTIEMBRE HUMAN DEVELOPMENT PROJECT

A. Village Description

Sol de Septiembre is located three kilometers south of its county center, Lampa. Originally the site of an Araucanian Indian settlement and more recently part of "Lampa Fundo", a large dairy ranch, the present village settlement was established a decade ago as part of the land reform. At that time 150 families established the village's three areas of settlement: Chile Nuevo, Flor de Chile and Sol de Septiembre. Some moved from dispersed locations on the old fundo, others from the Santiago area and others from as far away as 400 km. south. The village and its larger municipality is representative of both the needs and the possibilities of many agricultural areas in the nation. It contains both marginal and very poor land. Productive in vegetables, its major challenges have been adequate water and expansion of the use of its highly alkaline soil. The villagers know that the future requires a diversification of agriculture and the development of expanded employment options which will reverse the trend of families selling out and moving away.

B. Baseline Data

The project area covers approximately 1,100 hectares of land marked on the southwest edge by a small, prominent hill covered with "espino" brush. The village is designed so that its streets radiate outwards from the half circle entrance road, giving the appearance of a rising sun. The present population consists of 108 families, or approximately 637 people, 30% of whom are landless laborers who work in the village and the surrounding area. The average size of one farmer's holding, or "parcela", is between eight and 15 hectares.

The residents have simple basic services available locally, and others are available in Lampa; but many are available only in Santiago. There is one small store stocked with a limited inventory of basic items. A three room building is set aside for the

Health Clinic which is serviced by a nurse and a nutritionist from Lampa periodically. One hundred fifty students attend the local grammar school which offers four classes. Sixty travel to Lampa for grades 5-8 and three students attend high school in Lampa. The village literacy rate reflects the national average of close to 90%. Many families own a television set. There is a Mother's Club which meets monthly and a Sports Club which plays football every Sunday.

Three direct buses to Santiago stop at the village each day. Eight or ten others which run daily between Lampa and Santiago provide alternate travel options. The roads are constructed from earth and clay. Electricity is connected to homes, but there are no street lights. Most houses are wooden with zinc or eternite roofs and wood floors and are equipped with a water tap in the kitchen or the yard. Cooking is done either at a stove in the kitchen or over a charcoal fire outside. Sanitation is provided by outdoor privies.

The monthly income ranges from 1,000-5,000 pesos according to seasons and markets with an average family income of 18,000 pesos per year. This income often provides for an extended family. Eighty per cent of the landholding families live on a low income scale. The cost of living for families who own land is supplemented by food stuffs which they produce. The gross village income for one year is approximately one and three quarter million pesos.

The total land available for cultivation is about 700 hectares, of which 40% is now under cultivation. The basic crops grown in the village are onions, carrots, lettuce, spinach and wheat. Other crops are raised in smaller quantity. Approximate numbers of livestock in the village: 50 cows, 250 horses, 150 pigs, 2,000 chickens, 50 sheep and several hutches of rabbits. Fourteen trucks, seven of which are out of commission, and six tractors are individually rented. Most fields are plowed with implements pulled by a horse. Seven wells, equipped with electric pumps, deliver irrigation water through open ditches on a rotational basis to each parcel of land only once every eight days.

C. Program Accomplishments

1. Cooperative Agriculture

Sol de Septiembre is dependent on agriculture for its economic base. The farmers are seriously in debt because of the payments they must make now for land they received three years ago during the land reform. In addition, the high cost of running the seven electric pumps for irrigation has caused additional indebtedness, preventing maintenance and expansion of the system. An Agriculture Guild was formed to deal with these issues. Guild members held a workshop on crop expansion. As a result they planted watermelons, cantaloupes, tomatoes, zucchinis, cabbage, cauliflower, carrots, lettuce, spinach and beets. The Guild acquired a loan of \$9,500 to purchase a tractor with plow and disk. Two residents were selected to drive the tractor and 47 families hired them for plowing their land, thereby repaying the loan. Five families signed a contract with an export firm to provide melons, resulting in a new market for the community. Small animal expansion was initiated when eight families began to raise pigs and four families rabbits. Rabbit cages were built and 18 specially bred rabbits were obtained to provide meat and fur. The first 50 rabbits raised were sold; 62 will be ready for sale soon; and the first salaries have been received. The crop and animal expansion projects have provided broader market opportunities, increasing the community's income and improving the diet. The farmers traveled to see other irrigation systems and wrote an installment plan to pay past electricity bills. The irrigation system has improved the crop yield and made more available for cultivation.

2. Appropriate Industry

Sol de Septiembre decided to expand its economic base beyond agriculture with the initiation of small industries. They began a bakery, greenhouse, construction and sewing industries. Salaries have been paid for all of them since January 1979. Bread is eaten at every meal and before was delivered daily from a nearby town. The bakery began with a mud brick oven using for fuel the wood of a spiny tree that grows wild. The bakery has now procured a gas oven and twice daily sells bread made with wheat, eggs, and milk from the village. Twenty women, representing 20% of the families, work part-time in teams, receiving salaries of \$12 per month. The construction and greenhouse industries were launched with funding from a Chile foundation. Construction work on four greenhouses which are part of an experiment in solar heating has begun. The sewing industry was initiated with a three week course in basic tailoring taught by the Institute of Rural Education. Five people now receive a

Sol de Septiembre

salary of \$12 per month and have sold 40 school uniforms. These industries have not only broadened the economic base of the community but have demonstrated the possibility for other new industries. Classes are now taught twice weekly on how to weave the locally grown wicker plant into baskets and furniture for export. An expert is donating her time to train 15 men and women in this process, and a contract for the market is being negotiated.

3. Commercial Services

Sol de Septiembre had few markets for their produce, one small store and a few vehicles in poor condition. Therefore the community relied heavily upon public transport. A Commerce Guild was formed by the business leaders of the community to focus on expanding commercial services for the community. Their first success was uncovering markets for agricultural and industrial products. The community store expanded its inventory. A loan was obtained for a tractor. A payment plan for the tractor loan and the past debts accrued for the electricity to run the irrigation pumps was developed. A lawyer is currently working on the legal status of the community. Crop hauling transport has been obtained. These services go hand in hand with the acceleration of agricultural and industrial profits.

4. Living Environment

The residents of Sol de Septiembre have taken an increased pride in their village design which reflects the community's name. The streets which radiate outwards from the half circle entrance road give the appearance of the sun. New construction, renovation and landscaping plans have been developed and initiated. Two days prior to the Consult, the community residents erected a pre-fabricated community center with electricity. It has since been expanded, painted and landscaped and is valued at \$15,000. Work has begun on the domestic water supply and drainage system. Two thousand donated trees have been planted in all five stakes of the community. Stake workdays have ensured on-going maintenance, put up fencing, and sponsored stake "spruce up" campaigns. This increased interest in changing the appearance of the community reflects the new pride of the residents.

5. Corporate Patterns

Sol de Septiembre was established during the land reform ten years ago. One hundred fifty families with diverse backgrounds and no common heritage moved into the new community. Now all 626 people are visited regularly by the stake teams, and 150 people or 25% of the community participate in at least one activity per month. Ninety-six adults are involved in programs. Workdays are held monthly and everyone in the community is involved. Signal workdays in which the community volunteered their time and energy built the Community Center and planted 2,000 trees. The stake and guild leaders meet twice weekly for leadership training sessions, and every Wednesday night is a community meeting. These events have resulted in the emergence of new community leadership with 15 people able to lead planning sessions, catalyze community action programs and do development and marketing.

6. Identity Systems

Sol de Septiembre has been creating its community identity through stories, signs and celebrations. La Voz, the community newspaper, is published bi-monthly and reports both global and local news. Community songs have been written to celebrate the history and uniqueness of the village. Signs identifying the community have been erected at the entrance to the village, in each of the stakes and in the nearest town. On Chile's Independence Day the Youth Club presented an historical drama which was the first of its kind in the history of the community. Five Corn Festivals, one in each stake, were held highlighting and cementing neighborhood identity. These have influenced changes in residents' stories from considering moving away from the village to that of deciding that the village is a good place in which to live and to raise their families.

7. Preventive Care

Before the Consult, a three room health clinic was open periodically, depending on the schedule of visits of a nurse and nutritionist from the next town. Currently 14 women representing all five stakes are attending a first aid class two days each week. They are learning basic first aid, the signs of malnutrition and poor sanitation and how to respond in emergency situations. Health technical assistance has been supplied by Kiakonia, IMPROA, Catholic University and a Health Service Nutritionist. A doctor visits the village weekly to run the clinic. Seventy-five children have been weighed and measured and all 130 families have been surveyed for assessing immunization needs. Fifteen families have initiated community gardens to increase the nutrition of their diet. These programs have increased the awareness of daily health practices and created more adequate structures for dealing with illness.

8. Functional Education

A primary school with grades 1-4 was the only previous educational structure in Sol de Septiembre. A preschool has been started with 30 students and is operated totally by the community with four teachers and one director. It has expanded with three classrooms and a reading laboratory and is demonstrating teamwork, discipline and creativity. "Ninos del Sol" (Children of the Sun) was started as an after school program with a study hall, arts and crafts, service projects for the community economic ventures and special campaigns such as the creation of a library. It has three sessions: one in the morning and two in the afternoon. Adults have been trained in new skills in the improvement of the small animal projects. This included training in breeding and raising practices, construction, baking, health care and leadership skills in community planning and implementation. Fifty people attend the weekly literacy classes, one-half of whom have shown improvement in their reading level.

9. Community Welfare

The function of the Community Welfare program is to enable all the different groupings of the village to be engaged in planning and building their individual, family and community future. The opening of the Recreation Center provides new activities for the young people, The taking of family photos in Stake I helped solidify family and neighborhood identity. The highlight in this arena was "The Day of Women in Development" for 75 women from five nations: Columbia, Argentina, Japan, United States and Chile of whom 44 were from the village of Sol de Septiembre. They selected the programs of health, industry, handicrafts, community beautification and adult education in which to engage themselves. The group toured the community in teams to see where these activities were taking place and then held workshops to create practical plans for implementing these programs.

**SAN VINCENTE DE AZPITIA
HUMAN DEVELOPMENT PROJECT**

**INITIATING CONSULT
JUNE 1979**

VI. SAN VICENTE DE AZPITIA

The village of San Vicente de Azpitia is located 53 kilometers south of Lima and six kilometers due north of Mala. It is close to the towns of San Antonio and Santa Cruz de Flores. The village sits on a ridge above the Rio Mala, approximately 12 kilometers inland from the Pacific Ocean. Transportation by bus and colectivo (shared taxi) is available between Lima and San Antonio.

The Mestizo and Indian population of close to 500 people is spread over an area of 2.7 by 1.5 kilometers. The great majority are farmers, raising apples, grapes and quinces. Wine and Pisco (a brandy) are made for home use. Water from the Tres Cruces irrigation ditch is available for agriculture and home use. During the dry months the water supply is very low and inadequate for the community needs.

Houses are built of adobe block, straw matting or brick and one third have electricity. There are two small general stores, a church and a village hall. Seventy five children in grades 1-6 are instructed by two teachers in a one classroom school. Health services, education above sixth grade, most food products and commercial services must be obtained outside the village.

Backed by community leadership, the Alcalde (mayor) has expressed enthusiasm for the project. To date, two community meetings have revealed a resolve by the community as a whole to begin a new phase of development in San Vicente de Azpitia and a letter requesting to be a Human Development Project has been issued to the ICA. Housing has been secured in the village for the resident ICA staff donated by the village. The present staff is five and consists of Americans, Peruvians and Philipinos. The initiating consultation will begin June 3, 1979.

VII. FUTURE DIRECTIONS

Time Frame 1979-80

During the year 1979-80, training and expansion of Latin American staff will be a major emphasis. Staff who have at least one year of project experience will have the opportunity to transfer to another Latin American project, or perhaps, to a project in a nation outside Latin America. This will allow staff to broaden their background and gain depth in methods as well as experience their effectivity in another culture. The ICA will continue to conduct training programs in Latin America. These will not only train local people in methods of local community development but will also serve as a tool for locating prospective staff members.

Cano Negro, the oldest project, will focus on intensive training which will move the project closer to the point where local villagers assume total responsibility for the programs. In addition to project training, villagers in Cano Negro will continue to be trained to lead Global Community Forums which are being held systematically throughout Venezuela. Participation in this program provides villagers and project supporters with the opportunity to tell their story of local community development. For other communities, participation in Forums motivates them to begin thinking seriously of how they could initiate such action.

A part of the training focus will be the LENS Seminar to be held in Caracas and regional centers upon request by the public and private sectors. LENS presents those at the management level with training in methods of effective planning, motivation and implementation.

Global Women's Forums and Community Youth Forums will be held in urban and rural settings as a means of catalyzing the engagement of women and youth in their individual futures and the future of their nation and world.

The emphasis in the four projects initiated in June, 1978, will be the implementation of their second year plans as described in their respective Consultation Summary Statements. The down-beat for 1979-80 will be ensuring that the initiated economic enterprises return a profit. New economic ventures will be launched. The secondary consideration will be completion of the social programs by training local village leadership to assume full

responsibility for their operation.

In addition, villagers in these four projects will be trained in the methods of leading Global Community Forums. Leading Forums will help develop their leadership skills in the village programs. The experience of articulating the story of their village's development has the effect of intensifying their resolve to create a demonstration village and share the methods with other villages.

Finally, during 1979-80 ICA staff will develop plans for the 1980-84 time frame. Possibilities for expansion, replication, satellite projects and additional training programs will be explored and carefully considered using the research results and the experience of projects currently in operation.

Time Frame 1980-84

The major planning effort by the ICA for the 1980-84 time frame will take place in July, 1979, at a Global Research and Planning Assembly to be held in Chicago. The results of this Assembly will be further studied in the field and regional centers to discern local applicability. Plans will then be confirmed in July, 1980. Therefore, any directions indicated at this time are tentative and only serve to give an over-all picture of the direction in which the ICA will most likely proceed.

It is anticipated that additional demonstration project locations will be necessary in other Latin American countries so that projects are located within a reasonable proximity for regional and national visibility. Previous experience in other areas of the globe indicates that as the current projects become more visible, the ICA will receive invitations to initiate model demonstrations in countries where it is not presently operating. The ICA will likely initiate moves toward some of the nations with the lowest GNP who express a need for village level self-development assistance.

In summary, the range of training and demonstration programs will be expanded to accommodate the increasing demands as staff and funding options increase.

APPENDIX

Acknowledgements

The following is a partial list of donors and supporters of the Latin American Human Development Projects without whose assistance the work would not have been possible:

I. Venezuela

Apropaca
H. Blohm S.A.
Canacit
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Christian Women United
Club Managua
DiGas
Diocese of Los Teques
District of Acevedo, Municipal Council
Domingo Nunuz Company
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National Agrarian Institute
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Pepsi Cola
Plastigen C.A.
Procafe

Appendix

Rural Housing Department
Sanitarios Maracay
Sears
State of Miranda, Cultural Advisor
State of Miranda, Department of Public Works
State of Miranda, Governor
United Christian Church
Venezuelan Army Corps of Engineers
Venezuelan Ministry of Agriculture, Agency for Agricultural
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Venezuelan Ministry of Public Works

II. Jamaica

The Anglican Church
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Jamaica Community Development Foundation
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Ministry of Finance and Planning
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Ministry of Youth, Sports and Community Development
Modern Furnishing Company, Limited
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A.C. Marzouca, Limited
Mutual Life
National Commercial Bank
Pan-Jamaica Investments, Limited
The Royal Netherlands Embassy
Rural Electrification Programme Limited
Shell Oil Company
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Texaco
Tower Isle Development Corporation
Tropiculture, Inc.

Appendix

III. Brazil

Ancar S.A.
Arthur Anderson and Company
Banco da Providencia
Banco Lar Brasileiro S.A. (Chase Manhattan)
Casa Publicadora Batista
Citibank N.A.
Editora Souza Marques Limited
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EMATER
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State Secretary of Education and Culture
State Secretary of Health
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Canadian Embassy
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Caritas
Cementos Novella
Centro de Nutricion Maranata
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Doralita
Fairbanks-Morse
Great Plains Wheat
Hotel Camino Real
INCAP
INHASA Mills

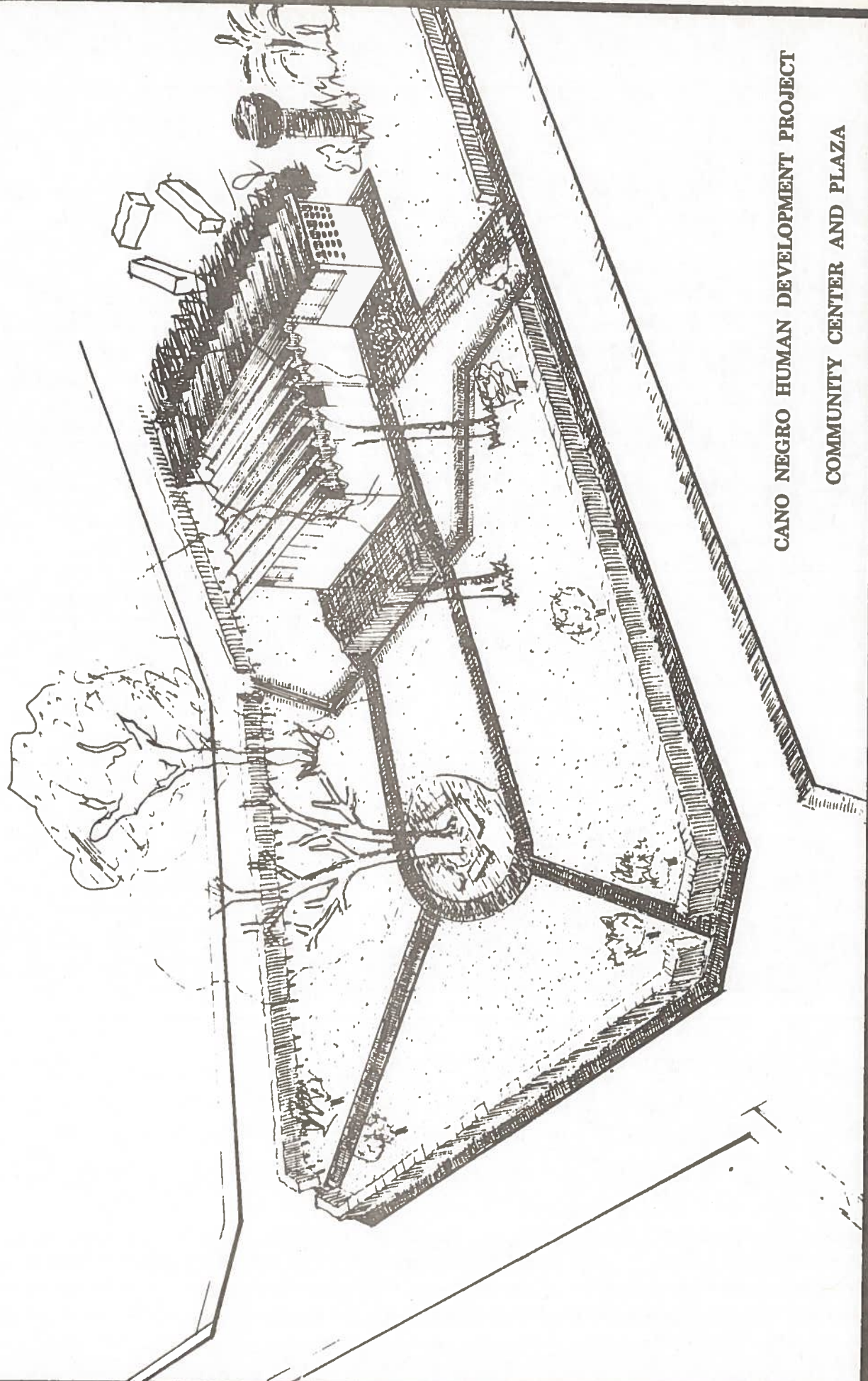
Appendix

Inter-American Development Bank
International Business Machines
International Telephone and Telegraph
Rotary Club
UNICEF
Xerox

V. Chile

Army of the Republic of Chile
Avianca Airlines
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3M
USEC
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Xerox

And numerous concerned individuals



CANO NEGRO HUMAN DEVELOPMENT PROJECT
COMMUNITY CENTER AND PLAZA

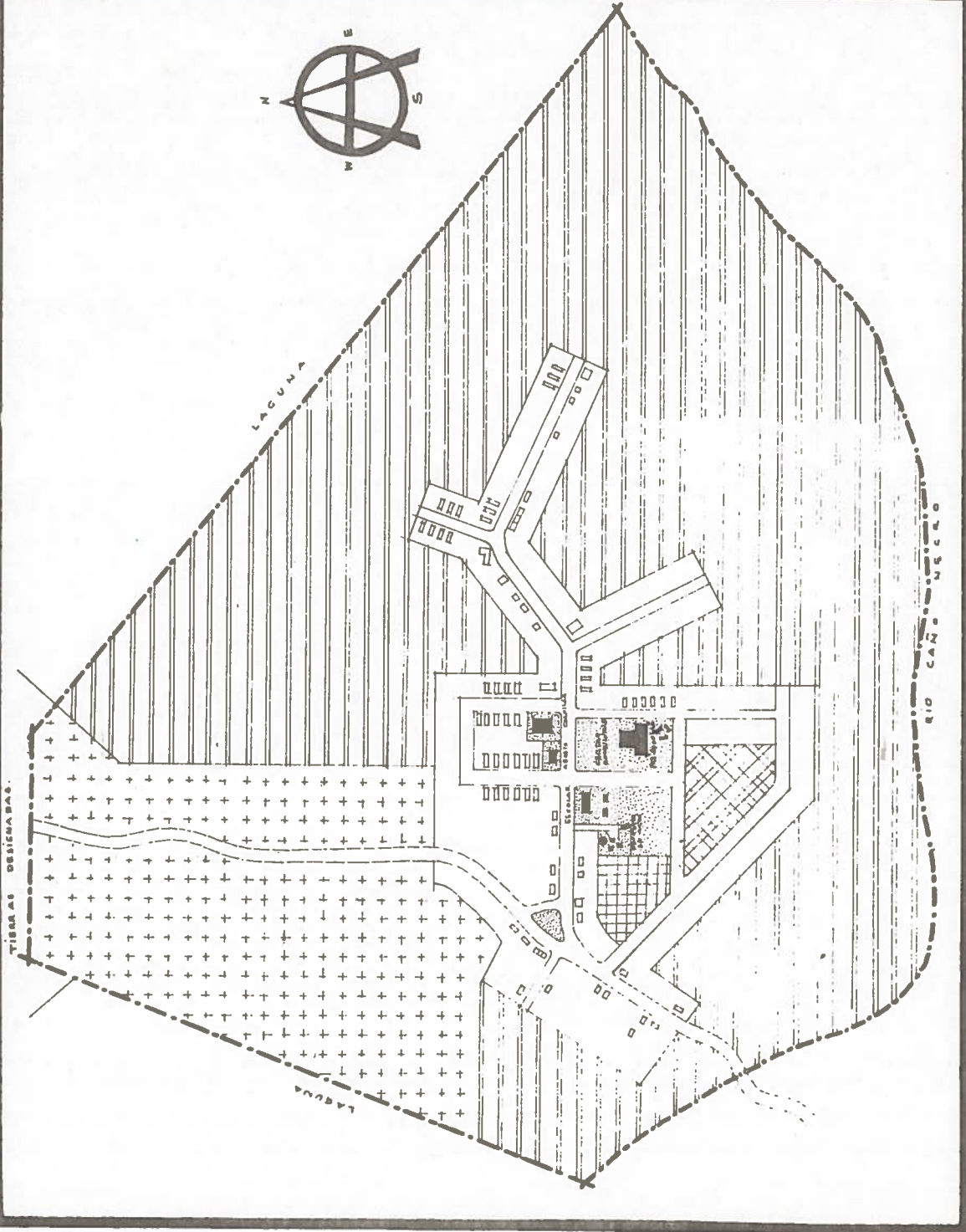
CAÑO NEGRO HUMAN DEVELOPMENT PROJECT

LAND USE PLAN

SCALE 1" = 1/4" MILES

NOTES:-

AREA SHOWN WITHIN THICK CHAIN-DOTTED LINES AND BOUNDED ON THE NORTH BY DESIGNATED LAND; ON THE EAST BY SWAMP; ON THE SOUTH BY CAÑO NEGRO RIVER AND ON THE WEST BY SWAMP IS HEREBY DIVIDED INTO USE ZONES AS SHOWN IN TABLE BELOW -
IT IS BEING DETERMINED THAT THE AREAS DELINEATED ARE NOT TO BE USED FOR ANY OTHER PURPOSES OTHER THAN THOSE DESIGNATED BY THIS PLAN.



ZONE #	NOMINCLATURE	INDICATION	USE PERMITTED
1	COMMUNICATION	[Symbol: rectangle with vertical lines]	ROADS, PATHS, SEWERES, WASTE DRAINAGE, ELEC. CITY, FIRE STATIONS
2	RESIDENTIAL	[Symbol: rectangle with horizontal lines]	HOUSES, STORES
3	INDUSTRIAL	[Symbol: rectangle with diagonal lines]	INDUSTRIAL PLANTS, WAREHOUSES, FACTORIES
4	COMMUNITY	[Symbol: rectangle with dots]	SCHOOLS, CHURCHES, POLICE CENTERS, WATERWORKS, STADIUMS
5	YOUTH EXTENSION FARM	[Symbol: rectangle with grid]	YOUTH EXTENSION FARM
6	CACAO	[Symbol: rectangle with vertical lines]	PERMANENT CACAO CULTIVATION, CACAO CULTIVATION, CACAO CULTIVATION, HORTICULTURE
7	COMMERCIAL AGRICULTURE	[Symbol: rectangle with horizontal lines]	VEGETABLES, FRUITS, CEREALS, BARSAC

HUMAN DEVELOPMENT PROJECT. WOBURN LAWN — JAMAICA

2nd DRAFT MASTER PLAN

JANUARY 1979 - SCALE OF FEET



LEGEND

- METTALED ROADS
- BRIDAL & FOOTPATHS
- RESIDENCES
- STORES
- SCHOOLS
- CHURCHES
- INDUSTRIAL
- DEMO—GARDEN
- PUBLIC AMENITIES

