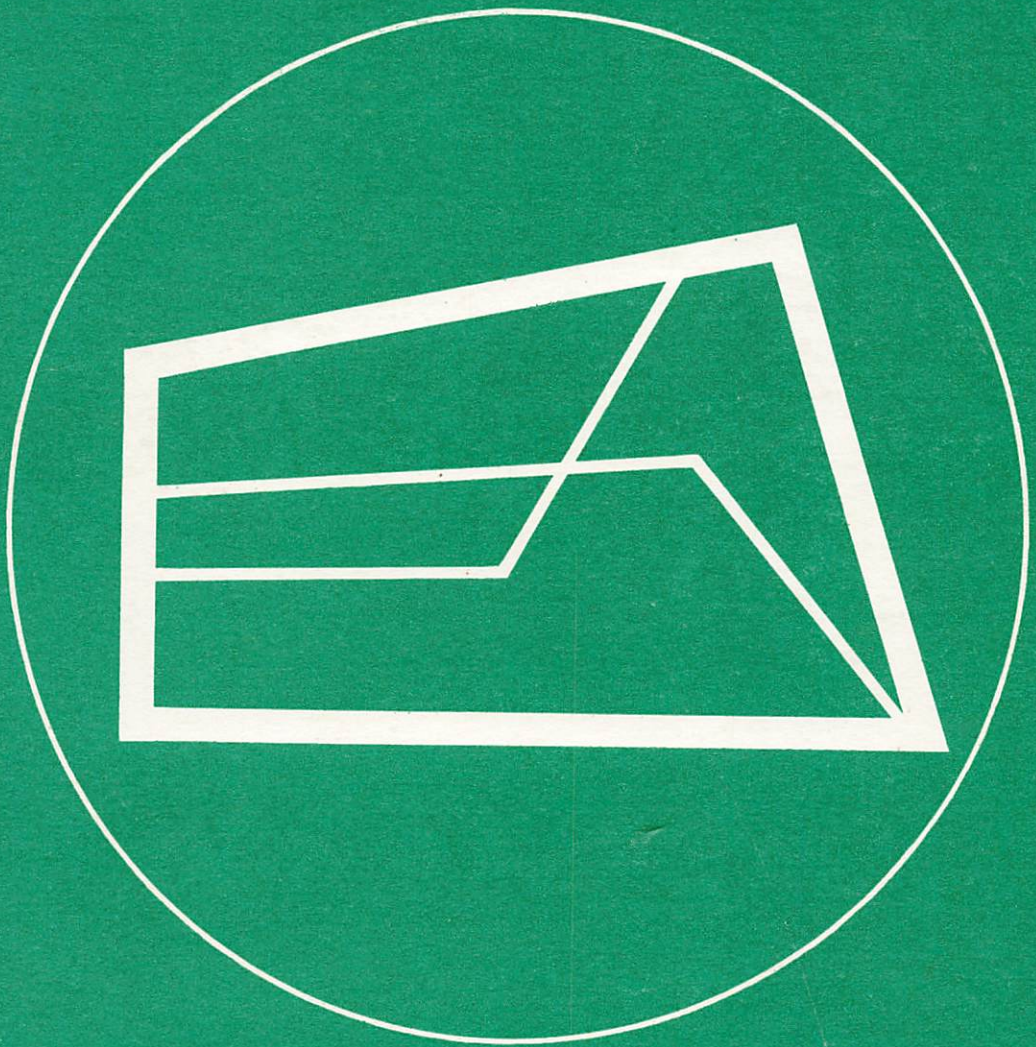
KUH DU E RI
HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT

APRIL 1978

KUH DU E RI HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

I. The Operating Vision

II. The Underlying Contradictions

III. The Practical Proposals

IV. The Tactical Systems

V. The Actuating Programs

Epilogue

This is a publication summarizing the
Kuh Du E Ri Human Development Consultation
which took place in
Kuh Du E Village, Chun Seong County
Kang Weon Province
Republic of Korea
April 23 - 29, 1978
organized by
The Institute of Cultural Affairs

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PROLEGOMENA

I

THE LOCATION

The Kuh Du E Ri Human Development Consultation was the initial step in a comprehensive demonstration project. The village name is derived from the nearby Great Dragon Mountain. The head of the dragon lies within the village. "Kuh Du" means "lift up your head" and "E Ri" means the "second village." The project involves dealing with both social and economic problems in a comprehensive development program. It was begun through a cooperative effort of various aspects of village leadership and
KHDP the Saemaul Undong in conjunction with the Institute of Cultural Affairs. Their intention is to establish structures and services now lacking, to develop a self-sufficient economic base and to involve the creative potential of the residents. The project is seen as an expansion program of the Jeju Human Development Project, the methods of which can be reduplicated in rural communities and in city neighborhoods.

The people of the Republic of Korea are at the threshold of another great moment in their history of over 4,000 years. Following two decades of amazing national economic development, the country turned its attention to nationwide social advancement by developing local communities both socially and economically. The Republic of Korea has developed the New Village Movement or Saemaul Undong as the vehicle for this ambitious effort. The nature of the movement is threefold. First, as a spiritual revolution it is concerned with developing the attitudes of diligence, self-sustenance and corporate action resulting in the voluntary participation of each citizen, every community and the whole nation. Second, the Saemaul Undong is a
KOREA social development movement which first stresses the refurbishing of the social fabric of all 35,000 villages and then the neighborhoods in urban centers. Third, the Movement's economic development program is aimed at increasing the productivity of communities in order to increase dramatically the per capita income and the material well-being of all citizens. The Saemaul Movement has made astonishing changes in many villages in its seven year history. At present, the Saemaul Undong is particularly concerned with profoundly motivating people to sustain participation in the development of their communities. This is the point at which the Kuh Du E Ri Human Development Project can be of signal value.

CHUN SEONG

The county of Chun Seong is located northeast of Seoul in Kang Weon Province. The county abounds in high mountains, streams, lakes and forests. It is rich in culture and boasts many tourist attractions. Among these are three dams famous as fishing spots: Chun Cheon, Soyang, and Euiam. These dams provide hydroelectric power and recreation areas. A statue of a Korean hero, You In-Suk, stands near Chun Cheon. The county's emphasis on the recovery and preservation of Korean traditions is evident in such things as the Korean Folklore Contest to be held in October 1978. The land on which the provincial capital is located was first settled in the fifteenth century. Chun Cheon County, as it was originally named, was formed in 1413, the thirteenth year of the Yi Dynasty. The city of Chun Cheon, located 94 kilometers from Seoul, began in the late nineteenth century. In 1946 the county and city became separate entities, and the county name was changed to Chun Seong. At the time of liberation from Japan, the county was divided along the 38th parallel, but following the Korean War armistice in 1954 the northern land was returned to Chun Seong County. Numerous man-made lakes have given the city the name "the city of lakes in Korea." This city of 142,000 people houses the provincial, county and city governments. The city has a museum of Korean artifacts, an industrial park, tourist hotels, colleges, hspitals, and public schools. The focal point of the city is the large circle called the Rotary, with a flower display in the center, which is convenient to banks, markets, agencies, the Provincial House and county and city government offices. Residents of Chun Seong County have participated in national programs to improve the quality of life through both the rural and urban Saemaul Undong.

KUH DU E RI

Kuh Du E Ri is a village of quiet dignity and pride. The 564 residents live in traditional homes with red and gray tile roofs. There are straw roofs on storage sheds and animal shelters. The buildings of each family are arranged around a courtyard. The people of Kuh Du E Ri are mostly farmers, though some families have members working in Chun Cheon. Some of the residents are descendants of "slash and burn" farmers. They cleared the land of trees, burned off the native growth and farmed until the soil was leached of its nutrients. At this point they moved on to another piece of land. Some farmers burned their fields in spring, farmed all summer and moved to the city to work during the winter. Other families were tenants for landlords living in Seoul and other cities. Most of the villagers now own their own land. The village has a village chief and Saemaul Undong leader and is divided into four bans or neighborhoods. In 1971 the village joined the Saemaul Movement. The villagers are now growing crops more suited to their mountainous terrain and climate. Fruit trees and grape arbors are planted where land had lain fallow or had low yields of rice and barley. The villagers have worked hard together to improve their livelihood and the social conditions of the community. They are proud of the way they cooperate to improve the life of every member of the village.

BASELINE

Kuh Du E Ri is located six kilometers from Chun Cheon City. The village is bounded on the east by the Great Dragon Mountain. The southern and northern boundaries are ridges separating Kuh Du E Ri from Shin Chon Il Ri and Moon Chon Ri. The western boundary is formed by the narrowing of the valley as it descends from the mountains to Kuh Du Il Ri. Of the more than 85 hectares of land under cultivation, 34 are irrigated or semi-irrigated rice paddies. 33.2 dryland hectares are sown in barley and wheat and 15.5 hectares are orchards and mulberry trees. Of the 87 family units, 81 are farmers. In addition, eight families live in Chun Cheon but have livestock in Kuh Du E Ri. Irrigation water comes from a reservoir in the village and is piped through PVC pipes and in irrigation ditches to the paddies. Ten families own tractors, but most still use cattle to plow their fields. Thirty-four households have tap water which comes from the mountains and is supplied by an electric pump to each house. Most of the rest have hand pumped wells and a few have to carry water. All but three houses are electrified. Food is cooked over wood fires. Homes have few modern kitchen appliances, although some now have refrigerators. Clothes are washed by hand, but two public washing machines were installed near the Village Hall at the beginning of the consult. There is one telephone available for village use. A provincial hospital offers free or low-cost medical care to village families. The road from Chan Wan Road to the village is unpaved and single lane. A public bus makes four round trips a day from Chun Cheon. Education is free at the primary school level. Children walk thirty minutes to another village for school. The middle school and high school are located in Chun Cheon. Students leave on the 6:30 a.m. bus and return on the 4 p.m. or 8 p.m. bus. A new village hall, built by the villagers with assistance from the county on land donated by village residents, was completed in time for the consult opening. The hall houses the community store and a demonstration kitchen, as well as providing space for village meetings. The original two room village hall is located next door. There are two village bath houses which are in disuse. A piggery was recently constructed. Farmers are experimenting this season with vinyl covering over seedlings to protect crops from cold and to extend the growing season. The two original stores sell snack items and a few necessities. The village has a rice mill which is owned by a resident of Chun Cheon City.

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is a not-for-profit social welfare agency incorporated in Seoul under the Ministry of Health and Social Welfare. The Institute has headquarters in Bombay, Brussels, Chicago, Hong Kong, Nairobi and Singapore. In addition, there are ICA offices in more than 100 major cities serving 23 nations. The Institute's programs around the world are supported by grants, gifts and contributions from agencies and departments of local, regional and national governments and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1967 the Institute of Cultural Affairs has been working in Korea with people concerned with revitalization of local communities. In 1972 resident staff were located in Seoul. Training programs and one-day community forums have been held across the nation resulting in the Jeju Human Development Project and an office opening on Jeju Island in October 1975. In July 1977, graduates of these programs working along with full time I.C.A. staff began an extensive search through Chun Seong County to select a site for a second project in which to demonstrate the effectiveness of a comprehensive approach to community development. After visiting many communities and consulting with local citizens, the staff of the Institute was invited to initiate a project in Kuh Du E Ri. Because of its isolation and its socio-economic needs, this rural community seemed most suitable for the project. Indeed it would be difficult to locate a place which would be more typical in both the need and the possibility of human development. Staff visited regularly beginning in December 1977. Ten residents went to the Human Development Training School in January and February in Kwangyung Il Ri on Jeju Island. These ten residents, along with I.C.A. staff members, began preparation for the consult in March.

The consult took place from April 23rd to 29th., 1978, in Kuh Du E Ri, Chun Seqng County, Kang Weon Province. There were 155 consultants, many of them residents of the project area. Approximately 80 percent of the adult residents were directly involved and nearly all of the rest were contacted through field work visits.

PARTICIPANTS

Each day consult teams spent many hours visiting and talking with local people in their homes and places of work. The 46 non-resident consultants represented both the public and private sectors and attended the consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and experience. Specific professions included business management, various aspects of education, agriculture, office management, electrical installation and repair, nursing and other arenas of health care. Various county agencies were represented. The Kuh Du E Ri residents attending brought their own expertise. These included chicken, pig, rice and fruit farmers, a teacher, store keepers, a barber, beauticians, cooks, construction workers, a wine maker and housewives.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the consult charted the Operating Vision of the people of Kuh Du E Ri. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals would be realized. Finally, they discerned the Actuating Programs which would allow the application of the Tactical System. The time of the consultants was divided into two kinds of work. They worked as teams in the field interviewing residents, investigating resources and studying alternative possibilities and in workshop sessions. They also worked as plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the consult. The aim of the consult was to assist residents of Kuh Du E Ri in accelerating the impact and empowering the expansion of the project in the community.

IMPACT

The readiness of the village of Kuh Du E for the consult was illustrated in several ways. In December, a Community Forum, a one-day planning event, was held with 150 people who more than filled the room. In January, ten people were sent to the Human Development Training School for six weeks. When they returned, the whole community was divided into consult preparation teams. A new village hall was constructed with the help of the county. Teams of residents constructed tables, put up three tents and prepared a field kitchen to supplement the new community kitchen. A public toilet and a laundry were built. The road was leveled by the 4-H Club. Each family was visited and was asked to assign one member to attend the whole week. A group of women volunteered to cook and wash dishes on a rotating basis. The opening feast was a festive occasion with county and township chiefs as speakers. Representatives from several national and international corporations were present. Business, church and social leaders from Chun Seong County and Chun Cheon City came to the opening celebration. During the consult, people from the surrounding area

often visited. The Governor of Kang Weon Province visited, discussed the project with the local leadership and spoke to the whole consult. Residents often were up before 5 a.m. and stayed until 10 or 11 p.m. One resident said, "The village hall was a miracle. I hope we will have more miracles like that." Another said, "The village has lifted its head up to create a new future." During the closing feast, residents enthusiastically applauded the presentation of reports from the five teams and the charts from the plenaries. Three women volunteered as preschool teachers and an informal registration began. The village began discussing ways of involving 100 percent of the adults in planning. Each evening the week after the consult was set aside to do further work.

FOLLOW-UP

The task following the consult is to begin implementing the tactics which are reported and summarized in the 15 programs in this document. First, this will involve the ongoing meeting of Kuh Du E Ri consult participants, local leaders and residents to plan and initiate specific program implementation. Second, training will be needed for those who will bear responsibility for major aspects of the project. Gathering community consensus on all aspects of the project will be a continuing necessity. Finally, project initiation requires that catalytic staff reside in the community to begin training and building the espirit de corps that will allow this community to be a sign for others.

III

THE PRESUPPOSITIONS

FORMATION

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

in planning a human development project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

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

SOCIAL

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

ACTUATION

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

IV

THE APPLICATION

DOCUMENT

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

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes and their dreams creatively on the task of reshaping community.

PRACTICALITY

This document, therefore, symbolizes the participation of the Kuh Du E Ri people in practical decision-making about their future. In so doing, the report itself is the incentive needed for actuation of the project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Kuh Du E Ri putting the model into effect and as a guide to those elsewhere who will replicate this human development project.

PART ONE

THE OPERATING VISION

I

VISION

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

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent the day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, services, social development and education. The teams covered the whole geography of the community, talked informally with people they met, visited local gathering places, surveyed community facilities and were invited into the homes of residents. Through these activities, the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally the 115 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational, objective form to the Operating Vision that exists in the understanding of the people of Kuh Du E Ri. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the consultation.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the consult. Its three major sections indicate the overarching dimensions of the vision of the people of Kuh Du E Ri. Section A, Toward Developing Economic Foundation, points to the understanding the residents have of the need to diversify the agricultural base and expand the commercial enterprises which serve the village. Section B, Toward Providing Village Welfare, indicates the desire to make medical care immediately accessible to the people and to enrich the fellowship opportunities. Section C, Toward Building Social Cohesiveness, reveals the concern for building Kuh Du E Ri identity through transforming the physical structures of the village, providing needed services and offering educational opportunities. The vision chart is further broken down into eight master categories in which 96 items are held in 24 components. It is in these items that the practical substance of the vision of the people is held. Three of the eight categories are related to fundamental sustenance through Basic Agriculture, Farm Management and Business Activities. Two of the eight categories deal with self-reliance through Health Services and Social Activities. Three of the eight categories are concerned with human confidence through Physical Environment, Public Services and Community Education.

ECONOMIC

The creation of a strong economic foundation for Kuh Du E Ri is a central theme envisioned by the people for the community's future. Local consult participants expressed a desire to upgrade their crops and to plant more trees. The villagers expressed a wish to increase the number, the quality and the kinds of their livestock. The people feel that more productive agriculture will be encouraged by establishing a marketing system, increasing the amount of tillable land and installing a modern irrigation system. Acquiring common machinery and equipment would expand available community assets and save many hours of hand labor. Service-oriented businesses such as a cooperative laundry, public bath house, a beauty salon and a community restaurant will revitalize village self-sufficiency. The Kuh Du E Ri residents look forward to establishing small businesses and a processing plant for local farm products. These enterprises will provide additional income for the community and jobs for women and youth.

WELFARE

In providing village welfare, the people of Kuh Du E Ri wish for adequate medical services, elders well-being, community recreation and drinkable water. Kuh Du E Ri residents believe that adequate levels of medical care will require such health services as regular check-ups, emergency transportation, a health outpost and a local drug dispensary. Year-round potable water delivery to every home is their wish. More sources of water are needed, including another reservoir for water catchment and new wells drilled for adequate irrigation water and safe drinking water. Desired social activities for elders include structured entertainment and fellowship, a community residence and a recreation center. A children's playground and a sports field will encourage constructive athletic events.

SOCIAL COHESIVENESS

The people of Kuh Du E Ri see that the redevelopment of their community requires a comprehensive building of human confidence. Kuh Du E Ri wishes to transform its physical environment, its public services and its community education into a cohesive social structure in which its citizens play a vital and necessary part. The villagers wish to revitalize Kuh Du E Ri's physical environment by creating a comprehensive village design, modernizing residential housing and constructing public facilities. The villagers desire adequate electric power, street lighting, public telephones and regular mail service. The residents see the need for more frequent bus service, a minibus for school children and a trucking system to carry farm produce to Chun Cheon. Improved roads and surfaced farm lanes are needed to increase access within the village and to Chun Cheon. The people see the necessity for adult training, vocational skills enhancement and supplemental youth education. The villagers expressed a hope that seminars, schools, a library and special classes for practical skills would be provided in Kuh Du E Ri in order to expand learning opportunities.

Kuh Du E Ri
Human Development Project

ICA Consultants

OPERATING VISION CHART

A Summary of the Existing Operational Vision of the People of Kuh Du E Ri

April 1978
Consult

Plate 1

A – toward DEVELOPING ECONOMIC FOUNDATION
fundamental sustenance

I BASIC AGRICULTURE

- extending CROP PRODUCTION
  - Tree Cultivation
  - Increased Grasslands
  - Tobacco Hectares
  - Upgraded Plants
- raising SMALL ANIMALS
  - Honey Bees
  - Fowl Shelters
  - Fish Stock
  - Rabbit Hutches
- stocking LARGE LIVESTOCK
  - Beef Cattle
  - Pig Sties
  - Dairy Cows
  - Black Goats

II FARM MANAGEMENT

- establishing MARKETING CHANNELS
  - Cooperative Scheme
  - Grain Elevators
  - Transport Schedule
  - Fruit Storage
- acquiring COOPERATIVE MACHINERY
  - Hand Tractors
  - Grass Cutters
  - Sand Separator
  - Cargo Truck
- expanding USABLE LAND
  - Mountain Orchards
  - Diversified Pasture
  - Additional Fields
  - Leveled Plots
- broadening IRRIGATION SYSTEM
  - Dam Construction
  - Reservoir Conservation
  - Mobile Sprinklers
  - Multi-purpose Use

III BUSINESS ACTIVITIES

- beginning AGRICULTURAL PROCESSING
  - Rice Mill
  - Fruit Factory
  - Women's Employment
  - Varied Industry
- opening COMMERCIAL ENTERPRISES
  - Winter Work
  - Straw Bags
  - Quality Restaurant
  - Tourist Sites
- initiating NONPROFIT CONVENIENCES
  - Cooperative Laundry
  - Repair Shop
  - Heated Baths
  - Beauty Salons

B – toward PROVIDING VILLAGE WELFARE
individual reliance

IV HEALTH SERVICES

- forming MEDICAL PROVISION
  - Weekly Clinic
  - Regular Check-ups
  - Drug Store
  - First-aid Care
- delivering POTABLE WATER
  - More Sources
  - Year-round Supply
  - Piping Matrix
  - Every Household

V SOCIAL ACTIVITIES

- enabling ELDERS' WELL-BEING
  - Recreation Events
  - Structured Fellowship
  - Entertainment Center
  - Patriarchs' Residence
- structuring COMMON RECREATION
  - Children's Playground
  - Leisure Equipment
  - Festive Occasions
  - Sports Complex

C – toward BUILDING SOCIAL COHESIVENESS
human confidence

VI PHYSICAL ENVIRONMENT

- constructing PUBLIC FACILITIES
  - Supply Warehouse
  - Erosion Control
  - Residents' Park
  - Tool Shed
- implementing VILLAGE DESIGN
  - Master Plan
  - Centralized Housing
  - Town Plaza
  - Civic Permission
- erecting MODERN DWELLINGS
  - Improved Homes
  - Sanitary Toilets
  - Convenient Kitchen
  - Government Loans

VII PUBLIC SERVICES

- increasing ELECTRIC POWER
  - Street Lighting
  - Rural Electrification
  - Farm Electricity
  - Security Lights
- improving AVAILABLE TRANSPORTATION
  - School Minibus
  - On-call Taxi
  - Bus Frequency
  - Emergency Vehicles
- upgrading COMMUNICATION NETWORK
  - Post Box
  - Mail Delivery
  - Private Telephones
  - Marketing Information
- modernizing EXISTING ROADS
  - Asphalt Pavement
  - Access Pathways
  - Widened Mainstreet
  - Paved Footpaths

VIII COMMUNITY EDUCATION

- supplementing YOUTH INSTRUCTION
  - Preschool Learning
  - Afterschool Tutelage
  - Evening Studies
  - Elementary School
- enriching ADULT TRAINING
  - Practical Library
  - Elder University
  - Leadership Seminars
  - Basics Institute
- teaching VOCATIONAL SKILLS
  - Farm Management
  - Machine Operation
  - Technical Courses
  - Agronomy Techniques

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

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

PROCESS

In order to obtain local data relating to the contradictions, the consultants continued to work as teams in the field. Each team attempted to discern the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field each team listed its data and built a prioritized list of blocks to the total vision. The 129 pieces of data were then organized into a comprehensive set of eleven underlying contradictions facing the people of Kuh Du E Ri.

RESULTS

As the accompanying chart (Plate 2) indicates, eleven foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. These contradictions are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the operating vision, but is informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first two contradictions stand together with 41 items which constitute 32 percent of the total number of 129 separate items on the chart. The next four contradictions combined draw 41 percent of the total responses. Contradictions seven through nine taken together account for 19 percent of the total, and ten and eleven draw 8 percent. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping underlines the importance of intensifying the information flow and cooperative efforts of the community. The second grouping stresses the necessity of the community for basic services and a shift in the village's self-identity brought about through educational structures for basic and vocational training. The third grouping points to the need for expanded management of resources both natural and human. The fourth and final grouping shows the necessity for designing the labor expenditure and the common space.

Kuh Du E Ri
Human Development Project

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UNDERLYING CONTRADICTION CHART

April 1978
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Plate 2

I THE FRAGMENTED STRUCTURES OF COOPERATIVE EFFORTS IN KUH DU E RI	II THE MINIMAL ACCESS OF NECESSARY INFORMATION IN KUH DU E RI	III THE CONFINING PATTERNS OF BASIC SERVICES IN KUH DU E RI	IV THE MEAGER AVAILABILITY OF TECHNICAL TRAINING IN KUH DU E RI	V THE UNTRANSPOSED CREATIVITY OF TRADITIONAL GIFTS IN KUH DU E RI	VI THE PARTIAL FORMS OF ONGOING EDUCATION IN KUH DU E RI	VII THE NARROW APPLICATION OF WATER CONTROLS IN KUH DU E RI	VIII THE LIMITING SETTING FOR MANAGEMENT EXPERIENCE IN KUH DU E RI	IX THE RESTRICTIVE MEANS OF EFFECTIVE TRANSPORTATION IN KUH DU E RI	X THE DEBILITATING DEMANDS OF LABOR DESIGNS IN KUH DU E RI	XI THE SCATTERED ORGANIZATION OF VILLAGE SPACE IN KUH DU E RI
Complicated decision process	Limited housing support	Expensive doctor's visits	Limited learning opportunities	Confining old forms	Limited formal education	Low water table	Inadequate bathhouse management	Limited bus schedule	Little leisure time	Scattered village housing
Ineffective corporate forms	Restricted loan knowledge	No health facility	Unqualified drug personnel	Restrictive family customs	Little ongoing training	Insufficient available water	Low goat prices	High taxi costs	Restricted work season	Widespread community geography
Limited village plan	Minimum telephone availability	Minimal childbirth care	Minimal business education	Ingrained farming practices	Meager business knowledge	Unsanitary drinking water	Harmful insecticide use	Minimal scheduled service	Exhaustive farm demands	Long communication lines
Unconsensed truck procurement	Confining material access	Refused medical request	Few trained managers	Limited women's role	No educational equipment	Uncontrolled water use	Untrained business management	Exhausting school transportation	Unstructured free time	Limited land utilization
Unfocused unifying spirit	Ineffective equipment acquisition	Low priority support	Little skilled expertize	Static educational structures	Unallocated school funds	Minimal pond water	Limited truck access	Distant primary school	Limited manpower reserves	
Reluctant coop leadership	Unacquired production technique	Limited health facilities	Inadequate professional equiping	Narrow religious beliefs	Indifferent parental attitudes	Unavailable bath water	Small business market	Few regular passengers	Extensive tobacco requirements	
Inter-group uncreative tension	Individual marketing research	Unacquired drug store	Unprepared potential teachers	Little activities imagination	Minimal adult training	Incomplete water system	High interest rates	High vehicle costs		
Individualized price negotiation	Withheld market status	Unsupported village pharmacy	Inadequate bathhouse management	Untrained corporate life	Restricted outside experience	Small storage tank	Restrictive collateral requirements			
Uncertain pasture prospect	Constrictive reading materials	Single private telephone	Restricted knowledge pool	Unimagined housing design	Minimum volunteer leadership	Unconvertible rice land				
Individual property use	Meager data flow	Difficult telephone transmission	Undeveloped mechanical skills	Uncelebrated community future	Few traditions instructors	Fixed rice quota				
Unavailable drainage space	Unprocured government advice	Expensive installation charges	Informal agricultural experiences	Uninspiring educational setting	Unavailable trained leaders					
Incomplete landowner approval	Unexplored agency contact	Malfunctioning phone service	No clinic operator	Minimal cultural exchange	Leaving trained residents					
Restricted land use	Unknown association benefit	Costly electrical equiping	Lacking firstaid skills	Low education priority						
Government solicitation reluctance	Unplanned store development	Limited electrical power								
Unfocused bureaucratic approach	Little bargaining knowledge	Disrepaired bath house								
Discouraging tobacco controls	Unexplored zoning laws									
Minimal common holdings	Untried greenbelt restrictions									
Inadequate recreation facilities	Untested soil samples									
Neglected public bath	Unchecked land availability									
Difficult equipment scheduling										
Disappointing past failures										
Traditional estate utilization										
22	19	15	13	13	12	10	8	7	6	4
I		II				III			IV	

CONTRADICTION I

Fragmented Structures of Cooperative Efforts

The first contradiction is in the arena of cooperative efforts. People all over the world are discovering that the resolution of society's problems requires the cooperative participation of people who are affected by those problems and the formation of special structures to allow such cooperative efforts to take place. In Kuh Du E Ri there is a desire for cooperation, but the disappointments of the past, like the limited management of the cooperative marketing effort, have made the community hesitant to try any other ventures. When an emergency arises, such as a brush fire, people cooperate well together. When the issues of common pasture or the operation of machinery are raised, the absence of long term cooperative structures is revealed. Often citizen's cooperation is replaced by individualism, such as when people are asked to give up a small part of their land to straighten the road. Until the citizens of Kuh Du E Ri develop ongoing structures of cooperation, the fragmentation and the memory of disappointing experiences in the past will continue to block its movement in the future.

CONTRADICTION II

Minimal Access to Necessary Information

The second contradiction lies in the arena of necessary information. Communication of basic information is important to every community in the world, but access to that information is an issue for many remote villages. In Kuh Du E Ri residents are often uninformed about the extension services and the technicalities of restrictions such as the Green Belt laws. Within the village there is limited access to world and regional information due to few newspapers, minimal telephone service and no library. Farmers find it difficult to do marketing in the best conditions with limited avenues to current price quotations. Until Kuh Du E Ri builds effective links to necessary data sources, this limited access to information will severely restrict village initiative and the residents will remain cut off and unable to take advantage of knowledge which is readily available.

CONTRADICTION III

Confining Patterns of Basic Services

The third contradiction points to basic services. The need for basic services is increasing in all parts of the world, but many small and remote villages are cut off from these services. Kuh Du E Ri is partially served with electricity, has one telephone

and irregular medical services. The public bath is inoperative. The remoteness of the community makes the delivery of health services difficult. The one phone, along with a twenty minute ride to the city on rugged, winding roads, delays medical services in emergency situations. The tremendous fees for home visits from doctors and the absence of trained paramedical personnel in the village strengthen the present patterns. Since Kuh Du E Ri is located far from the main road, other family and vocational services are limited or non-existent. Unless these patterns of sparse services are shifted, the welfare and future development of the village will be hindered.

CONTRADICTION IV

Meager Availability of Technical Training

The fourth contradiction points to technical training. Economic growth in any community depends in part upon the continual acquisition of additional technological expertise. Kuh Du E Ri is a community where there are limited opportunities for training in skills needed for modern farming and the expansion of commercial businesses. The introduction of new machinery for farming and industry would be blocked by a lack of training to use and repair the equipment. The fact that Kuh Du E Ri is expanding its agricultural production as well as its commercial enterprises indicates the cruciality of attaining technical training or the village's potential will remain untapped.

CONTRADICTION V

Untransposed Creativity of Traditional Gifts

The fifth contradiction discovered is in the area of the community's traditional gifts. Today, developing communities everywhere are deliberately strengthening their unique identities in an effort to promote creative self-reliance. Kuh Du E Ri is a community created by poor farmers, many of whom used "slash and burn" techniques in the past. It has a limited image of its potential. The strong individualism that has been created over the years often blocks people now from working and celebrating together. There are many clubs and groups in the village, but very little work is done together on festivals and celebrations. The many years of living in the village have set patterns for farming, the role of women, and family life which help build the community's self image. Until the images which transmit the village's basic identity are shifted to indicate the great potential of Kuh Du E Ri's citizens, the motivity and drive needed for development cannot emerge.

CONTRADICTION VI

Partial Forms of Ongoing Education

The sixth contradiction indicated by the consult points to ongoing education. Today continuing education is becoming increasingly necessary in order to enable local people to keep up with the rapid changes in these times. In Kuh Du E Ri there are no schools and very few adult training opportunities. When young people graduate from high school they often move to the city for jobs and further education rather than stay in the village. As in most villages like Kuh Du E Ri, the funds for educational use are either not spent or are not enough. Since there are few opportunities for ongoing education within the village, very little use is made of regional educational structures by citizens of the village. Until effective structures of ongoing education are developed in Kuh Du E Ri, preparation for the future will be limited and the present patterns will continue.

CONTRADICTION VII

Narrow Application of Water Controls

The seventh contradiction deals with water controls. Isolated communities, endeavoring to meet twentieth century living standards, depend on consistent water supplies for domestic and farm use. The water supply in Kuh Du E Ri consists of a drinking water reservoir, a small irrigation reservoir, and a pond near the rice fields for irrigation. The upper half of the village housing is serviced by piped drinking water from the reservoir and the rest of the housing has home wells. All but a few high up and distant farm fields are serviced by the irrigation reservoir and pond. However, the rice quota demands more water than is available, especially during the summer months, so that drinking water is used for irrigation, causing a shortage of drinking water. The water distribution system is in need of a filtering system and chemical treatment in the new water tank, and the completion of the piping system to all houses. But the greatest need is more adequate water control of the abundance of spring water from the mountains. Until comprehensive water controls are initiated, Kuh Du E Ri will continue to experience hardship in its economic growth.

CONTRADICTION VIII

Limited Setting for Management Experience

The eighth contradiction points to management training. Today, the small farming village is faced with issues such as availability of markets, diversification of crops, initiation of small

industry. compliance with government regulations and agricultural quotas, and observance of strict loan regulations, all of which require management experience and training in order to have a profitable operation. In Kuh Du E Ri nearly every family has operated as a single unit with private farm lots and family operated methods. Management training and experience is limited as illustrated by the unprofitable operation of two small stores, an inoperative bathhouse and uncontrolled use of insecticides. Farmers are still receiving low local market prices for their produce even when higher prices are available by waiting or selling in larger quantities. As long as these management practices continue, it will be difficult for a real growth of the local economy to occur.

CONTRADICTION IX

Restrictive Means of Effective Transportation

The ninth contradiction points to transportation. Transportation to communities across the world is critical in order to provide access to goods and services necessary for economic and social growth. Kuh Du E Ri is at the end of a rough road which makes delivery of basic goods and services difficult. Transportation to the city and to schools is limited to four buses a day. With the exception of the first bus in the morning and the last one in the evening there are few regular riders to warrant an increase in transportation service. This limited service is often interrupted in wet weather by muddy impassable roads. For many families, animal or human drawn carts are the only mode of transportation. The cost of vehicles is very high and thus unavailable to citizens of the community. As the village develops its agriculture and industry, it will build a viable network of transportation for its goods and citizens or limit its growth.

CONTRADICTION X

Debilitating Demands of Labor Designs

The tenth contradiction lies in the arena of labor designs. Today across this world, human creativity is being released from working out of only economic necessity to building a meaningful social and cultural environment. Kuh Du E Ri is a rural village where work in the fields is the overriding focus of life. Overlapping crop harvests place extra work demands on the families. Children are often kept home from school for long periods of time to help in the fields. Time for other activities such as recreation and social life is limited. There are many groups in the community, yet their function is restricted because of farming demands. Until Kuh Du E Ri organizes its time and work forces cooperatively, this energy drain will prevent it from having a creative and fuller life as a community.

CONTRADICTION XI

Scattered Organization of Village Space

The eleventh contradiction is in the arena of village space. Human settlements throughout the world have come to a fresh realization of the wisdom of forming themselves around common community buildings and have been redesigning community space which is appropriate to both traditional living patterns and the needs of the twentieth century. The buildings and homes of Kuh Du E Ri are spread over approximately one hundred hectares, which makes creating focused village social life difficult. The spreadout housing greatly increases the cost of electricity, telephones and water. The Green Belt restrictions, some of which are open to negotiations, limit local alterations and expansion. Even though in the past seven years many farms have had improvements made on buildings and land, there is still no centralized village plan. Unless Kuh Du E Ri centralizes its residential space, its citizens will be unable to afford the high cost of modern services and the village will not have a central focus for its cooperative work in the future.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the consult consisted of building the Practical Proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Operating Vision reveals the conscious and unconscious images out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgments or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

PROCESS

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

RESULTS

The Practical Proposals Chart (Plate 3) is composed of twenty-three proposals referred to as projects. They are organized under seven master proposals which reflect decisional responses to major contradictions. The first two master proposals relate the educational and vocational training of Kuh Du E Ri citizens. One master proposal points to the need for information access and data exchange. One other master proposal dramatizes village heritage and community resources, people, finances, and equipment. The last three master proposals are directed towards economic support and point to the extension of commercial activity, new construction and basic services. Separate charts with descriptive phrases containing 92 subproposals give detail and clarity to the major categories of the practical proposals chart. These proposals do not indicate what to do. They point

to arenas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

Kuh Du E Ri
Human Development Project

April 1978
Consult

PRACTICAL PROPOSALS CHART

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Plate 3

I SOCIAL COMPETENCE PROPOSALS			II	III ECONOMIC SUPPORT PROPOSALS		
COMPREHENSIVE EDUCATION		DATA INTERCHANGE PROPOSAL C	VILLAGE COHESIVENESS PROPOSAL D	COMMERCIAL EXTENSION PROPOSAL E	PHYSICAL ENVIRONMENT	
ADULT TRAINING PROPOSAL A	YOUTH PREPARATION PROPOSAL B				COORDINATED CONSTRUCTION PROPOSAL F	SERVICES DELIVERY PROPOSAL G
LEADERSHIP ENRICHMENT PROJECT 1	SUPPLEMENTAL TUTELAGE PROJECT 5	INFORMATION ACCESS PROJECT 7	WORK FORCES PROJECT 10	INTENSIVE AGRICULTURE PROJECT 15	NEW BUILDINGS PROJECT 18	BASIC UTILITIES PROJECT 20
PRACTICAL SKILLS PROJECT 2		EXTERNAL RELATIONS PROJECT 8	VILLAGE FUND PROJECT 11	INDUSTRIAL DEVELOPMENT PROJECT 16		GENERAL HEALTH PROJECT 21
VOCATIONAL PROWESS PROJECT 3	PRESCHOOL CENTER PROJECT 6	PUBLIC COMMUNICATION PROJECT 9	EQUIPMENT POOL PROJECT 12	BUSINESS DIVERSIFICATION PROJECT 17	ROADS IMPROVEMENT PROJECT 19	TRANSPORTATION SYSTEM PROJECT 22
TEACHING RESOURCES PROJECT 4			HERITAGE RECOVERY PROJECT 13			WATER CONSERVATION PROJECT 23
			RECREATIONAL OPPORTUNITIES PROJECT 14			

I

SOCIAL COMPETENCE PROPOSALS

The opportunities and skills needed for effective citizen engagement are key to any community development effort. In Kuh Du E Ri there are three proposals designed to provide the community with these necessary skills. The Adult Training Proposal will offer leadership training as well as vocational possibilities. The Youth Preparation Proposal will provide supplemental tutoring in basic skills, while the preschool will serve both children and parents. Finally, the Data Interchange Proposal will broaden information channels and increase public communication with the region and nation, as well as within the community itself.

A

ADULT TRAINING

The provision of a basic and comprehensive educational foundation enables people to interact confidently and effectively in their social environment. The Adult Training Proposal has four projects which offer various adult education opportunities. The Leadership Enrichment Project will uncover available local leaders and train them through structured guild meetings, method workshops, and educational excursions. It will cultivate and encourage new village leadership. The Practical Skills Project deals with training people in basic skills which would enable them to upgrade their domestic care and community service. This project includes health caretaker training, cooking classes, home management seminars, and literacy tutoring to encourage language skills required in social interaction. The Vocational Prowess Project will ensure the maximum utilization of agricultural and technical resources by training village people. The Teaching Resources Project will supply core educational materials through initiating a local library, distributing regular news bulletins, providing audio-visual aids, and involving residents in regional activities.

B

YOUTH PREPARATION

The effective education of children and youth is a high priority for Kuh Du E Ri residents. The Youth Preparation Proposal has two projects which are designed to supplement the formal schooling and better prepare young children for the modern society that Korea is creating. The Supplemental Tutelage Project will integrate village education in order to provide a comprehensive educational structure. It will expand the young people's images about life and will offer field trips and language skill training. The Preschool Center Project will initiate the learning process at an early age, establish a positive attitude toward formal

education, train local residents in preschool teaching methodology, and increase parental awareness of, and participation in, the educational process.

C

DATA INTERCHANGE

The future of any community depends on its access to information and communication avenues. In particular, Kuh Du E Ri residents want to establish access to necessary knowledge available in the society and to improve communication channels within the village. The Information Access Project will intensify internal communication through newspapers, notices, the loudspeaker and Ban meetings. The External Relations Project will link the community with available sources of farm production and marketing techniques. The Public Communication Project will install a village intercom, upgrade the telephone and postal services, as well as publicize the Kuh Du E Ri Project.

II

COMMUNITY IDENTITY PROPOSALS

It is important for a community to be able to recover its heritage, the gifts of its people, and the resources at its disposal. The Community Identity Proposal will systematically rebuild the image of the village as a sociological entity having all the methods and resources needed for its citizens. These proposals will enable citizens to honor and celebrate their heritage, as well as encourage them to use the recreational structures and facilities developed. They will also systematize the work force, the village finances, and the commonly owned equipment, thus enhancing and strengthening the community effort.

D

VILLAGE COHESIVENESS

The heritage of Kuh Du E Ri, the way the community works together, supports itself, and rehearses the richness of its past is the arena for the Village Cohesiveness Proposal. The Work Forces Project will help the village plan, organize and hold the events and accomplish the tasks it decides are necessary for a vital social life. The Village Funds Project will enable the citizens to save money and invest in their community. Establishing common ownership of machinery and vehicles needed for agricultural and industrial use will be the task of the Equipment Pool Project. The Heritage Recovery Project will involve recovering the great history of the community through cultural stories, education, and celebrations. A children's playground and a teen center will be the focus of sports activities and the beginning point of the trips for the Recreational Opportunities Project.

III

ECONOMIC SUPPORT PROPOSALS

Every community has within it the resources necessary to sustain a stable local economy. In an agricultural situation the key is expanding both production and marketing, as well as exploiting industrial options. The Commercial Expansion Proposal will capitalize on both agricultural and commercial possibilities while encouraging business diversification. The Coordinated Construction Proposal will stimulate the construction of new buildings and road improvement. The Services Delivery Proposal will initiate utility services, community health projects, improved transportation and water conservation.

E

COMMERCIAL EXTENSION

Farming is the major focus of economic life in Kuh Du E Ri. The Commercial Extension Proposal contains three projects which will expand and strengthen the present agricultural economy and develop new areas of income and employment in commerce and industry. The Intensive Agriculture Project will introduce new methods, expand cash crops and increase livestock herds. The Industrial Development Project will bring cottage industries to the community, offer supplemental income for families and make use of local raw materials for production. Cooperative marketing, bulk buying, a general store and business management training will be the basic activities of the Business Diversification Project.

F

COORDINATED CONSTRUCTION

Every social group is radically shaped and determined by its physical environment. The Coordinated Construction Proposal is designed to alter the physical environment and thus enable the development of new social structures and dynamics in Kuh Du E Ri. There are two projects in this proposal. First, the New Buildings Project will construct public facilities such as the bathhouse, toilets and cooperative storage sheds. It will develop a centralized housing design, new irrigation ponds and land utilization meetings to forge a village consensus. The Roads Improvement Project will secure additional land and widen, straighten and pave the main road and construct the necessary drainage ditches.

One of the signs of a modern village is the provision of basic services for its residents. The Services Delivery Proposal deals with utilities, health, transportation and water. There are four major projects within this proposal. First, the Basic Utilities Project will secure additional drinking water, install night lighting for both street and evening farm work, procure a telephone

G

SERVICES DELIVERY

system and assure sufficient electrical power. The General Health Project will establish a health center, arrange for inexpensive medical care, train volunteer caretakers and sponsor specialized paramedic training. The Transportation System Project will increase public transport service, including a school bus, and acquire an emergency vehicle. The Water Conservation Project will construct a new dam, install a filtering system, initiate water treatment and drill a new irrigation well.

I. SOCIAL COMPETENCE

A. Adult Training Proposal

ICA Consultants Plate 3A

1. LEADERSHIP ENRICHMENT PROJECT	1 Local Capabilities	uncovering present village competence
	2 Guild Meetings	enabling depth community consensus
	3 Methods Workshop	encouraging strong corporate leaders
	4 Educational Excursions	highlighting special interest spots
2. PRACTICAL SKILLS PROJECT	5 Health Care	maintaining maximum well being
	6 Cooking Class	exhibiting nutritious food preparation
	7 Domestic Sciences	developing household managing ability
	8 Literacy Tutoring	improving basic communication abilities
3. VOCATIONAL PROWESS PROJECT	9 Emerging Experts	discovering various arena specialists
	10 Farm Management	accelerating rural land production
	11 Technical Expertise	scheduling farm advisors visits
	12 Machinery Control	expanding mechanical care experts
4. TEACHING RESOURCES PROJECT	13 Local Library	providing core pedagogical materials
	14 Information Exchange	distributing pertinent regular news
	15 Audio-visual Aids	supplying imaginal learning tools
	16 Regional Options	utilizing outside training experiences

5. SUPPLEMENTAL TUTELAGE PROJECT	17 Integrated Education	initiating total curriculum design
	18 Context Expansion	enlarging people's life experiences
	19 Field Trips	encountering other social situations
	20 Language Skills	enabling practical writing ability
6. PRESCHOOL CENTER PROJECT	21 Curriculum Writing	planning complete teaching structures
	22 Teacher Training	developing skilled local educators
	23 Student Instruction	ensuring basic childhood development
	24 Parent Support	eliciting ongoing parental help

7. INFORMATION ACCESS PROJECT	25 Community Newspaper	expanding community data network
	26 Posted Notices	strengthening public announcement access
	27 Notification System	publicizing important daily events
	28 Ban Meetings	enabling full citizen participation
8. EXTERNAL RELATIONS PROJECT	29 Project Guardians	eliciting future advocacy contacts
	30 Government Offices	continuing public support rapport
	31 Regional Reports	fostering area wide publicity
	32 Authorization Net	building broad program assistance
9. PUBLIC COMMUNICATION PROJECT	33 Public Telephone	facilitating easy outside contact
	34 Mail Box	providing regular postal service
	35 Village Intercom	maintaining rapid message interchange
	36 Promotional Agency	projecting local demonstration story

II. COMMUNITY IDENTITY

D. Village Cohesiveness Proposal

ICA Consultants Plate 3D

10. WORK FORCES PROJECT	37 Regular Workdays	providing regular care events
	38 Task Forces	forming specific engagement teams
	39 Youth Organization	offering practical apprenticeship roles
	40 Planning Group	creating essential actuating schemes
11. VILLAGE FUNDS PROJECT	41 Citizen Investment	pooling total internal participation
	42 Village Treasury	organizing one community resource
	43 Fund Raising	developing available monetary means
	44 Financial Advice	seeking external fiscal counsel
12. EQUIPMENT POOL PROJECT	45 Machine Maintenance	maintaining continuous repair service
	46 Common Machinery	increasing total crop production
	47 Multi-purpose Vehicle	buying corporate transportation unit
	48 Agricultural Tools	supplying needed farm implements
13. HERITAGE RECOVERY PROJECT	49 Cultural Festivals	catalyzing festive public happenings
	50 Local History	telling significant past moments
	51 Symbol Discovery	transmitting unique Kuh Du E Ri gifts
	52 Elders' Wisdom	allowing all age involvement
14. RECREATION OPPORTUNITIES PROJECT	53 Teen Center	establishing youth gathering place
	54 Community Trips	extending meaningful cultural exposure
	55 Sports Activities	fostering structured physical activities
	56 Children's Playground	equipping safe play area

15. INTENSIVE AGRICULTURE PROJECT	57 Diversified Crops	planting varied plant types
	58 Land Plan	maximizing effective space use
	59 Livestock Expansion	increasing current herd capabilities
	60 Public Agencies	utilizing available extension services
16. INDUSTRIAL DEVELOPMENT PROJECT	61 Food Processing	expanding farm product profits
	62 Rice Mill	obtaining community milling control
	63 Home Industry	introducing new income openings
	64 Local Environment	uncovering usable natural resources
17. BUSINESS DIVERSIFICATION PROJECT	65 General Store	providing basic consumer services
	66 Cooperative Marketing	strengthening individual selling power
	67 Bulk Buying	facilitating low merchandise prices
	68 Management Practices	ensuring strong fiscal growth

18. NEW BUILDINGS PROJECT	69 Public Structures	building modern community facilities
	70 Animal Shelters	providing added livestock sheds
	71 Centralized Housing	focusing village domestic activities
	72 Use Consensus	determining workable land utilization
19. ROADS IMPROVEMENT PROJECT	73 Roadway Rights	acquiring legal roadbed ownership
	74 Wider Arteries	widening all transportation channels
	75 Drainage Canals	constructing erosion control ditches
	76 Paved Thoroughfares	assuring all weather access

20. BASIC UTILITIES PROJECT	77 Purification Tank	furnishing safe drinking supply
	78 Street Lights	installing properly located lighting
	79 Telephone System	procuring wider communication means
	80 Electrical Power	expanding available usable wattage
21. GENERAL HEALTH PROJECT	81 Hygiene Center	establishing local branch clinic
	82 Community Caretakers	training resident paramedical workers
	83 Hospital Use	arranging inexpensive doctor's care
	84 Medical Services	enabling healthy village environment
22. TRANSPORTATION SYSTEM PROJECT	85 Expanded Availability	increasing public transport schedules
	86 School Bus	inaugurating primary children delivery
	87 Extended Road	constructing Shin Cheon access
	88 Emergency Vehicle	acquiring cooperative utility car
23. WATER CONSERVATION PROJECT	89 New Dam	enlarging existing storage capacity
	90 Pipe System	meeting current agricultural demands
	91 Use Plan	maximizing effective farm utilization
	92 Deep Well	providing additional irrigation sources

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

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

PROCESS

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

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, seven paratactics, thirty basic tactics and 192 subtactics. The basic tactics and subtactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and subtactics are grouped point to the major aspects of the tactical arenas which are implemented in the community. The four tactical arenas illustrated in Plate 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Broadening Community Educational Framework is composed of two paratactics and eight basic tactics. The intent of this tactical arena is to call forth the latent skills of the residents of Kuh Du E Ri and to develop these talents so the village can more effectively participate in modern society. Vocational skills in both agriculture and village-based industry will be sharpened. An early learning center will educate children under seven. The formal school curriculum will be supplemented for the

youth so they can excel in school and expand their skills. Adults will continue their education through the study of preventive medicine and language skills, as well as through taking advantage of context expanding tours, films and lectures.

ARENA B

Tactical Arena B, Shaping Functional Physical Environment consists of two paratactics and ten basic tactics. The intent of this tactical arena is to transform the space of the village and the basic connections to other villages and urban areas. The road system will provide access to the farmland, individual residences and nearby communities in all kinds of weather. Medical services will be comprehensive through records, screenings, systematic examinations and doctor and nurse services. Residential homes will be rebuilt to meet a basic standard of sanitation. Enough water for all agricultural needs and appropriate buildings and equipment for twentieth century village life will be procured. Telephones and local mail service will connect the village with the outside world.

ARENA C

Tactical Arena C, Stimulating Foundational Economic Base is composed of two paratactics and six basic tactics. It is the intent of this tactical arena to increase the income of the village by producing more from the land, keeping money circulating within the community and creating more jobs. As new machinery removes the need for beasts of burden, the animals can be replaced by beef and dairy animals which will expand the livestock herd. Modern selective marketing will increase the income. Industries that engage the residents in income-producing work when the basic crops are harvested will be opened. Service businesses will begin, including a buying club and a general store.

ARENA D

Tactical Arena D, Fostering Inclusive Civic Cohesion is composed of one paratactic and six basic tactics. It is the intent of this tactical arena to build the village identity and unity through a structured formation of the village. The community will meet in several different groupings that put residents together in different combinations so that the most creative consensus can emerge. Having access to local, national and international information of a general or technical nature will forge new images for cooperation. Working together with both money and people will call forth new team corporateness. Social groups will release a new appreciation and grasp of the significance of this village's history and cultural gifts.

Kuh Du E Ri
Human Development Project

ICA Consultants

April 1978
Consult

Plate 4

TACTICAL SYSTEMS CHART

tactical arena A

BROADENING COMMUNITY EDUCATIONAL FRAMEWORK

tactical arena B

SHAPING FUNCTIONAL PHYSICAL ENVIRONMENT

tactical arena C

STIMULATING FOUNDATIONAL ECONOMIC BASE

tactical arena D

PRACTICAL INSTRUCTION paratactic I	ESSENTIAL CONSTRUCTION paratactic II	AGRICULTURE ENTERPRISES paratactic III	FOSTERING INCLUSIVE CIVIC COHESION paratactic IV	COMMERCIAL VENTURES paratactic V	PRIMARY SERVICES paratactic VI	BASIC TRAINING paratactic VII
tactic 1 teaching MODERN AGRICULTURAL TECHNIQUES	tactic 5 extending PAVED ROAD NETWORK	tactic 10 introducing PROFITABLE LIVESTOCK ACCESS	tactic 13 widening COMMON INFORMATION ACCESS	tactic 19 starting DIVERSE LIGHT INDUSTRIES	tactic 22 scheduling REGULAR TRANSPORT MEANS	tactic 27 expanding GENERAL ADULT PROWESS
tactic 2 occasioning KNOWLEDGE ENRICHMENT EVENTS	tactic 6 installing WATER DELIVERY SYSTEM		tactic 14 strengthening SOCIAL GROUP ACTIVITIES		tactic 23 creating EXTERNAL COMMUNICATION AVENUES	tactic 28 supplementing EXISTING YOUTH CURRICULUM
tactic 3 reinforcing VARIOUS VOCATIONAL SKILLS	tactic 7 realizing ROUTINE SPACE BEAUTIFICATION	tactic 11 raising FERTILE CASH CROPS	tactic 15 organizing SYSTEMATIC WORK FORCES	tactic 20 initiating FOOD PROCESSING FACILITIES	tactic 24 upgrading PRESENT ELECTRICAL POWER	tactic 29 opening EARLY LEARNING CENTER
tactic 4 developing NECESSARY HYGIENIC AWARENESS	tactic 8 erecting ADDITIONAL PUBLIC BUILDINGS	tactic 12 forging COOPERATIVE MARKET SCHEMES	tactic 16 unifying STABLE VILLAGE FUNDS	tactic 21 maximizing SMALL BUSINESS OPPORTUNITIES	tactic 25 inaugurating LOCAL HEALTH OUTPOST	tactic 30 conducting LANGUAGE PROFICIENCY CLASSES
	tactic 9 constructing CENTRALIZED RESIDENTIAL HOUSING		tactic 17 establishing RATIONAL MEETING DESIGNS		tactic 26 forming CORPORATE EQUIPMENT POOL	
			tactic 18 eliciting OUTSIDE TECHNICAL ASSISTANCE			

TACTICAL ARENA A : Broadening Community Educational Framework

Paratactic I: Practical Instruction

In order to increase the economic base, broaden the practical relatedness and make reaching the optimum health level the responsibility of the total village, practical instruction will be needed. Sophisticated agriculture practices such as disease prevention, feeding habits, insecticides, herbicides, pruning and soil management will be learned. Events that broaden the scope of contacts and village options will be organized such as trips, films and lectures series. Vocational skills will be increased through organized seminars and technical training. The people of Kuh Du E Ri will learn how to better care for their vitality through instruction in dental and personal hygiene, nutrition and first aid.

Tactic 1 : Teaching Modern Agricultural Techniques

Subtactics

1 In order to diversify and update the practical skills of village farmers, modern agricultural techniques will be taught. Animal husbandry will be offered to livestock owners in classes on feeding and veterinary care by Chun Cheon Agricultural College staff. Bee-
2 keeping techniques will be studied through the aid of the agricultural extension office and Kang Weon
3 Agricultural College in Chun Cheon. Through using county expertise, silkworm cultivation will be
4 updated by farmers who presently raise silkworms, making this enterprise more profitable. Decorative
5 floriculture will be explained to the village residents as a part of the village space beautification program. Soil Management to increase the crop yields
6 will be communicated to farmers by agricultural experts. Crop diseases will be controlled by broadening the knowledge of what the prevalent disease
7 prevention practices are. Insecticide seminars will be organized on the proper application of chemicals.
8 Herb horticulture of medicinal plants will be studied by farmers with the help of agricultural experts.
9 Orchard maintenance will be demonstrated to local farmers including how to prune, fertilize, spray and aerate the roots of presently growing trees. Fruit
10 processing will be taught to orchard owners including preserving by canning and drying and proper packing for delivery to markets as fresh fruit.

Tactic 2 : Occasioning Knowledge Enrichment Events

Subtactics In order to broaden the contextual images and informal instruction opportunities, knowledge enrichment events will be occasioned. Lecture series on

11 subjects including Korean history and cultural development will be given by invited experts.
12 Village workshops will be conducted by villagers in order to transmit present expertise to more of the village residents. Regional trips will be
13 organized for the youth to visit model villages, local museums, historical spots and sites of
14 interest. Film Festivals will be shown in the village hall on a regular monthly basis. Nature preservation will be taught in classes using
15 lectures, slides, pictures and pamphlets to explain how to conserve the environment. Newspaper reading
16 will be encouraged by providing a variety of newspapers in the village library and demonstrating techniques for quickly grasping newspaper content.
17 Korean democracy will be taught in order to strengthen the resolve to be an independent nation.

Tactic 3 : Reinforcing Various Vocational Skills

Subtactics
In order to utilize local knowhow for use both inside
18 and outside the village, various vocational skills will be reinforced. Handicraft production will be taught to village residents in basketweaving, knit-
19 ting, wood carving and pottery making. Equipment maintenance will be communicated by training farmers
20 to repair farm machinery. Machine operation will be explained to local residents in the use of farm implements. Construction classes will be offered to
21 villagers in such arenas as plumbing, electrical repair, carpentry and bricklaying. Clerical skills
22 will be provided to interested residents in typing, filing, bookkeeping and general office management. Teacher training will be conducted for local educa-
23 tors on a regular basis, relating methods for corporate curriculum writing and team teaching. Milk
24 processing will be demonstrated to those who will be preserving cheese and butter made from milk that is not locally consumed.

Tactic 4 : Developing Necessary Hygienic Awareness

Subtactics
In order to improve the village vitality and energy
25 level, hygienic awareness will be developed. First aid classes teaching immediate care for treatment of
26 accident victims and common illnesses will be organized. Family planning will be explained to couples
27 in classes given by local health office field workers. Preventive medicine will be taught through methods
28 to avoid injury and illnesses. Sanitation practices will be communicated by the local health outpost on

29 30 such things as latrine maintenance, water purification techniques and bathing practices. Dental care will be demonstrated on the proper cleaning procedures and nutritional diet needed. Basic nutrition will be taught through films, flip charts and using the community kitchen.

TACTICAL ARENA B : Shaping Functional Physical Environment

Paratactic II : Essential Construction

The space of a community releases motivity when it breathes power, beauty and order. Kuh Du E Ri will be connected to the urban center of Chun Cheon and to nearby villages through improved roads. The scattered housing pattern will be made cohesive through the interior pathways and through some centralizing of residences. Leisure activities will be enhanced in the parks, building signs and flags. Economic productivity and health will be improved as the water delivery system is installed. Additional building will go on in the village so that all the agricultural services and residential facilities needed can be provided.

Tactic 5 : Extending Paved Road Network

Subtactics 31 32 33 34 35 36 In order to increase mobility within the village and to nearby villages the paved road network will be extended. The main street will be widened, straightened and paved. Land ownership will be transferred from farm owner to the county road department to provide the right of way necessary to widen and straighten the main road. Farm access will be improved by widening and grading existing routes. Demonstration pavement will be built in the court yard and road in front of the village hall. Shin Cheon Ri Highway will be extended and paved. Traffic signs will be erected to indicate safety, directional, street and identification information.

Tactic 6 : Installing Water Delivery System

Subtactics 37 38 39 40 41 42 43 In order to provide the required water for domestic and agricultural uses, a water delivery system will be installed. Drainage ditches will be completed for fields and along the roadsides. Plastic piping will be put in place to deliver water to fields and homes. A second concrete tank will be constructed near the present one increasing the volume of accessible domestic water. Potable water will be treated for every home. The reservoir volume will be increased by deepening the present man-made lake. Stream beds will be lined with rocks and cement from the reservoir to the major cropland sections. A multipurpose dam will

be built by the village near Dae Ryong Mountain as an additional water catchment system. Irrigation wells will be drilled supplying water for rice paddies.

44

45 Sprinkler equipment will be procured to irrigate some vegetables.

Tactic 7: Realizing Routine Space Beautification

Subtactics In order to enhance the aesthetic power and physical conveniences of Kuh Du E Ri, routine space beautification will be carried out. A children's playground

46

47 will be constructed on the area west of the old village hall. A master plan will be drawn for display in the

48 plaza area showing the consensus for village reconstruction. The community flag will be created and flown

49 from the top of the village hall. A welcome sign will be put on the rocks at the village entrance. A

50 conservation display will be placed in the plaza illustrating how to preserve the physical environment. Trash

51 containers painted the village color and displaying the community symbol will be located throughout the

52 village. A picnic area will be built with tables and benches. A central plaza will be created as a place

53 for communication and relaxation with shady trees and benches near the shrine.

Tactic 8: Erecting Additional Public Buildings

Subtactics In order to give the people of Kuh Du E Ri space to hold all the projected activities, additional public

54 buildings will be erected. A community bathhouse will be built near the village hall with modern toilets and

55 posted hours. A barber/beauty shop will be constructed

56 in the village plaza. A health outpost with drug store dispensary will be constructed near the trading post.

57 A preschool facility will be built. A library complex

58 will be established on the grounds behind the village hall. A maintenance shed will be built housing the

59 corporate vehicles for storage and repair. A fruit

60 warehouse will be constructed. An agricultural store-

61 house will be provided for agricultural chemicals and grains enroute to markets. The central barn will be

62 created near Lee Hong Youn's house for the cooperative livestock efforts.

Tactic 9: Constructing Centralized Residential Housing

Subtactics In order to elicit cooperation and build neighborhood unity, centralized residential housing will be

63 constructed. A model house will be built as a demon-

64 stration home. A modern complex of residences will be created in the central area near the village hall with

modern individual house plumbing. A collateral pool
65 will be established acquiring the capital base for procuring housing loans for new construction and improve-
66 ments. Government consultations will be initiated with officials on housing designs, construction methods and
67 appropriate funding. A construction schedule will be drawn up on a timeline to standardize housing, using meetings to form the consensus.

TACTICAL ARENA C : Stimulating Foundational Economic Base

Paratactic III : Agriculture Enterprises

Kuh Du E Ri will make its land more productive with the introduction of hybrid plants, seeds, insecticides, herbicides and land leveling. The livestock will be diversified and the number of animals increased. Marketing will be done cooperatively and will be based on the multitude of options. Building relationships with buyers who are retailers will increase profits.

Tactic 10 : Introducing Profitable Livestock Farms

Subtactics In order to expand the agricultural income of Kuh Du E Ri
68 profitable livestock farms will be introduced. Fish ponds will be stocked with eel and carp which will be marketed
69 locally and in Seoul. Chicken flocks will be increased
70 to 5,000 birds and housed in common coops. A corporate piggery will be established raising hybrid breeds. Bee
71 hives will be started. An initial dairy herd will be
72 acquired and expanded to 50 cows using artificial insemination. Deer raising will be experimented with
73 primarily to sell antlers. Beef cattle will be raised
74 in a corporate herd beginning with 20 cows on common pasture and inseminated artificially to drop calves in warm weather.

Tactic 11 : Raising Fertile Cash Crops

Subtactics In order to increase the productivity and income of the
75 land, fertile cash crops will be raised. Rice fields will
76 be converted for growing vegetables. Additional hectares for trees and pasture will be developed from currently
77 unused land on the mountainside. Tobacco planting will
78 be expanded to increase the current yield. Hybrid strawberries will be planted. New orchards will be cultivated
79 to increase fruit production. Garlic production will be
80 expanded through technical help from Kang Weon University. Modern insecticides will be used by the village to improve
81 crop yields. A seedling nursery will be started including
82 house plants, evergreens and fast-growing trees. Additional medicinal herbs will be grown by local farmers now
83 producing on a small scale. Experimental seeds provided

by the agricultural seed station will be planted this year, multiplying the harvest of peppers, potatoes and rice. Farm land will be leveled making more available the amount of arable land. Radish raising will be accelerated for processing in the factory. Vinyl houses will be constructed to accelerate the growth rate of vegetables.

Tactic 12 : Forging Cooperative Market Schemes

Subtactics In order to procure the best prices for village products cooperative market schemes will be forged. A selling cooperative will be organized as a company for marketing agricultural crops, livestock and processed fruits and vegetables. Comprehensive information will be collected by an assigned villager securing current market options by taking research trips, investigating new markets and by systematically contacting various agencies. A farm fair will be held during the summer months as a device to promote local products. Buyer-seller relationships will be developed that eliminate middle level handlers.

TACTICAL ARENA D : Fostering Inclusive Civic Cohesion

Paratactic IV : Civic Cohesion

The fragmentation and inexperience of successfully working together will be transformed through the meetings, groups, work forces, information and formation of funds. The library, village newspaper and notice board will keep everyone informed. Social activities will build motivity and will call forth a new identity. Work forces will be organized to create massive, visible, dramatic signs of change. Unifying and expanding the capital base available will undergird creative tasks. Meetings that include the whole village in different combinations will allow the village consensus to emerge. Technical assistance will fill in the gaps in locally available personnel, machinery and funds.

Tactic 13 : Widening Common Information Access

Subtactics In order to expand internal communications and broaden outside contacts, access to common information will be widened. The community library will be expanded to include books on agricultural techniques, the Saemaul Movement and magazines of special interest to women and children. The village Voice will be published semi-monthly, including news of the community, the globe, and agricultural and marketing information. A bulletin board will be put up for residents to keep up-to-date on global and local information. Daily newspapers will be purchased and placed in the library. Movie showings will be held on a wide variety of topics with enter-

tainment and educational value for all ages. Agency
97 magazines will be made available on loan, including an agricultural federation, Chamber of Commerce, and Rural Development Institute.

Tactic 14 : Strengthening Social Group Activities

Subtactics In order to develop a sense of belonging to the decision formation of Kuh Du E Ri, social group activi-
98 ties will be strengthened. Cultural festivals will be celebrated, sharing the traditional and modern song,
99 dance, drama and craft work of villagers. Seasonal celebrations will be orchestrated to mark the completion of
100 the planting and harvesting and to mark traditional holidays. A farmers' band will be organized providing enter-
101 tainment for special community events. Recreational equipment will be acquired for the village hall for indoor
102 games, for outside sports and for use on the children's playground. A games contest will be held with bans
103 competing in traditional activities. Sports days with marathon running, rope tugging, relays, tumbling and
104 hurdles will be held. Singing competition will be organized so all ages can participate. An elders' association
105 will be created with social occasions that release elders to engage in new arenas of village life.

Tactic 15 : Organizing Systematic Work Forces

Subtactics In order to accomplish the variety of beautification and construction jobs planned by the village, systematic
106 work forces will be organized. A repair unit will be formed to service the corporate equipment, tools and
107 machinery. Road crews will be initiated to improve, maintain, and build new village roads, especially for farming.
108 Work days will be organized to do numerous tasks of development. Off season periods will be used to call
109 together special construction task forces to secure local materials, such as sand and rock, for future work
110 days and to accomplish major projects. Special teams will be recruited for selected and emergency work projects.
111 Occasional troops made up of available students and other groups, will be scheduled to do large short-term tasks.
112 A maintenance corps from the village will be hired to care for public facilities such as the village hall and bath houses.

Tactic 16 : Unifying Stable Village Funds

Subtactics In order to create a pool of money for Kuh Du E Ri activities, stable village funds will be unified. The corporate
113 fund will be expanded to allow corporate investment in commercial and industrial ventures. The capital base will

114 be enlarged through government and private sources in the forms of loans and grants to the particular specification
115 of the grantor. Diversified merchandise will be sold in the trading post increasing the circulation of village
116 money. Individual shares of the village fund will be sold, offering common interest rates.

Tactic 17: Establishing Rational Meeting Designs

Subtactics In order to facilitate village decision-making, rational meeting designs will be established. Ban gatherings will
117 be intentionalized through leadership training and by creating meeting curriculum. Quarterly assemblies will
118 be held to celebrate the past and consense on future plans. Interest guilds will be started in Health, Education,
119 Commerce, Agriculture, and Community Life to meet regularly to carry out plans of the assembly. Community
120 forums will be held in Kuh Du E Ri and taken by the leadership to nearby communities.

Tactic 18: Eliciting Outside Technical Assistance

Subtactics For Kuh Du E Ri to have access to scientific advances, outside technical assistance will be elicited.
121 Administrative officials will be invited to the village to share the general plans for all Korean villages and to discuss options for this community. Technical experts
122 will be requested to bring specific information in areas of agriculture, forestry, animal husbandry, irrigation and water conservation, pest control and fertilizer use.
123 Heavy equipment will be acquired on loan from the county for construction, road building and maintenance. Effective capital utilization will be realized through
124 assistance from accountants, investment advisors and business managers in private and government positions.

TACTICAL ARENA C: Stimulating Foundational Economic Base

Paratactic V: Commercial Ventures

To provide year round employment for the village, diverse commercial ventures will be initiated. Industries will provide work and materials for the construction needed in the village. The processing of plants grown here will increase the value of these products. Businesses will offer some of the services that the village now must travel to Chun Cheon for. These include a barber shop, repair center, and general store.

Tactic 19: Starting Diverse Light Industries

Subtactics In order to have year round income and to manufacture

products needed in the village and the larger area diverse light industries will be started. Cement blocks
125 will be produced at the sites of the various village construction ventures using a cement mixer and block
126 casts. Decorative stones will be prepared for sale to landscape architects and craft dealers in Seoul by
127 collecting locally, cleaning and shaping the base. Insect-proof bags will be sewn for use on the fruit trees.
128 Home knitting will be initiated by placing machines in homes under contract from Chun Cheon companies later to be expanded to the industrial shed.

Tactic 20: Initiating Food Processing Facilities

Subtactics In order to increase the value of crops grown in Kuh Du E Ri additional food processing facilities will be opened.
129 The rice mill will be expanded using the present facility with additional machinery. Fruit canning will be started
130 first on a small scale in homes and moving later to a corporate facility. Radish drying will be begun as an
131 industry by slicing them, sun drying them on racks and packaging them for sale in Chun Cheon and Seoul. Jam
132 production will be developed in homes using locally grown fruit and sold through the seller's cooperative.

Tactic 21: Maximizing Small Business Opportunities

Subtactics In order to provide additional services and profits to the village small business opportunities will be maxi-
133 mized. A repair center will be started to service community electrical and mechanical equipment at reasonable
134 prices. A general store will be organized expanding the trading post to include health and safety supplies. A
135 buying club will be initiated so that families can buy food, farm and household supplies in bulk at discount
136 prices. A barber shop will be opened near the village hall to provide hair and beauty care from local people
137 trained as beauticians and barbers. Resort facilities will be developed on Dae Ryong Mountain.

TACTICAL ARENA B : Shaping Functional Physical Environment

Paratactic VI : Primary Services

Kuh Du E Ri residents will improve their physical and economic well-being by expanding systems of basic services. The means of transporting both people and goods will be scheduled and maintained. Regularized postal delivery and improved telephone systems will allow greater contact with Chun Cheon while increasing interchange of information within the village will create greater cohesiveness and understanding. Electrical power in adequate quantity for lighting and agricultural needs will be standardized. Village vitality will be increased as systematic health care services are instituted.

Labor will be released for other tasks as equipment is acquired to decrease the farming and transportation time requirements.

Tactic 22 : Scheduling Regular Transport Means

Subtactics 138, 139, 140, 141

In order to accommodate the daily commuting needs of the village, regular transport means will be scheduled. Bus services will be increased from four to six times daily from Chun Cheon. Public shelters with posted bus schedules will be constructed for waiting passengers at the village hall and the existing bus turn-around. A corporate schedule will be designed for daily use of common vehicles. Machine maintenance will be assigned to the repair unit to service the equipment.

Tactic 23 : Creating External Communication Avenues

Subtactics 142, 143, 144, 145, 146

In order to expedite information exchange, external communication avenues will be created. Telephone service will be expanded by installing private lines to homes and a public telephone in a central location. A post office will be established for purchasing stamps and sending letters. A mail box will be placed in front of the Ri Hall. The speaker system will be improved for emergency and general announcements. A bulletin board will be mounted at the Ri Hall to display public messages.

Tactic 24 : Upgrading Present Electrical Power

Subtactics 147, 148, 149, 150

In order to equip Kuh Du E Ri with an adequate energy source, present electrical service will be upgraded. Street lights will be installed throughout the village on the road and main pathways. A portable electric pump for irrigation water will be acquired from the Korean electric company. Standardized voltage of 110 volt capacity will be delivered to every home. New transformers will be installed minimizing voltage and cycle fluctuation.

Tactic 25 : Inaugurating Local Health Outpost

Subtactics 151, 152, 153, 154, 155, 156

In order to upgrade the level of medical services available to Kuh Du E Ri, a local health outpost will be inaugurated. Medical insurance on a village-wide basis will be contracted through the Chun Cheon County insurance union. Health caretakers will be recruited and trained as staff for the village vitality campaign. Doctor services will be engaged through the county health office. Village-wide examinations will be made of all residents in May and June and regularly every six months. Medical records on all residents will be kept and health trends discerned and treated. Student nurses from Chun Cheon Nursing College will be engaged to supplement the oper-

157 ation of the health outpost. Periodic screenings will be arranged through the county health services.

Tactic 26 : Forming Corporate Equipment Pool

Subtactics In order to decrease the amount of time spent on many village tasks, a corporate equipment pool will be formed.
158 Ten two-wheeled tractors will be acquired with carts, plows
159 and ancillary equipment. Medium-size trucks will be obtained including a dump truck required to deliver rocks
160 and a pick-up for vegetables. A community minibus will be secured to take children to and from school, on field
161 trips and cultural outings. An emergency vehicle will be purchased in Seoul, painted with the village markings and
162 parked at the village hall. Privately and commonly owned farm machinery will be pooled in sufficient quantities
163 to meet agricultural needs. Mechanic tools will be obtained including an open and box end wrench set, a socket set, Allen wrenches, screwdrivers, pliers, drills, and bits, a tap and die set and acetylene welding equipment to maintain corporate and private equipment.

TACTICAL ARENA A : Broadening Community Educational Framework

Paratactic VII : Basic Training

So that the village can better participate in the twentieth century society and share its depth wisdom, basic training will be provided for all ages. Adults will develop leadership and domestic skills through seminars and informal settings. Youth activities will fill out the formal curriculum with such things as music, sports, and special tutelage. Children under seven will have structured schools to attend. Language proficiency will include Chinese calligraphy, written and spoken skills in both English and Korean.

Tactic 27 : Expanding General Adult Prowess

Subtactics In order to continually develop the latent skills of
164 Kuh Du E Ri general prowess of adults will be expanded.
Homemaking arts will be taught including food preparation,
165 clothing design and sewing techniques. Child development will be explained in classes on physical, social and
166 psychological growth of children and the prenatal development of the fetus. Elders' classes will be organized
167 on a weekly basis studying Chinese characters and Korean literature. Weekly seminars will be held in the village
168 hall on topics of special interest. Traditional culture will be demonstrated in music, dance and drama classes
169 for all ages. Management courses will be introduced in bookkeeping procedures, marketing, production line
170 management, quality control, cash flow techniques and personnel administration. Leadership skills will be

developed through workshops, team structured tasks, on-the-job training and corporate reflections.

Tactic 28 : Supplementing Existing Youth Curriculum

Subtactics In order to augment the education of Kuh Du E Ri students, existing youth curriculum will be supplemented. Diploma
171 equivalency classes will be opened for youth who are not
172 able to attend high school. Volunteer tutors will be sought to instruct youth during their free time. Music
173 classes will be held in both traditional and modern music.
174 Trained teachers will be recruited from nearby schools and colleges. Corporate exercises will be practiced by the
175 village youth by gathering in front of the village hall
176 daily. Typewriting skills will be taught at regular times. Sports activities will be organized for boys and girls with
177 both inter and intra village competition on a regular basis.
178 Night courses will be started to provide additional tutoring in reading, writing, science and social studies.

Tactic 29 : Opening Early Learning Center

Subtactics In order to release adults to engage in other village
179 activities and to prepare children for elementary school, an early learning center will be opened. A play school for children under three will be started with activities
180 that broaden the experience of young children. Preschool classes will be taught by village women in the old village
181 hall for students ages three to seven. Physical education will be established as part of the play school and preschool with preparation for folk dancing events and sports days.
182 Regular excursions will be organized taking the children under seven to nearby parks, towns, cities, sightseeing
183 spots, and historical places. Systematic interchange of teaching techniques and curriculum materials will be established with other preschools in Chun Cheon. Teacher
184 planning will be held daily in sessions that train the school staff in basic relational, psychological, social
185 and imaginal curriculum design and orchestration. School curriculum will be written on a quarterly basis in preparation for grammar school and later life situations.

Tactic 30: Conducting Language Proficiency Classes

Subtactics In order to expand communication abilities and exposure to other cultures, language proficiency classes will be
186 conducted. English conversation will be practiced by villagers in classes. Literacy instruction will be offered
187 in Korean to all village residents who cannot read and write. Both formal and informal styles of letter writing will be
188 taught to the villagers in classroom situations and through actual requests to government agencies for assistance and

correspondence to friends and relatives. Chinese characters will be studied, especially by the young, to improve their ability to read newspapers and official documents and letters. Supplementary skills will be taught in English reading and writing. Korean literature will be read and discussed by the villagers to improve their facility in the Korean language and deepen their appreciation of their cultural heritage. A graduation ceremony will be held for students in classes as they complete the course of study.

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BROADENING COMMUNITY EDUCATIONAL FRAMEWORK

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paratactic I — Practical Instruction

tactic 1: Agricultural Techniques

1 Animal Husbandry
2 Beekeeping Techniques
3 Silkworm Cultivation
4 Decorative Floriculture
5 Soil Management
6 Crop Diseases
7 Insecticide Seminars
8 Herb Horticulture
9 Orchard Maintenance
10 Fruit Processing

tactic 2: Enrichment Events

11 Lecture Series
12 Village Workshops
13 Regional Trips
14 Film Festivals
15 Nature Preservation
16 Newspaper Reading
17 Korean Democracy

tactic 3: Vocational Skills

18 Handicraft Production
19 Equipment Maintenance
20 Machine Operation
21 Construction Classes
22 Clerical Skills
23 Teacher Training
24 Milk Processing

tactic 4: Hygienic Awareness

25 First-aid Classes
26 Family Planning
27 Preventive Medicine
28 Sanitation Practices
29 Dental Care
30 Basic Nutrition

paratactic VII — Basic Training

tactic 27: Adult Prowess

164 Homemaking Arts
165 Child Development
166 Elders' Classes
167 Weekly Seminars
168 Traditional Culture
169 Management Courses
170 Leadership Skills

tactic 28: Youth Curriculum

171 Equivalency Classes
172 Volunteer Tutors
173 Music Classes
174 Trained Teachers
175 Corporate Exercises
176 Typewriting Skills
177 Sports Activities
178 Night Courses

tactic 29: Learning Center

179 Play School
180 Preschool Classes
181 Physical Education
182 Regular Excursions
183 Systematic Interchange
184 Teacher Planning
185 School Curriculum

tactic 30: Proficiency Classes

186 English Conversation
187 Literacy Instruction
188 Letter Writing
189 Chinese Characters
190 Supplementary Skills
191 Korean Literature
192 Graduation Ceremony

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SHAPING FUNCTIONAL PHYSICAL ENVIRONMENT

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paratactic II — Essential Construction

tactic 5: Road Network

31 Main Street
32 Land Ownership
33 Farm Access
34 Demonstration Pavement
35 Shin Cheon Ri Highway
36 Traffic Signs

tactic 6: Delivery System

37 Drainage Ditches
38 Plastic Piping
39 Concrete Tank
40 Potable Water
41 Reservoir Volume
42 Stream Beds
43 Multipurpose Dam
44 Irrigation Wells
45 Sprinkler Equipment

tactic 7: Space Beautification

46 Children's Playground
47 Master Plan
48 Community Flag
49 Welcome Sign
50 Conservation Display
51 Trash Containers
52 Picnic Area
53 Central Plaza

tactic 8: Public Buildings

54 Community Bathhouse
55 Barber/Beauty Shop
56 Health Outpost
57 Preschool Facility
58 Library Complex
59 Maintenance Shed
60 Fruit Warehouse
61 Agricultural Storehouse
62 Central Barn

tactic 9: Residential Housing

63 Model House
64 Modern Complex
65 Collateral Pool
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PART FIVE

THE ACTUATING PROGRAMS

PROGRAMS

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

PROCESS

The creation of Actuating Programs first involves organizing the large body of subtactics into rational programs that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for organizing the programs, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programs is the first step in project actuation for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics and programs. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the consult but of the local forces themselves.

The Actuating Programs of the Kuh Du E Ri Human Development Project shown on Plates 5 and 5A are 15 in number. Six of these are related to the economic undergirding of Kuh Du E Ri - four to the development of commercial ventures and two to the expansion of agriculture. The commercial ventures include a Business Delivery Agency, Small Enterprises Corporation, Food Processing Plant and a Cooperative Management Union. The two relating to agriculture are the Common Livestock Complex and the Crop Enrichment Association. The second major programmatic division has to do with redeveloping the community identity of Kuh Du E Ri. The three programs in this arena are the Master Design Project, Village Improvement Bureau and

Irrigation Water System. The third group of six programs relates to the social well-being of Kuh Du E Ri. Two of the six relate to services and four are concerned with comprehensive education. The essential services arena includes the Community Health Outpost and the Public Conveniences Network. The programs to provide comprehensive education are the Early Learning Center, Supplementary Instruction Academy, Adult Training Institute and the Han Cultural College.

SUMMARIES

A more detailed description of each of the 15 Actuating Programs follows. These summaries are not intended to fully lay out the programs, but to indicate the general focus of each, the relationships among the programs, and the relationship between each program and the whole Project. Each summary is composed of three paragraphs. The first describes the broad functional nature of the program and explains why it is necessary to the total Project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the Program. This is in no way a specific effort to do the Timelined Implementaries of the subtactics mentioned earlier. The program summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the program. Accompanying each summary is a four-year cost projection (Plates 5B-P).

Kuh Du E Ri
Human Development Project

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THE FIFTEEN ACTUATING PROGRAMS

Comprehensive Community Reformulation in Kuh Du E Ri

April 1978
Consult

Plate 5

ONE TOWARD THE ECONOMIC UNDERGIRDING OF KUH DU E RI		TWO TOWARD REDEVELOPING THE COMMUNITY IDENTITY OF KUH DU E RI	THREE TOWARD THE SOCIAL WELL-BEING OF KUH DU E RI	
COMMERCIAL VENTURES A	EXPANDED AGRICULTURE B	C	ESSENTIAL SERVICES D	COMPREHENSIVE EDUCATION E
BUSINESS DELIVERY AGENCY I	COMMON LIVESTOCK COMPLEX V	MASTER DESIGN PROJECT VII	COMMUNITY HEALTH OUTPOST X	EARLY LEARNING CENTER XII
SMALL ENTERPRISES CORPORATION II		VILLAGE IMPROVEMENT BUREAU VIII		SUPPLEMENTARY INSTRUCTION ACADEMY XIII
FOOD PROCESSING PLANT III	CROP ENRICHMENT ASSOCIATION VI		PUBLIC CONVENIENCES NETWORK XI	ADULT TRAINING INSTITUTE XIV
COOPERATIVE MANAGEMENT UNION IV		IRRIGATION WATER SYSTEM IX		HAN CULTURAL COLLEGE XV

Kuh Du E Ri
Human Development Project

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THE FIFTEEN ACTUATING PROGRAMS

Comprehensive Community Reformulation in Kuh Du E Ri

April 1978
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Plate 5A

ONE — TOWARD THE ECONOMIC UNDERGIRDING OF KUH DU E RI

A — COMMERCIAL VENTURES

BUSINESS DELIVERY AGENCY I	1	Financial Administration Program
	2	Supervisory Guidance Program
	3	Local Treasury Program
	4	Buyers' Club Program
SMALL ENTERPRISES CORPORATION II	5	Rice Mill Program
	6	Cottage Industry Program
	7	Machine Repair Program
	8	General Store Program
FOOD PROCESSING PLANT III	9	Fruit Factory Program
	10	Vegetable Pickling Program
	11	Radish Conversion Program
	12	Jam Production Program
COOPERATIVE MANAGEMENT UNION IV	13	Market Coop Program
	14	Shared Equipment Program
	15	Trade Research Program
	16	Off-Season Labor Program

B — EXPANDED AGRICULTURE

COMMON LIVESTOCK COMPLEX V	17	Small Animal Program
	18	Pig Raising Program
	19	Fish Farm Program
	20	Quality Cattle Program
CROP ENRICHMENT ASSOCIATION VI	21	Orchard Expansion Program
	22	Cash Crops Program
	23	Contemporary Techniques Program
	24	Seedling Nursery Program

TWO — TOWARD REDEVELOPING THE COMMUNITY IDENTITY OF KUH DU E RI

C

MASTER DESIGN PROJECT VII	25	Centralized Residences Program
	26	Land Development Program
	27	Space Beautification Program
	28	Revitalized Ban Program
VILLAGE IMPROVEMENT BUREAU VIII	29	Housing Rehabilitation Program
	30	Road Construction Program
	31	Public Facilities Program
	32	Storage Warehouse Program
IRRIGATION WATER SYSTEM IX	33	New Dam Program
	34	Pipe Extension Program
	35	Sprinkler Installation Program
	36	Tank Enlargement Program

THREE — TOWARD THE SOCIAL WELL-BEING OF KUH DU E RI

D — ESSENTIAL SERVICES

COMMUNITY HEALTH OUTPOST X	37	Drug Store Program
	38	Hygiene Information Program
	39	Medical Care Program
	40	Emergency Ambulance Program
PUBLIC CONVENIENCES NETWORK XI	41	Bus Transportation Program
	42	Personal Grooming Program
	43	Street Lighting Program
	44	Corporate Vehicles Program

E — COMPREHENSIVE EDUCATION

EARLY LEARNING CENTER XII	45	Infant Supervision Program
	46	Foundational Mini-School Program
	47	Basic Preschool Program
	48	Teacher Preparation Program
SUPPLEMENTARY INSTRUCTION ACADEMY XIII	49	High-School Equivalency Program
	50	Sports Coaching Program
	51	Evening Studies Program
	52	Job Skills Program
ADULT TRAINING INSTITUTE XIV	53	Technical Prowess Program
	54	Women's Seminar Program
	55	Functional Literacy Program
	56	Elders' Hub Program
HAN CULTURAL COLLEGE XV	57	Korean Heritage Program
	58	Current Events Program
	59	Rural Library Program
	60	Creative Arts Program

ECONOMIC UNDERGIRDING: Actuating Program 1

BUSINESS DELIVERY AGENCY

For any rural community to develop it is necessary to have adequate management skills and sufficient capital base to effectively participate in the regional economy. The Business Delivery Agency is designed to provide the structures and skills to manage the expanding commercial activity of Kuh Du E Ri. An enlarged capital base will support both economic and social activities. Modern management and business techniques will ensure quality products that can be promoted throughout the nation. More effective use of personnel will increase production and motivity. By using proper procedures and skills, the new ventures will responsibly account to the community and to the government. Bulk buying will lower the cost of production of agricultural products, community construction projects and household goods. This agency will be a sign of economic growth for small rural villages.

The Business Delivery Agency consists of four components. First, the Financial Administration Program will keep financial records and prepare auditable annual reports. This service will be available for farmers and private businesses. Second, the Supervisory Guidance Program will manage the commercial enterprises through allocating personnel, supervising production quality and promoting industry. Business advisors will be recruited to work with existing and new ventures. Third, the Local Treasury Program will operate as the village credit union. Funds through loans to the villagers will be used for corporate purchases. Low interest loans will be available for residents. Fourth, the Buyers' Club Program will purchase goods at bulk rate for the village. Consumer education will enable wise and economic purchasing.

By May 15 a list will have been compiled of high turnover products purchased in Chun Cheon. Orders will be taken by the end of May. Weekly trips will be made to make bulk purchases. Dealers in Seoul will be contacted about discount prices. On the Thursday following the consult, the community met and decided to combine the two existing village funds. This unified Local Treasury will be enlarged through a savings drive in June. As new industries begin to open, auditable bookkeeping procedures will be established. Business Administration faculty will be asked in May to begin teaching managers. Bookkeeping procedures will be set up in June. The Chamber of Commerce in Chun Cheon was contacted twice during the consult week for business information. The Chamber will be contacted in May to help the village set up a board of advisors to consult with the community on its commercial and industrial projects.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program I — Plate 5B

BUSINESS DELIVERY AGENCY

categories \ years		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I	Administration Materials	150	100	50	
	Office Equipment	150	100	50	
Capital Costs					
	Subtotal - capital	300	200	100	
II	Community Wages	1,200	1,200	1,200	
	Auxilary Wages	1,200	1,200	1,200	
	Travel	300	200	100	
Pay and Allowance	Out-side Fees	300	200	100	
	Subtotal - pay	3,000	2,800	2,600	
III	Management Training	300	200	100	
Current Expenses					
	Subtotal - current	300	200	100	
	Total Program Cost	3,600	3,200	2,800	

ECONOMIC UNDERGIRDING: Actuating Program 2

SMALL ENTERPRISES CORPORATION

A community whose own resources and efforts are used in broadening its economic base discovers a new confidence in its own self-support. The Small Enterprises Corporation is designed to provide a steady year-round income in place of the present seasonal income. The new light industry coupled with agricultural expansion will provide additional capital to help finance the village's rapid development. The new cottage industries will provide employment opportunities for off season farm workers. These new enterprises will significantly dampen the effects of market fluctuation. As the standard of living increases, residents will experience confidence in their ability to deal with the larger economy. The increased income, the broadened employment opportunities and the variety of low-cost goods and services will encourage youth and adults to remain in the village.

The Small Enterprises Corporation consists of four basic parts. First, the Rice Mill Program will feature a mill with villagers sharing in the costs and the profits. The mill's updated equipment will be maintained by the village. Second, the Cottage Industry Program will focus on handicrafts such as sewing, knitting, woodcarving and pottery making. Carpentry training will equip the villagers to meet the general building and woodworking needs of the community. Third, the Machine Repair Program will repair and maintain all the farm equipment, trucks and vehicles in the village. Young men will study under a master mechanic and do minor repairs. Fourth, the General Store Program will provide merchandise now purchased in Chun Cheon. It will be owned and operated by the village and will supplement those products currently sold in the existing stores and trading post.

During the week of the consult villagers met with the owner of the rice mill. After discussion they will begin transferring the present private business to the community. A group from the consult analyzed the condition of the machinery and made plans to switch from diesel to electric power. Chun Cheon firms will be contacted about knitting subcontracting in the fall. Machines will be purchased and used to train personnel. Farm machine maintenance courses are scheduled for June to insure top quality service. A maintenance system for village machinery will be initiated at the end of May. Demonstrations will be held in June on the proper use of machinery and the most effective day-to-day maintenance. Plans are set for opening a general store by June 15 in order to provide a widened line of merchandise for village needs. Village carpenters will be trained on the job in preparation for upcoming building requirements in the village.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program II Plate 5C

SMALL ENTERPRISES CORPORATION

categories \ years		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I	Equipment - Office	200	100	100	
	Rice Mill	7,000	3,000	3,000	
	Typewriter	300			
Capital Costs	Equipment-Repair Center	600	100	100	
	Trading Post	4,000			
	Subtotal - capital	12,100	3,200	3,200	
II	Community Wages	1,200	1,200	1,200	
	Auxiliary Salary	1,200	1,200	1,200	
	Travel	300	300	300	
Pay and Allowance					
	Subtotal - pay	2,700	2,700	2,700	
III	Supplies	50	50	50	
	Promotion	50	50	50	
Current Expenses					
	Subtotal - current	100	100	100	
	Total Program Cost	14,900	6,000	6,000	

ECONOMIC UNDERGIRDING: Actuating Program 3

FOOD PROCESSING PLANT

The economic well-being of any developing rural community is highly dependent upon its agricultural productivity. The Food Processing Plant will strengthen Kuh Du E Ri's economic potential by increasing the value of its fruit crops. With this kind of economic stimulation, the use of resources will be maximized and income sources will be more carefully diversified. Crops that are not bringing a good price on the market and damaged fruit will be used for processing, thus increasing their value. The villagers will have supplemental employment. Women and youth will be released to work in additional development areas. By offering more stable and higher income, people will tend to remain in the village, stabilizing its population. By processing its own fruit, the village will be a demonstration to other communities of how to strengthen their own economic bases.

The Food Processing Plant consists of four components. First, the Fruit Factory Program will process locally grown fruit for regional and local markets. Plums, peaches and apples will be dried or canned and packaged. Second, the Vegetable Pickling Program will process vegetables and melon rinds in brine. Recipes will be tested until a popular product is developed. Third, the Radish Conversion Program will dry radishes for the current strong market demand. The plant will begin in off-season months and expand to a year-round operation. Fourth, the Jam Production Program will produce jellies and jams from the strawberries, melons, peaches and other fruit grown in the community. Distinctive labels will be designed and tested locally.

In the month of May a survey will be taken to determine the amount of fruit available for processing. The production of jams and jellies will begin at harvest time. A few selected homes will begin operation. Production will move to a commercial kitchen later in the winter as volume increases. County health officials will be asked to license the factory. A group of farmers are now doing the research on markets and packaging materials. The village symbol will be placed on each product. The owner of the fruit processing plant in Chun Cheon will be visited in May. Information on processing and packaging machinery will be gathered in Seoul. Drying racks will be built for radishes and fruit in August. Quality control and production will be set up before the first harvest.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program III — Plate 5D

FOOD PROCESSING PLANT

categories / years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Costs	Facility	8,000			
	Equipment	4,000	1,000	500	
	Subtotal - capital	12,000	1,000	500	
II Pay and Allowance	Community Wages	4,800	4,800	4,800	
	Community Trainees	1,200	1,200	1,200	
	Businessman Consultant	600	600	600	
	Apprenticeships	4,000			
	Travel	600	600	600	
	Subtotal - pay	11,200	7,200	7,200	
III Current Expenses	Supplies	2,000	2,000	2,000	
	Subtotal - current	2,000	2,000	2,000	
	Total Program Cost	25,200	10,200	10,200	

ECONOMIC UNDERGIRDING: Actuating Program 4

COOPERATIVE MANAGEMENT UNION

Farming is becoming an increasingly sophisticated business dependent on detailed planning, production and marketing procedures. The Cooperative Marketing Union is intended to assist farmers in selling their products and maximizing their profits. Up-to-date information from provincial and national markets will allow products to be sold at optimum prices. Using and effectively scheduling cooperative machinery will release labor for development efforts in the community. The number of hectares under cultivation can be expanded. Additional work in Chun Cheon and in cottage industries will help stabilize income. This addition of management skills will generate a sense of pride and dignity in the citizens. Engagement throughout the year in social and economic development by residents of Kuh Du E Ri will be a sign of possibility to other villages in Chun Seong County and the nation as a whole.

The Cooperative Management Union consists of four parts. First, the Market Coop Program will negotiate selling products for the village. It will go to market centers and sell to retailers directly. Products will be stored during periods of low prices and sold when prices peak. Second, the Shared Equipment Program will supply the village with farm tools, sprayers and grass cutters. Office equipment such as typewriters and adding machines will be available for residents' use. Third, the Trade Research Program will analyze the marketability of any given product. It will communicate current market prices for items sold by the village. Fourth, the Off-season Labor Program will seek jobs in Chun Cheon during slow months. Cottage craft industries will be expanded during this time and backlogs of goods created.

Sprayers and grass cutters will be procured in May. A cooperative equipment shed will be constructed in May. A survey of farmers will be taken two weeks following the consult to discern what additional equipment should be acquired. Office equipment will be found. It will be located in the village hall. Two young men will go to Seoul to study marketing under the guidance of a guardian. A market price bulletin will be published daily during the harvest season and biweekly the rest of the year beginning in June. Retail outlets will be contacted in June for sales as crops come in. A farm fair will be held in November. Products will be promoted and prizes will be given to high quality crops. Schedules will be created through the small industries programs to increase employment positions in the winter months.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program IV — Plate 5 E

COOPERATIVE MANAGEMENT UNION

categories \ years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Costs	Equipment	4,000			
	Facility	1,000	1,000	500	
	Adding Machines	200			
	Subtotal - capital	5,200	1,000	500	
II Pay and Allowance	Community Wages	1,200	1,200	1,200	
	Auxiliary Salary	1,200	1,200	1,200	
	Travel	500	500	500	
	Subtotal - pay	2,900	2,900	2,900	
III Current Expenses	Supplies	200	200	200	
	Printing	100	100	100	
	Subtotal - current	300	300	300	
	Total Program Cost	8,400	4,200	3,700	

ECONOMIC UNDERGIRDING: Actuating Program 5

COMMON LIVESTOCK COMPLEX

Rapid economic development of small communities depends on maximizing profits of basic modes of production. The Common Livestock Complex potentially will generate the largest income in the village. It will create markets throughout the Republic of Korea exposing residents to the larger national goals and interests. More jobs will be created around service industries with the rise of living standards. New skills will develop self confidence and pride in their work. The general educational level will be improved through ongoing contact with the necessary technology to do the complex. The diversity of livestock will protect the community from shifts in the market, thus helping stabilize the community. Increasing consumption of protein throughout the nation makes it possible through this program to directly participate in improving the general well-being of all of the nation.

The Common Livestock Complex consists of four components. First, the Small Animal Program will expand the now limited chicken and duck raising operation. Initiation of honey bee raising and increasing the silkworm production will further develop the village's potential. Second, the Pig Raising Program will build from the present individually owned piggeries into a larger corporate venture. New breeds will be introduced through agricultural agencies. Third, the Fish Farm Program will stock the pond and streams with fast growing, income producing fish. Cement tanks will be constructed for eel raising. Fourth, the Quality Cattle Program will raise beef cattle and dairy cows. Pasture land will be developed and structures built to house the livestock. Veterinary services will be secured to assure adequate care for all animals in the village.

The privately owned ten pig sty will become the core for a common piggery. Expansion will begin in July. The recently built concrete barn equipped to house ten cows will be used as one of the dairy barns. One of the residents has agreed to converting a pig sty into a facility to house ten more dairy cows. Beef cattle will be grazed on the mountainside with a lean-to for protection. The Livestock Breeding Station near Chun Cheon has agreed to provide semen for artificial insemination. Instruction will be given on methods of inseminating cows to drop calves during favorable periods of the year. The corporately owned poultry farm will begin by pooling the existing chickens into one farm. In May permission will be secured to expand the present chicken house. Additional ducks will be purchased in the spring. The pond will be stocked with carp. The stream water will be channeled through four stair-stepped concrete tanks stocked with eel. Honey bee hives will be placed near the tobacco and strawberry fields.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program V — Plate 5F

COMMON LIVESTOCK COMPLEX

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categories \ years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Costs	Fencing	2,000	1,000	1,000	
	Facility	20,000	10,000	5,000	
	Equipment	2,000	1,000	1,000	
	Pond Construction	3,000	2,000	2,000	
	Subtotal - capital	27,000	14,000	9,000	
II Pay and Allowance	Community Wages	4,800	4,800	4,800	
	Auxilary Salary	1,200	1,200	1,200	
	Apprentice Wages	1,200	1,200	1,200	
	Subtotal - pay	7,200	7,200	7,200	
III Current Expenses	Travel	1,000	1,000	1,000	
	Supplies	2,000	2,000	2,000	
	Small Stock	2,000			
	Big Stock	20,000			
	Feed	10,000	10,000	10,000	
	Utilities	4,000	2,000	2,000	
	Subtotal - current	39,000	15,000	15,000	
	Total Program Cost	73,200	36,200	31,200	

ECONOMIC UNDERGIRDING: Actuating Program 6

CROP ENRICHMENT ASSOCIATION

Agricultural villages everywhere are discovering the necessity to make their land more productive. The Crop Enrichment Association will be a cooperative way to use scientific crop management techniques. Higher yields of crops will free people to participate in social and other economic activities. Animal proteins and a balanced vitamin diet will improve vitality. These economic ventures will improve contact with other villages and cities, giving residents confidence in their work and life. Additional trees will help conserve water, supply wood for fuel and generally improve the appearance of the community. Vinyl houses for seedlings will lengthen the growing season. Incomes will be increased. Pride will be fostered as yields increase.

The Crop Enrichment Association consists of four components. First, the Orchard Expansion Program will increase the number of orchards and productivity. The present number of fine orchard trees will continue to be nurtured to maturity and full production. Second, Cash Crops Program will increase the yield of cash crops including strawberries, garlic, melons and tobacco. They will be marketed in the local area and the region. Third, Contemporary Techniques Program will help enrich production by bringing new methods of soil testing, fertilizer use and training in the use of insecticides to the village. Sample plots will be used to demonstrate the effectiveness of the methods. Fourth, the Seedling Nursery Program will plant different varieties of trees using the sandy soil to the east of the community and on the ridges. They will include wood, shade and decorative trees.

During the week of the consult crop experts from the local university and the county were interviewed by members of the community to prepare for this program. With the fine orchards already present in the village, the farmers are now working with the county to further develop the water control system to help with crop production. This spring farmers have started an increased use of vinyl houses to grow seedlings for cash crops and rice. Seedlings will be obtained by the community from the university in May. Some trees were planted the week before the consult to begin landscaping. A careful analysis of the community will be made to discern where the seedlings can best be produced. Practical demonstrations of new techniques will be given by county extension agents in the evenings during the summer months.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program VI Plate 5G

CROP ENRICHMENT ASSOCIATION

categories / years		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I	Bulldozer	10,000			
	Fencing	2,000			
Captial Costs					
	Subtotal - capital	12,000			
II	Community Wages	1,800	1,800	1,800	
	Travel	500	500	500	
Pay and Allowance					
	Subtotal - pay	2,300	2,300	2,300	
III	Supplies	2,000	2,000	2,000	
	Seeds	1,000	1,000	1,000	
	Trees	1,000	1,000	1,000	
Current Expenses					
	Subtotal - current	4,000	4,000	4,000	
	Total Program Cost	18,300	6,300	6,300	

COMMUNITY IDENTITY: Actuating Program 7

MASTER DESIGN PROJECT

The design of a community's space gives the community its identity and builds the story that motivates the residents. The Master Design Project will enable the appearance of Kuh Du E Ri to be radically altered. The kind of consensus building that needs to happen to create one village plan will build a crucial unity throughout the community. A new and productive use of land emerges when the designation of the use of land and the centralizing of housing is accomplished. Village gathering places are created for leisure activities. Interaction between villagers will be fostered, increasing trust and collegiality. The master design centralizes the community services and commonly run buildings and industries. Residents hope to demonstrate a model village for all of Korea and Southeast Asia.

The Master Design Project has four components. First, the Centralized Residences Program will cluster buildings in the area near the Ri Hall. House designs and locations will hold traditional values and modern conveniences. Second, the Land Development Program will zone sections of the village for agricultural, industrial, business, residential and recreational purposes. A village master plan based on visiting selected model villages and consulting the Saemaul Undong plan will be drawn up and displayed for consensus. Third, the Space Beautification Program will implement a total space care plan. The landscaping of the area around public buildings will be done. A village plaza will be designed. A welcoming sign will be displayed at the entrance to the village. Fourth, the Revitalized Bans Program will take responsibility for house-by-house village care. Meeting places will be designated. Techniques of building social unity will create ban consciousness.

During the consult the village reaffirmed its decision to move on a master plan for the community. Saemaul designs will be reviewed in May. The county Saemaul leader will be visited one week after the consult. Architects from Chun Cheon and Seoul will be consulted over the next two months for optional styles of housing. The village flag is being made by a villager. The symbol was consensed on the week following the consult. On Saturday following the consult the community sign was put up near the entrance of the community. The Saemaul trash cans will be placed around the community as a part of the beautification program. The week before the consult the village finished the first part of the central plaza with the completion of the village hall. In early summer the community will meet in assembly and consense on the master plan. Negotiations with the county housing department have already begun. Each household will be visited about the plan in the month of June.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program VII Plate 5H

MASTER DESIGN PROJECT

categories / years		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I Capital Costs	Village Park	2,000	1,000		
	Subtotal - capital	2,000	1,000		
II Pay and Allowance	Community Wages	1,000	500	200	
	Travel	300			
	Subtotal - pay	1,300	500	200	
III Current Expenses	Supplies	1,000	1,000	1,000	
	Architect	2,000			
	Subtotal - current	3,000	1,000	1,000	
	Total Program Cost	6,300	2,500	1,200	

COMMUNITY IDENTITY: Actuating Program 8

VILLAGE IMPROVEMENT BUREAU

An attractive environment is an important element in building an atmosphere of community pride and spirit in which people can transform their communities. The Village Improvement Bureau will construct a modern, healthy physical environment. The careful planning for the village environment creates a sense of dignity in the individual as he modernizes his home. With the improvement of roads and paths and the relocation of housing, more farm land will be available for use by the community. Upgraded building and roads are a sign of investment in the future. Village improvement will also give employment opportunities to the community. The industries which supply construction materials will be strengthened. The completion of village and environment improvement becomes a symbol of the decision to deal creatively and effectively with the future.

The Village Improvement Bureau is made up of four components. First, the Housing Rehabilitation Program will rebuild older residences according to the government design. A model house will be constructed as a demonstration of new kitchen and toilet facilities. Second, the Road Construction Program will construct new agricultural access roads. The main road going to Kuh Du Il Ri and Chun Cheon will be widened to seven meters, straightened and blacktopped. Third, the Public Facilities Program will construct much needed structures as a preschool, a large public bath, a barber-beauty shop, a garage for the truck, tractors and equipment. Fourth, the Storage Warehouse Program will construct a facility to store rice, vegetables, grains, and assorted products to strengthen the village's marketing ability.

During the week of the consult research was completed on the type of equipment needed for the community construction work. A public toilet and the Village Hall were completed the week before the consult. With the help of the county housing department many farmers have begun to improve their livestock area and storage barns. The old community hall will be prepared three weeks after the consult for the preschool. Before the harvest in late summer a warehouse will be constructed to store the harvest for market. During the week following the consult the villagers met four times and planned for a work day on the weekend to begin the improvement projects. Construction on the model house will begin in July. Housing development, roads and paths will be laid out in September.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program VIII Plate 5I

VILLAGE IMPROVEMENT BUREAU

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categories \ years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I	Roads and Pathways	120,000			
	House Reconstruction	200,000	100,000	50,000	
	Model House	4,000			
Capital Costs	Public Facility	10,000			
	Warehouse	5,000			
	Garage	5,000			
	Equipment	2,000			
	Subtotal - capital	346,000	100,000	50,000	
II	Community Wages	1,200	1,200	1,200	
	Auxiliary Salary	1,200	1,200	1,200	
	Travel	600	600	600	
Pay and Allowance					
	Subtotal - pay	3,000	3,000	3,000	
III	Supplies	500			
Current Expenses					
	Subtotal - current	500			
	Total Program Cost	349,500	103,000	53,000	

COMMUNITY IDENTITY: Actuating Program 9

IRRIGATION WATER SYSTEM

Availability of water is a major issue facing villages across the world. The Irrigation Water System will provide a regular water supply throughout the community. Additional amounts of water will increase food production in Kuh Du E Ri. Piped in water to all the homes will save the time women now spend pumping or carrying water. The general health will be improved by supplying potable water piped into houses. Enlarged storage capacity will guarantee drinking water all year. A new dam will allow maximum conservation of water resources and fuller irrigation of the land. By stabilizing the flow and volume of water in streams, additional fish ponds can be constructed, thereby increasing income. Water flow from the mountain is in abundant supply at certain times during the year. The economic growth of the village depends on a responsible control system for these water resources.

The Irrigation Water System consists of four components. First, the New Dam Program will construct a large, multi-purpose dam. The dam will store and control water supplies for Kuh Du E Ri and Shin Cheon. Second, the Pipe Extension Program will lay drinking water pipes to the western half of the village. Electrical booster pumps will be installed. Third, the Sprinkler Installation Program will deliver adequate water for the orchards and fields. This system will be portable and self propelling. Fourth, the Tank Enlargement Program will increase drinking water storage space. An additional concrete water cistern will be constructed. A water filtration system will be installed.

New rock walls have been started in some of the stream beds. In the next three months the rest of the eroding banks will be laid with stones and concrete. Negotiations with the county have begun on the new dam. It will be constructed using government plans and funds and using local labor. Water rights and divisions will be settled with Shin Cheon village in May and June. The village leader and Ban leaders have already developed a plan to offer to the county officials. Pumps will be secured in the next month to help furnish water to the fields of the community. This summer the drinking water system will be extended to the remaining households using PVC pipe. This will involve laying a large water main through the village to the west and then connecting each home. A demonstration sprinkler system will be installed in a three hectare plot. The additional concrete cistern will be constructed in September alongside the existing one.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program IX Plate 5J

IRRIGATION WATER SYSTEM

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categories	years	current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Cost	Dam and Reservoir	100,000			
	Pipes and Fittings	6,000			
	Electric Pumps	2,000			
	Sprinkler pipe system	15,000			
	Heavy Electric	20,000			
	Water Tank	2,000			
	Subtotal - capital	145,000			
II Pay and Allowance	Water Engineer	1,000			
	Dam Builder	4,000			
	Subtotal - pay	5,000			
III Current Expenses	Cement	2,000			
	Architect	2,000			
	Subtotal - current	4,000			
	Total Program Cost	154,000			

SOCIAL WELL-BEING: Actuating Program 10

COMMUNITY HEALTH OUTPOST

The rapid growth and demand of the urban centers of the nation have absorbed medical resources and personnel. The Community Health Outpost will work closely with Chun Cheon medical personnel to provide comprehensive medical care and education. Rural health units have been able to maintain emergency services which can provide curative medicine. The need is for village based health units organized to provide preventive medical assistance. Kuh Du E Ri residents will learn good health practices for the home with emphasis on sanitation, nutrition, and first aid procedures. The Community Health Outpost will play a crucial role in releasing the human potential of the entire village. Good health gives citizens more energy. This will benefit work done on the farm, in the home, and for the whole community.

The Community Health Outpost consists of four components. First, the Drug Store Program will make available medicines and drugs in the community. First aid materials will be available. Second, the Hygiene Information Program will provide instruction in basic health practices. Health caretakers will be trained in simple symptomatology, preventative care, and basic first aid. Third, the Medical Care Program will provide regular and systematic medical services for the whole community. Local doctors will conduct special health seminars for villagers, and the dental health mobile unit will make regular visits to Kuh Du E Ri on a bi-monthly basis. Fourth, the Emergency Ambulance Program will provide reliable transportation for persons with serious injuries or debilitating illnesses when they need to travel to Chun Cheon. Health caretakers will be on 24-hour call.

The Community Health Outpost will open in May with basic health services. The drug store will begin at first in the trading post. A certificate permitting the dispensing of medicine will be secured from the county. First aid equipment will immediately be assembled including bandages, tape and ointments. The hygiene training will begin within the first month. A visiting nurse will meet residents regularly to teach the families health care. A comprehensive health check-up will be given to every villager within the first month. Doctors from Chun Cheon will be recruited for the checkups. Personal health records will be kept on each villager. Doctors will hold regular health clinics to examine sick or injured villagers. Student nurses will assist in clinics and public health services. An emergency vehicle, which will serve as an ambulance, will be acquired by June.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program X — Plate 5K

COMMUNITY HEALTH OUTPOST

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categories \ years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Costs	Drug Store	1,000	1,000	1,000	
	Medical Equipment	2,000	2,000	2,000	
	Teaching Aids	600	600	600	
	Jeep-type Ambulance	10,000			
	Subtotal - capital	13,600	3,600	3,600	
II Pay and Allowance	Community Wages	1,200	1,200	1,200	
	Auxiliary Salary	2,400	2,400	2,400	
	Travel	600	600	600	
	Subtotal - pay	4,200	4,200	4,200	
III Current Expenses	Maintenance	1,000	1,000	1,000	
	Operating Cost	600	600	600	
	Medical Supplies	1,000	1,000	1,000	
	Subtotal - current	2,600	2,600	2,600	
	Total Program Cost	20,400	10,400	10,400	

SOCIAL WELL-BEING: Actuating Program 11

PUBLIC CONVENIENCES NETWORK

Services are a fundamental necessity for local communities to participate in the twentieth century culture. The Public Conveniences Network will ease the contact with the larger society. Effective, regular and safe transportation of freight and passengers is a basic necessity for life in any community. With the development of industry in Kuh Du E Ri freight services will bring more money into the community. Added bus service will allow people more opportunity to work in the city and bring added income to the village. This service will create additional ties to Seoul and the rest of the region. The convenience of good lighting on the paths and roads of the village will add safety and security. The barber and beauty shop will encourage residents to meet members of the larger society. It will also give training and management experience to local people.

The Public Conveniences Network is comprised of four components. First, the Bus Transportation Program will assure increased bus service to and from Chun Cheon, at least six times a day. Negotiations between the bus company and the village will make clear the urgency of increased bus service. Second, the Personal Grooming Program will establish a barber and a beauty shop. Personal appearance, the use of grooming aids and hair styling will be taught. Third, the Street Lighting Program will electrify the village paths and roads. Security lights will be installed outside warehouses, industrial sheds and cultural centers. Fourth, the Corporate Vehicles Program will buy a large truck, ten small tractors, one large tractor, a mini-bus, a thresher, one motorcycle for the village and one bicycle for each family.

Negotiations with the bus company began during the consultation and will be completed to increase the schedule to six bus trips per day. Two bus stations will be built during community work days. Bus signs, benches and parking space will be constructed in July. Personal grooming classes and demonstrations will begin in May. Corporate scheduling and maintenance will be set up as the vehicles are procured. A three ton truck to haul vegetables to market will be acquired in three months; ten two wheel tractors to get the crops planted will be purchased in May. Two transformers will be acquired to convert the electricity to one hundred ten volts. Street lights will be installed first along the main road at the village hall and at the bus turn around.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program XI Plate 5L
PUBLIC CONVENIENCES NETWORK

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categories / years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Costs	Barber/Beauty shop	2,000			
	Street Lighting Fixtures	1,000			
	Motorcycle/Bicycles	10,700			
	Thrasher	1,000			
	Mini-bus	10,000			
	Truck	20,000			
	Tractors	40,000			
	Subtotal - capital	84,700			
II Pay and Allowance	Community Wages	4,800	4,800	4,800	
	Subtotal - pay	4,800	4,800	4,800	
III Current Expenses	Supplies	10,000	10,000	10,000	
	Utilities	600	600	600	
	Subtotal - current	10,600	10,600	10,600	
	Total Program Cost	100,100	15,400	15,400	

SOCIAL WELL-BEING: Actuating Program 12

EARLY LEARNING CENTER

A human being's basic images and experiences are formed before the age of seven. Today, most of the world's children pass through those first years with few intentional learning experiences. The Early Learning Center is a demonstration of preschool activities from infancy to school age. It is a comprehensive development program that equips the child with basic skills and with the confidence and flexibility for many social situations. This allows children to participate responsibly in the social fabric of Kuh Du E Ri. Students will be prepared as later leaders for the village and the nation. At the same time this program releases women to put more time and energy into other aspects of the life of the village. The adults who teach in the Early Learning Center will have the opportunity to learn the basic methods of village development.

The Early Learning Center consists of four components. First, the Infant Supervision Program will be initiated to provide the community with quality infant care and prepare children to enter formal education structures. Nutritional meals will be fed to babies. Second, the Foundational Mini-school Program will teach basic skills using an imaginal curriculum for children aged two to three. Social and psychological development will be emphasized. Third, the Basic Preschool Program will provide additional instruction for the children aged four to five. Foundational intellectual skills will be developed during this period. Fourth, the Teacher Preparation Program will train professionals, parent-teachers and teacher-aides in the imaginative use of curriculum. Trainers will include volunteers from area schools and local colleges.

The Early Learning Center will use the former village hall until a separate facility is constructed. The Center will open two weeks after the consult with 30 children. Community residents have already volunteered to be teacher-aides and began their training following the consult. During the first year a curriculum will be built using the Kwangyung Il Ri model. It will be published in a manual at the end of the summer. As local teachers are trained, more children will be enrolled until all the village children are participating. Furniture, recreational equipment, and supplies will be made available by villagers. Invitations to visit the school will be extended to a broad spectrum of people, thus building a support network. During the consult visits were made to the primary school that serves the village and the principal was interviewed. Visits were also made to preschools in the area and contacts were made for future sharing of training methods and curriculum.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program XII — Plate 5M

EARLY LEARNING CENTER

categories / years		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I	Equipment	1,000	200	200	
	Teaching Aids	600	200	200	
	Kitchen Materials	200	50	50	
Capital Costs	Playground Equipment	700	300	200	
	Subtotal - Capital	2,500	750	650	
II	Community Wages	3,600	3,600	3,600	
	Auxiliary Salary	1,200	1,200	1,200	
	Travel Expenses	600	600	600	
Pay and Allowance					
	Subtotal - pay	5,400	5,400	5,400	
III	Nutritional Meals	3,000	3,000	3,000	
	Supplies	300	300	300	
	Utilities	600	600	600	
Current Expenses	Teaching Materials	1,000	1,000	1,000	
	Subtotal - current	4,900	4,900	4,900	
	Total Program Cost	12,800	11,050	10,950	

SOCIAL WELL-BEING: Actuating Program 1.3

SUPPLEMENTARY INSTRUCTION ACADEMY

In the rapidly changing technological world of the twentieth century, education is the foundation upon which meaningful options for life rest. The Supplementary Instruction Academy is designed to provide Kuh Du E Ri students with avenues to undergird the national and provincial programs of education now in existence. Learning is a lifelong experience including both the mastering of practical and functional skills as well as the broad base of formal knowledge. Kuh Du E Ri students will have a variety of options for experiential learning. Physical exercise and sports activities will keep their bodies alive and fit. Students will receive training that prepares them for practical jobs and participation in the twentieth century world around them. This supplementary program will give larger options for the citizens of Kuh Du E Ri.

The Supplementary Instruction Academy consists of four components. First, the High School Equivalency Program will provide educational opportunities for those students unable to attend high schools in Chun Cheon. New learning opportunities and skills strengthening will be offered through a diploma equivalency class. Second, the Sports Coaching Program will involve youth in sports events. A sports program will be organized for youth with regular competition arranged on an intra-village basis. Exercise music will be played on the public address system. Third, the Evening Studies Program will offer reading, writing and conversational English as well as the writing of Chinese characters. Other arenas of learning will be taught when a need is indicated. Fourth, the Job Skills Program will teach marketable skills such as carpentry, plumbing, electrical repair and bricklaying. Clerical skills will also be offered to interested residents.

The week following the consult the 4-H Club youth organized a soccer game for the enjoyment of all who participated and observed. A diploma equivalency class will begin in the fall taught by volunteer tutors with knowledge about diploma requirements. Informal classes will begin in the fall to give extra training in reading, writing, mathematics, geography and history. Organized competition and early morning exercises will be instituted through the 4-H Club. A sports day competition with neighboring villages will be set for September. English skills will be taught in classes beginning immediately. Youth will be immediately engaged to work alongside professional construction engineers to learn job skills. Secretarial skills will be taught beginning in the summer after equipment is acquired.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program XIII — Plate 5N
SUPPLEMENTARY INSTRUCTION ACADEMY

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categories \ years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I	Youth Sports Equipment	500	300	200	
	Tools	300	300	300	
Capital Costs					
	Subtotal - capital	800	600	500	
II	Travel	200	200	200	
Pay and Allowance					
	Subtotal - pay	200	200	200	
III	Educational Supplies	200	200	200	
	Skills Training	200	200	200	
	Teaching Materials	200	200	200	
Current Expenses					
	Subtotal - current	600	600	600	
	Total Program Cost	1,600	1,400	1,300	

SOCIAL WELL-BEING: Actuating Program 14

ADULT TRAINING INSTITUTE

Communities all over the world are requiring an ever-increasing body of knowledge and skills for participation in the expanding modern world. The Adult Training Institute will offer a continuous process of both formal and informal adult training. This training will directly effect the social development as leadership gains new confidence. The training in both social and economic arenas will help to strengthen the economic base of the community. Residents will be able to operate with more confidence outside the community. The wisdom of the past, held by the elders of the community will be made available and used to build the future. The older citizens of the community will realize their role in the community. A new attitude will emerge towards the role of education as a life-long endeavor, involving the total community in upgrading the pool of available practical skills.

The Adult Training Institute consists of four components. First, the Technical Prowess Program will teach budget making, time-task allocation schemes, and assignment rationales for people and equipment. Second, the Women's Seminar Program will focus on the traditional role of the woman and the emerging role of women in this village and the world in all settings. Third, the Functional Literacy Program will provide classes in reading and writing the Korean language. Students from Kang Weon National University will assist during their vacation time. English literacy and conversational English will be taught. Fourth, the Elders' Hub Program will feature social activities and regular meetings of the older citizens of the village providing fellowship among themselves and a new grasp of their active role in the development of the community.

Immediately following the consult the elders will begin to meet in homes and at the village hall. They will discern what their roles will be in the project and be assigned to particular activities in the community. During the summer months recreational programs will be organized for the elders. Students from Kang Weon National University will teach adults technical skills and language prowess. One day sessions in cooking, child rearing, sewing, clothes designs and domestic management will be conducted. The leadership classes will be connected with the development programs in the community. The week following the consult the community met to look at how to activate the entire project. Korean Literature and Chinese characters will be studied. The county senior citizen office will be contacted and avenues established.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program XIV Plate 50

ADULT TRAINING INSTITUTE

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categories / years		current FY budget	Future Estimated Costs FY I	FY II	FY III
I Capital Costs	Equipment	1,000	300	300	
	Audio-Visual Equipment	500			
	Sewing Machines	400			
	Subtotal - capital	1,900	300	300	
II Pay and Allowance	2 Community Wages	1,200	1,200	1,200	
	Auxiliary Salary	1,200	1,200	1,200	
	Travel	1,200	1,200	1,200	
	Guest Lectures	400	400	400	
	Subtotal - pay	4,000	4,000	4,000	
III Current Expenses	Teaching Materials	200	200	200	
	Supplies	200	200	200	
	Subtotal - current	400	400	400	
	Total Program Cost	6,300	4,700	4,700	

SOCIAL WELL-BEING: Actuating Program 15

HAN CULTURAL COLLEGE

The formation of a distinct community identity is an important factor in every community trying to develop unity among its residents. The Han Cultural College is designed to forge the new lifestyle through combining the heritage, traditional arts and culture with current discoveries across the globe. The traditional dress and dances of the Republic of Korea have been a focal point of telling the story of the people. Cultural education has been throughout history the vehicle for instilling the art, music, folk lore, and history of a people. The celebrations of planting and harvesting are opportunities to affirm life and the greatness of the village. National holidays are another opportunity for a community to reflect on its creative participation in nation building. Webbing these with accessible current events through newspapers, magazines, films, radio and and outside trips is the key to forging the new forms.

The Han Cultural College consists of four components. First, the Korean Heritage Program will emphasize Korean literature and folk tales which residents will read and discuss. Trips and films will be used to convey the imaginal power of Korean heritage. Second, the Current Events Program will provide access to world news and local events. Mass media will be used to relate current pertinent news. Structured conversations and study of news articles will train the community to see possible significant meanings of events as they are occurring. Third, the Rural Library Program will be a repository of collected books and art forms of a wide variety. A lending system will be organized to provide convenient access to residents. The library will be geared to provide services for all age groups. Fourth, the Creative Arts Program will sponsor art classes and cultural festivals. Handicraft shows will be sponsored to display the arts of this area as well as other areas around the world.

The village newspaper, the Kuh Du E Ri Voice, will begin publishing twice monthly. In the first issue the consultation and the village hall will be featured. A bulletin board will be mounted in the village hall. The library will open on June 1 with books donated from friends in Seoul. Daily newspapers will be placed in the library. Children's reading groups will meet throughout the summer. A series on Korean history depicted through films will be brought to the village from Kang Weon National University. At planting and harvesting times festivals of singing, dancing and drama by all age groups will be held. In July educational trips to museums, and historical points of interest will begin. The Saturday evening film series will provide village entertainment. The farmer's band will be organized in the fall. Summer heritage classes will perform their songs, dramas or dances at the harvest festival.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program XV Plate 5P

HAN CULTURAL COLLEGE

categories		years: current FY budget	Future Estimated Costs: FY I	FY II	FY III
I Capital Costs	Library Space	500			
	Mimeograph Machine	300			
	Xerox Machine	2,000			
	Books for Library	500	300	200	
	Subtotal - capital	3,300	300	200	
II Pay and Allowance	Auxiliary Salary	1,200	1,200	1,200	
	Travel	1,000	1,000	1,000	
	Subtotal - pay	2,200	2,200	2,200	
III Current Expenses	Utilities	600	600	600	
	Paper & Office Supplies	600	600	600	
	Crafts	500	300	100	
	Subtotal - current	1,700	1,500	1,300	
	TOTAL PROGRAM COST	7,200	4,000	3,700	

EPILOGUE

ACKNOWLEDGEMENTS

Comments on the consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the many private and public organizations, offices and individuals including the city, county and provincial government offices, university professors, school principals, pastors and nurses whose practical assistance and encouragement were crucial to the successful completion of the consultation. Also needing recognition are the various national and international corporations in Seoul and Chun Cheon whose assistance and personnel made the consult possible. Special mention should also be made of the participation of the outside consultants, particularly the leaders from Kwangyung Il, whose expertise and practical experience in human development projects greatly enhanced the work of the consult. Finally, the residents of Kuh Du E Ri need to be recognized for their gracious hosting of outside guests and their enthusiastic participation in the consult activities.

I

ACTUATION PHASING

METHODS

Although the methods of social demonstration consults are universally applicable, the particular situations in which they are employed are always unique. Clues to the uniqueness of Kuh Du E Ri are found in the five comprehensive charts and accompanying discussions which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programs, which together reflect the flow of the consultation.

FINDINGS

The Operating Vision of Kuh Du E Ri residents, summarized at the beginning of the week, indicated great concern for economic and social self-reliance and building unity within the community. The following day's work of discerning contradictions revealed special stress on the fragmented patterns of corporate efforts, minimal access to necessary information and limited basic services. Other important issues were the unavailability of technical training as well as other supplemental education. Wednesday's proposal work emphasized community identity, social competence and economic support. Developing practical engagement patterns was a key point. Tactical systems to carry out the proposals were created on Thursday. Practical instruction and supplemental training were suggested to broaden the educational framework. Essential construction and upgraded services were offered as a means of enhancing the physical environment. The consult further recommended ways of fostering community identity and expanding the economic base. The final work of the consult is shown in the Actuating Programs Charts. These 15 programs indicate plans to stimulate economic growth through a battery of six programs: four of which deal with commercial ventures and two of which deal with agricultural expansion. Social well-being is the aim of another six programs: two of which provide essential services and four of which provide comprehensive education. Finally, the last three programs are aimed at recovering a sense of community identity for Kuh Du E Ri.

PHASES

The human development project model produced during the consult represents the decisions of the citizens to intensify and expand development efforts in the community. The Actuating Programs provide for the four year phasing of the model. During the first year, emphasis will be placed on initiating the project by launching the 15 programs and training the core of community leaders who will guide and direct the project expansion. By the end of the first year, all the actuating programs will be launched. The emphasis of the second year is program acceleration. During this phase emphasis is given to equipping a body of leaders to guide the project. As the project becomes established, local leaders assume greater responsibility for total operation. In

effect, the new project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all development programs.

II

PROJECT FINANCING

A comprehensive funding program is required for social demonstration. While the community will move quickly to assume responsibility for the cost of its own development, outside financial input is necessary to initiate programs and build momentum. The project requires direct assistance from both public and private

FUNDING

sources in the form of long-term loans at favorable rates, lines of credit and inkind contributions of goods, services, facilities and time. It is crucial to continue delivery of existing services while new external resources are brought immediately to the service of the community and maintained only for the period of time necessary to generate local economic activity.

The fifteen actuating programs provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the project are shown in two charts. Plate 6A shows the estimated costs of the first year of each program and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal funds will be needed by the project itself. As program actuation continues, costs will be absorbed into the ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs. More than one sixteenth of the first year's costs fall in the salaries column. This is explained by the number of apprentices and full time roles required to ade-

COSTS

quately launch the programs and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the project as the human and material resources of Kuh Du E Ri citizens are applied to the socio-economic programs. With efforts aimed at developing self-sufficiency and self-dependence over the four years, increasingly less direct funding will be needed to support salaries as programs begin to generate their own incomes. Thus, direct costs are reduced in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the expansion of light industry, agriculture and services within the community, a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

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

GUILDS

The 15 programs of the Kuh Du E Ri Human Development Project could be grouped into actuating agencies which might correspond to existing and new corporations of the community. These agencies could be organized into two groupings, one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged could be designated as a "Guild Assembly." It would include guild participants, other concerned residents, auxiliary staff and guardians. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating agencies and ensuring that programmatic decisions reflect the concerns and needs of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the human development project and a willingness to expend long hours for the sake of the community's development. This body might have a rotating chairmanship and would appoint ad hoc committees as needed to maintain the development thrust.

COMMISSIONS

The guardian and patron networks assure the continuance of external support to the human development project. This support refers not only to strengthening the interest and assistance of governmental agencies, but also to establishing relationships with private forces within and beyond the community. In addition to funding, outside support needs to include information sources, advocacy and access to services and expertise not presently available to the community. To date, these networks have been invaluable to Kuh Du E Ri. The acceleration of the project will make the guardian and patron network even more important in the future.

GUARDIANS

Finally, the Actuating Programs indicate the need for a motivating group, referred to here as the auxiliary. One of the indices of a dynamic human development project is the presence of a catalytic group that brings dedication and methodological expertise to the task at hand. This group engenders motivity in the community at large, thus accelerating the implementation of programs and the emergence of new leadership. The staff of the Institute and key leadership of the community will fulfill this role. The presence of such a group provides a fresh perspective which enables the

AUXILIARY

community to grasp its task in a creative fashion. When this perspective is added to the practical wisdom of long-term residents, a reservoir of effective action emerges. In Kuh Du E Ri today this group should cover such fields as agriculture, animal husbandry, public health, construction, city planning, civil engineering, education, business management and marketing. Each member of the auxiliary will be charged with the responsibility of equipping emerging local leadership in a specific arena of activity. These leaders will then be prepared to assume responsibilities within the community.

IV

ANTICIPATED BENEFITS

Kuh Du E Ri intends to be a signal community which people will visit in the future as a demonstration of rural development. It is important, therefore, that the benefits of the project be

ANTICIPATIONS

clearly evident. The variety of things a visitor might observe in a tour through the community some six months after the consult are presented in the following paragraphs through six simple sketches.

As the guest approaches Kuh Du E Ri on the mid-morning bus from Chun Cheon, which is one of the six recently instituted runs per day, he notices how new the road is. The young man next to him mentions that a few months ago this road was very narrow, full of holes and was never the smooth ride it is now. The guest learns that the road had been repaired and paved by community residents with the help of the county. Passing the bus as it stops in Kuh Du Il Ri is the Kuh Du E Ri truck returning from its daily trip to Seoul to buy and sell products for Kuh Du E Ri residents. The truck, he discovers, is a corporate venture to economize by doing

IDENTITY

bulk buying and also to minimize transportation costs. Just as the bus rounds a turn, he sees a colorful sign which says, "Welcome to Kuh Du E Ri." The bus stops several places to allow passengers to get off, which gives the guest an opportunity to look at the beautiful scenery around him. The Great Dragon Mountain resembles a painting, with its multicolored foliage and outline of blue sky. The most popular bus stop is at the village hall. Surrounding it is the plaza complex including the community store, the preschool and playground, the public toilet

and the laundromat. As the bus stops, the guest is impressed with two things: the beauty and cleanliness of the plaza and the great amount of construction work going on. The beauty is accented by the evergreen trees lining the plaza, as well as the colorful flags of Korea, the Saemaul Undong and Kuh Du E Ri.

A flurry of activity tells the guest that something important is happening here. As he steps off the bus he is greeted by many people. The village host committee has already assigned him a guide and a host family for the night. His guide explains to him that the community is constructing new buildings to accommodate the health outpost and drug store, the barbershop, library and bathhouse. As he approaches the Village Hall, he sees women in the community kitchen preparing lunch for the preschool children. Through the laundromat door, he sees other women doing their laundry in washing machines. He is told that the residents are

SERVICES

building a new dam to create a reservoir and that soon water will be abundant. The guide offers to take him to his host's home and as they leave the plaza, the guest notices telephone wires which provide private telephone service. Communication within the community, he learns, has been enhanced by a bulletin board in the plaza announcing the coming events and displaying photographs from last week's Autumn Festival. As they walk along the road, he puzzles over a group of people working together and discovers that they are helping move a family into one of the new housing compounds. It was recently built by villagers in an effort to make available more land for farming and to provide modern housing for residents.

After walking about 20 meters from the bus stop, they approach a newly built courtyard and house surrounded by a wall. Upon entering the compound he is introduced to his hosts, who show him to a pleasant room with a heated floor. After lunch, which included fresh fruit from Kuh Du E Ri, the guide offers to take the guest on a tour. Walking around the village during the afternoon, they see many task forces of people doing the harvesting of rice and fruit. They follow one of the fruit harvesters into

AGRICULTURE

the processing plant where strawberries, grapes and peaches are made into preserves. The visitor places an order for each kind after being given samples. Nearby they can hear the machinery of the common mill as it prepares the rice for sale in Seoul. Walking toward the mill, they meet two men with whom they begin a conversation. One of the men invites the visitor to come to the community supper tonight celebrating all the birthdays in this month. They plan to eat locally grown food - fresh fruit, vegetables, chicken, rice and fresh milk from the dairy cows.

Passing by the Village Hall again, they notice students participating in "After-School" activities. The guide explains that because rural life has limited opportunities for learning things that urban children learn simply from living in a city, supplemental education activities have been developed for the students. The guide further explains that three days a week English classes are taught for both adults and students. Also, as the bulletin

EDUCATION

board announced, adult training classes have begun and tomorrow night a professor from Kang Weon National University will be the instructor for the "Agricultural Improvement" series. As the people begin to gather for the monthly birthday supper, one of the residents explains, "Things certainly have changed around here. Always before, we were all too busy doing our individual work, so that there was little time for improving our community. Now that we regularly think and plan together, and then work together, we get much more done and our community is becoming much better."

After supper the villagers demonstrate their ability and willingness to work together by cleaning up the hall immediately and resetting for the next evening's seminar. The 4-H Club members remain to do planning on the upcoming Autumn Sports Day, while other community members gather to discuss immediate and long-range issues. The visitor is struck by the skill with which the

COMMUNITY

meetings are led. He is told that several people regularly participate in leadership training seminars and weekly reflection on planning and motivation techniques. After both groups complete their tasks, the 4-H members buy cokes and snacks for everyone and all begin singing. After a great evening of celebration and comradeship, everyone retires to his home. The guest is taken to his room. The street lights make the streets both convenient and safe for walking.

As the visitor leaves Kuh Du E Ri the next morning, he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vitality and sureness of the youth and their eagerness to take responsibility for particular activities. He senses that the villagers are really pleased about the new

SPIRIT

productivity resulting from their own efforts. He knows that something profound has happened to the people. He finds it difficult to forget the way they worked and planned together, the way they talked about their history and future and the way they sang. Perhaps he will say that the people displayed a new kind of community spirit. He wonders, "If this can happen in Kuh Du E Ri, why not in the other communities across Korea and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Kuh Du E Ri Human Development Project is an expansion project in socio-economic development of a rural community. Local replication of a project would involve several steps. One would be the systematic sharing of the project in other rural communities in conjunction with the Saemaul Undong through speaking engagements by Kuh Du E Ri citizens and auxiliary staff. Visitation programs would be devised whereby leaders and residents of other communities would visit Kuh Du E Ri. Leaders of other communities would sponsor local Town Meetings where citizens would initially plan their town's future. The Human Development Training School would then be held to train several leaders at once. Finally a consult similar to the one held in Kuh Du E Ri would be initiated in such communities in consultation with the Institute of Cultural Affairs, Kuh Du E Ri residents and the Saemaul Undong.

NATIONAL

A replication plan of human development would be of significant value for interested communities anywhere. It would provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication would benefit the country as a whole in a number of ways. It would demonstrate a viable approach to socio-economic revitalization of community as a fundamental need in our time. Practical replication steps would necessarily involve local people and the Saemaul Movement and solicit the support of the public and private sectors at all levels. The work of the Institute of Cultural Affairs in 23 nations has built a foundation of support and responsiveness which would greatly facilitate a move to replication.

PERSONNEL

Replication of the project would require some estimate of staff and training needs. The number of staff members needed for replication would be proportionately lower than that of the pilot project in Kwangyung Il Ri, but about the same as the expansion project in Kuh Du E Ri. Creating a network of model communities across the nation would require a staff of about six people for each community for a period of about two years. The staff would live and work with the people of a community, sharing with them a variety of skills. The staff would encompass a broad range of expertise. More important than this would be the deep concern of each staff member for the renewal of community life. Consulting groups would be made up of people from both the public and private sectors. They would be from across the Republic of Korea, including leadership from the Saemaul Movement. Possibly they would include university students whose degree designs incorporate a year of field placement. The Institute would provide practical training in community development methods for

the replication forces. Classroom work would be combined with practical field training in the pilot and expansion projects and local replication experiments.

FINANCING

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

VI

SUPPORT SYSTEMS

KUH DU E RI

For five months the Institute of Cultural Affairs surveyed communities in anticipation of establishing the second human development project in the Republic of Korea. The village of Kuh Du E was finally chosen for several reasons. First, it is located 95 kilometers from Seoul which provides easy access for visitors who wish to see a demonstration project. Second, it is visibly in need of socio-economic development. Third, both public and private sectors within the county of Chun Seong have indicated interest in cooperating with such a development effort. Fourth, the community's location in Chun Seong County unites the rich natural resources of the area with the bold future Korea is forging. Having one project in the far north and another (Kwangyung Il Ri) in the far south increases access to projects. It is fitting that the vision of new community should be embodied in this place. Fifth, and perhaps most important, local residents and their leaders are ready to move immediately toward the socio-economic development of Kuh Du E Ri.

STAFF

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of the Kuh Du E Ri Human Development Project in the coming year. This means assigning staff to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in human development projects around the world. Assigned staff would continue to live in Kuh Du E Ri and work full time in the project. Staff expenses have been written into the various programs in which they will be directly involved.

SUPPORT

The I.C.A. stands ready to assist community leadership in procuring funds and inkind contributions for program enablement. By working with the guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Kuh Du E Ri through the gifts and grants of corporations, foundations and interested individuals. At this point in its history, it is necessary for the project to depend on outside funding. Over the long term, however, the project will lessen dependence upon external funds as it strengthens its own economic base.

CONCLUSION

The Kuh Du E Ri Project is one of 31 local human development efforts initiated over the past 30 months in consultation with the Institute of Cultural Affairs in Australia, Canada, Egypt, The Federal Republic of Germany, Hong Kong, Italy, India, Indonesia, Japan, Kenya, Malaysia, The Marshall Islands, Nigeria, Republic of China, Republic of the Philippines, Republic of Korea, Venezuela, United Kingdom, The United States and Zambia. The I.C.A. anticipates that the Kuh Du E Ri Human Development Project will be of service to Chun Seong County and to the nation as one of many signs already present that local community is being renewed by local people.

KHDP

Plate 6A

BUDGET SUMMARY CHART
for first year

ICA Consultants

Key: 1.0 = $1,000

programs / breakdown	Capital costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1. Business Delivery Agency	.3	1.2	1.2	.3	.3	.3	3.6
2. Small Enterprises Corporation	12.1	1.2	1.2		.1	.3	14.9
3. Food Prosessing Plant	12.0	10.0		.6	2.0	.6	25.2
4. Cooperative Management Union	5.2	1.2	1.2		.3	.5	8.4
5. Common Livestock Complex	27.0	6.0	1.2		38.0	1.0	73.2
6. Crop Enrichment Association	12.0	1.8			4.0	.5	18.3
7. Master Design Project	2.0	1.0			3.0	.3	6.3
8. Village Improvement Bureau	346.0	1.2	1.2		.5	.6	349.5
9. Irrigation Water System	145.0			5.0	4.0		154.0
10. Community Health Outpost	13.6	1.2	2.4		2.6	.6	20.4
11. Public Conveniences Network	84.7	4.8			10.6		100.1
12. Early Learning Center	2.5	3.6	1.2		4.9	.6	12.8
13. Supplementary Intruction Academy	.8				.6	.2	1.6
14. Adult Training Institute	1.9	1.2	1.2	.4	.4	1.2	6.3
15. Han Cultural College	3.3		1.2		1.7	1.0	7.2
TOTAL	668.4	34.4	12.0	6.3	73.0	7.7	801.8

KHDP

Plate 6B

PROJECTED COSTS
over four years

ICA Consultants

Key 1.0 = $1,000

programs \ years	I FY 1978	II FY 1979	III FY 1980	IV FY 1981	Total Costs
1 Business Delivery Agency	3.6	3.2	2.8		10.4
2 Small Enterprises Corporation	14.9	6.0	6.0		26.9
3 Food Processing Plant	25.2	10.2	10.2		45.6
4 Cooperative Management Union	8.4	4.2	3.7		16.3
5 Common Livestock Complex	73.2	36.2	31.2		142.6
6 Crop Enrichment Association	18.3	6.3	6.3		30.9
7 Master Design Project	6.3	2.5	1.2		9.9
8 Village Improvement Bureau	349.5	103.0	53.0		505.5
9 Irrigation Water System	154.0				154.0
10 Community Health Outpost	20.4	10.4	10.4		41.2
11 Public Conveniences Network	100.1	15.4	15.4		130.9
12 Early Learning Center	12.8	11.05	10.95		34.8
13 Supplementary Instruction Academy	1.6	1.4	1.3		4.3
14 Adult Training Institute	6.3	4.7	4.7		15.7
15 Han Cultural College	7.2	4.0	3.7		14.9
Total	801.8	218.55	160.85		1,181.2

KHDP

Plate 6C

PROJECT FUNDING FLOW CHART

toward local self-sufficiency

ICA Consultants

Key: $

source \ year			year one	year two	year three	year four	Three Year Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	396,800	109,275	80,425	-	586,500
		Private Sector	155,000	41,525	30,562	-	227,087
		Total	551,800	150,800	110,987	-	813,587
	Village Monies	Cash Contributed	40,000	10,927	8,043	-	58,970
		Long Term Loans Assumed	210,000	56,823	41,820	-	308,643
		Total	250,000	67,750	49,863	-	367,613
		Total Monies	801,800	218,550	160,850	-	1,181,200
Village Income Development	Village Annual Income	current 261,000	391,500	522,000			
	Family Average Annual Income	current 3,000	4,500	6,000			