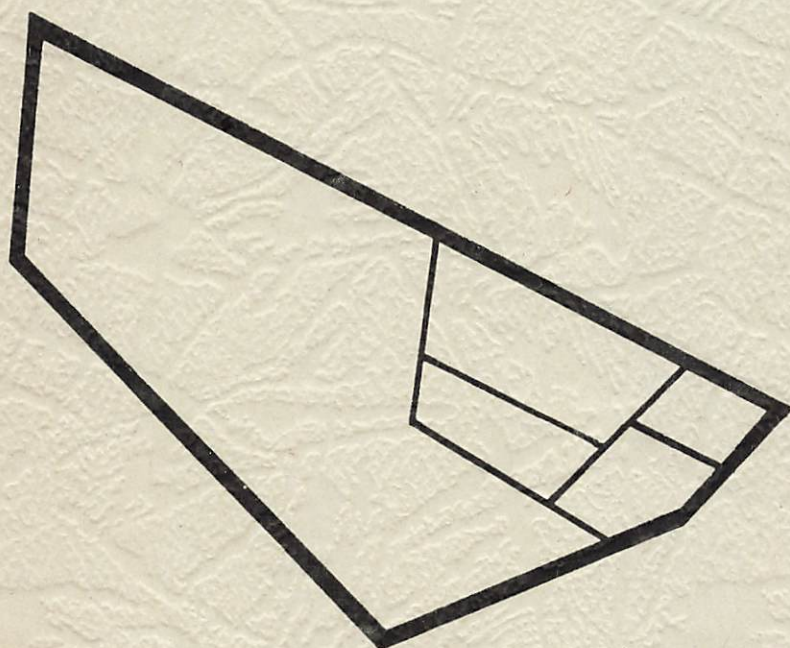


TERMINE
HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT
May 1977

TERMINE HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programmes

Epilogue

This is a publication summarising the
Termine Human Development Consultation
which took place in
Termine, The Republic of Italy
May 29-June 4, 1977
organised by
The Institute of Cultural Affairs
consultants

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PROLEGOMENA

I

THE LOCATION

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The Termine Human Development Consult was the initial step in a comprehensive development project. The project site is located in southern Italy, in a mountainous agricultural region. The project deals with both social and economic problems in a comprehensive development programme. It was begun through a cooperative effort of village leadership in conjunction with the Institute of Cultural Affairs. The intention is to develop a self-sufficient economic base and social structure which will encourage a larger population and enable expansion of community services. The project is a pilot programme, the methods of which can be duplicated throughout Italy and across the world.

ITALY

It was not until 1861 that the nation of Italy as we know it today became a political entity, but several times in the history of the Western World, Italy has created the major impetus for new thought and style. The Roman Empire, the Roman Catholic Church and the Renaissance are a few of the epoch-making events which originated in the peninsula. Since its Unification, Italy has striven with the question of new nationhood in the midst of an ancient heritage. The conversion from an agrarian to an industrial economy has created many political difficulties, yet in the midst of the tensions the government is answering the call of local people for closer participation in government by transforming its base of services from the national to the regional level and by forming neighbourhood and village councils in every community. An emerging new relationship between the Christian Democrats and the Communists suggests a decision to deal comprehensively with the nation's issues. The past thirty years has seen a period of great economic and social development. While Northern Italy has become an area renowned for its intense industrialisation, the eight regions of the South have for various reasons failed to follow the same path. The disparity between North and South has been recognised by the government, and a special ministry for development of the South has been set up. Since the war a spectacular highway to

the Abruzzo has been built, so constructing a communication infrastructure which connects southern villages with the markets of Rome. Extensive funds are available for southern industrial development. The European Economic Community also places a high priority on Southern Italy in an attempt to bring the region to an economic level commensurate with that enjoyed by the rest of the nation and by Europe as a whole.

The Abruzzo region is situated south of the centre of the Italian peninsula. It is a rocky, mountainous land including the highest peaks of the Appennine Range, the Gran Sasso and the Maiella. This region has been marked by a tumultuous history. Lowlanders seeking refuge from heat and malaria first settled and farmed the Abruzzo. Subsequently, for 150 years, early inhabitants defied the might of the growing Roman Empire. Never defeated, they at last accepted a treaty providing full Roman citizenship. The Abruzzo was conquered by Barbarossa II in 1140. Later it was overrun by the Longobards and Normans; and throughout the Sixteenth to Eighteenth centuries it was in the hands of the Spanish. The presence of German, British and American forces in the Second World War began a new influx of outside customs. The traditional livelihood of the Abruzzo has been farming. With today's ease of global travel, tourism is rising to a prominent position in the regional economy. Visitors attracted by the mountains, lakes and thermal springs delight in local gastronomic specialties, unique traditions, cool weather and ideal skiing conditions. Many of the 1.3 million inhabitants of the region are leaving their villages to go to the larger towns - Pescara, Chieti, Teramo and L'Aquila. Depopulation has reached as high as 50% in some villages; others have become largely holiday resorts for residents of urban centres such as Rome. Reliance is increasingly placed on industry and the tourist trade rather than agriculture. While these new economic trends have contributed significantly to the well-being of the region as a whole, the social existence of numerous villages is threatened. Recognising this issue, regional authorities have initiated a cultural project, the "Progetto Montano Amiternina" for the Amiterno region which includes Teramo. However, villagers' naivete about the opportunities available for government subsidies and continuous conflict between the Fascist, Communist and Christian Democratic political parties has made the situation more difficult. The Abruzzo is today initiating approaches to development which are highly relevant to the thousands of rural areas across the world which struggle with appropriate mechanisms of economic and social development.

ABRUZZO

TERMINE

The village of Termine is situated in the mountainous northwest corner of the Abruzzo region in Southern Italy in the Italian Appennine range. The name "Termine" which means "the end" or "the terminus", is reminiscent of the village's embattled history. Mountain fortresses still stand as reminders of the confrontations here with the invading Longobards. The chief occupation in those times was agriculture and the same is true today, particularly sheep, cattle and forage crops. The farmers who have land in the Cascina valley move out with their families and spend the summer months living in second farmhouses there, and then move back to homes in the village for the winter, taking their herds with them. Winters are usually severe, with an average of about three feet of snow, but the summer months are quite warm. The people of the village largely raise their own vegetables and keep chickens, pigeons, turkeys and donkeys. Cows are often kept in ground-floor barns below the upper-storey homes of their owners in the village. No designated head man exists, but there are a number of strong informal leaders. The primary social unit in the village is the extended family, to which great importance is attached. Many families keep rooms and houses empty to anticipate the visits of relatives and close friends who have gone elsewhere for employment. The piazza in the centre of town serves as a community gathering-place, where people chat and pass the time of day. An Italian dialect unique to this area sets the people apart from their neighbours, as does difficult access to the village. Villagers appreciate the mountain air and spectacular scenery, but hold unanimously that the village is ugly. It is said that Jesus, in his travels through the world, passed by this village at night and missed it in the dark.

BASELINE

The mountain village of Termine is one of 12 fractions ("frazioni") in the township ("comunè") of Cagnano Amiterna, which together with 15 others makes up the county ("comunita") of Amiternina in the Abruzzo region. The village's territory consists of three mountain valleys, Montecona, on the edge of which the village proper is located, Calabritto and Cascina (also called Palazano). The village has a population of 450 people. It is built on the side of a mountain slope, with three paved roads running horizontally through the village connected with unpaved, rocky pathways, with cement stairs in a few places, from top to bottom. Most of the houses have running water inside and 75% are connected to a sewage system. Commerce in the village consists of three general stores which sell dry goods, meat, pasta, tinned goods, beverages and ice cream. There is little employment to be found in Termine and most residents

work outside in San Giovanni (a nearby village which has a cement factory), L'Aquila and Rome. Most of the agricultural land is given over to forage crops. Cheese is made on a small scale from sheep's milk and sold locally. There is one telephone in Termine but none in the Cascina. The schooling is limited to one elementary school attended by 13 children from the community. Higher education is obtained at nearby San Cosimo and L'Aquila. There is a university at L'Aquila and some students from Termine commute on a daily or weekly basis. Most of the population are aged under twenty or over fifty, the rest having left to find work. The nearest large towns are L'Aquila, 45 minutes away, and Rome, 2½ hours away by car.

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 programme branch of the Ecumenical Institute and is registered in Italy as a non profit-making association. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong, and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 23 nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies on the national, regional and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1974, the Institute of Cultural Affairs has been working in Italy with people concerned with the revitalisation of local communities. In that year, resident staff were established in Rome, providing short-term consultation and training seminars. Community work was done in Trastevere, a suburb of Rome, and one-day community forums were offered across the country. Local colleagues participated in three-week training programmes offered in other parts of Europe. In 1976, graduates of Institute programmes expressed the need for a demonstration of comprehensive community development in Southern Italy. After research into a number of appropriate sites, Termine was selected. Following consultation with community residents and local authorities, the ICA was invited to establish a development project

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in Termine. Staff members took up residence in the village in May and began preparations for this Consult.

The Consult took place in Termine from 29 May to 4 June 1977. There were 184 consultants, many of them residents of the project area. Approximately 200 additional residents were indirectly involved through field work contacts each day. Consult teams spent many hours visiting and talking with local people in their homes and around the community, and more widely in the surrounding villages and in L'Aquila. The 72 non-resident consultants came from eight European countries, from Australia, Canada, Chile, the United States of America and Singapore. In addition, citizens from five other Human Development Projects were present. They included Fifth City, Chicago; Oombulgurri, Australia; Isle of Dogs, United Kingdom; Kreuzberg Ost, West Berlin; and Inyan Wakagapi, North Dakota. Visiting consultants represented both the public and private sectors and attended the Consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and expertise. Specific professions included many aspects of education, business management, health, agriculture, law, chemical engineering, accounting, computer technology, government, home economics and social work. The Termine residents attending also represented a broad spectrum of expertise. These included farmers, factory workers, local shopkeepers, bricklayers, carpenters, mechanics, teachers, students and housewives. Commuters from L'Aquila and Rome participated during the evenings and weekends, representing a wide range of business, secretarial and manufacturing skills.

PARTICIPANTS

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

DESIGN

The readiness of the village of Termine for the Consult was illustrated in several ways. In anticipation of the coming event, the young men and women sewed banners, supplying a sewing machine and materials to aid the task. The women of the village cooked the opening feast of antipasti, chicken, salad, wine and fruit, while youth set the table and helped to serve the food. There were 500 people at the opening feast, with many former Terminesi now living in Rome or other cities attending. A man from the village gave a welcome to the Consult staff and consultants, and sang an impromptu poem, and several key figures from the region were introduced and gave speeches. All week long, adults and young people from the village came to participate. In the evenings when the youth returned from school and the men came from the fields and from work, the numbers in attendance swelled. People from many areas of endeavour came from nearby villages and all over the Abruzzo region to see what was happening. Termine residents who had moved away "came home" to participate. Though the weather turned chilly and wet during the week, consultants and villagers turned up every morning in spite of the rain and cold. Villagers provided sleeping rooms for a number of the staff and consultants in their own homes in the village. At some of the evening meetings the local residents told stories about the past and talked of their present hopes and dreams. Young interpreters came from an interpreters' school in Rome, visited in the village and on the farms with the consultants, and worked on reports late into the night. Home-made wine and Pecorino (sheep's milk cheese) were offered and fires shared on visits to take away the cold and damp. About 250 people attended the closing feast, and speeches were again made by local people. A Termine resident in his 70's played a type of accordion (organo a due bassi), and a man who had come from 100 kilometers away performed a Zorba dance with an Asian consultant. Again the elder sang a poem of hope and gratitude, saying that Termine would strive to be a sign of hope to other villages across the world.

IMPACT

The task following the Consult is to initiate the implementation of the tactics focused on community needs, through programmes reported in this document. This will firstly involve the ongoing meeting of the people of Termine, especially local leaders and those in the community interested in planning specific programmes for implementation. Secondly, special training sessions will be held for those who will bear the full responsibility for major aspects of the project. Thirdly, initiating the programme will require continuation and expansion of existing good relations with the community. In the private arena, it will be

FOLLOW-UP

necessary to develop support systems with Italian business contacts in L'Aquila and Rome. Finally, project initiation requires that a catalytic staff remain in the community to begin training and building incentive, which will raise a community-wide sign.

III

THE PRESUPPOSITIONS

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

FORMATION

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 production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using national and regional funds and, in some instances, by soliciting special cash grants and donations in kind. Third, as many outside funds as possible must be retained in the community as long as possible. This can be achieved by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the communal, regional, provincial, national and international levels.

SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyse community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilising community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project, thus they can make 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 programmes is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programmes 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 programme arena within a period of six to twelve months. Although the acceleration and stabilisation of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

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 Programmes. 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 chart, which illustrates specific aspects of the narrative and provides 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.

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarises the results of the Consult research which provided an occasion for local citizens to focus their concerns, hopes and dreams on the task of reshaping their community. This document, therefore, symbolises the participation of the people of Termine in practical decision-making about the 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 Termine putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PART ONE

THE OPERATING VISION

VISION

The first task of the Consult consisted in objectifying the Operating Vision of the future shared by the people of Termine. 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 Termine encountered 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 121 pieces of data from the five teams were ordered in the basic categories of the present model. Plate I gives rational, objective form to the Operating Vision that exists in the understanding of the people of Termine. 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 Termine. Section A, Toward Increasing Economic Viability, indicates the community's intent to support itself by developing new business ventures, making local agriculture more profitable and extending job opportunities to all sectors of the community. Section B, Toward Enhancing Basic Services, reveals the hope of Termine citizens for access to adequate preventive health methods and facilities, for better quality housing and pathways and for communication and transport links within and beyond the village. Section C, Fostering Civic Engagement, indicates the community's desire to build cohesion by creating forms of cooperation within Termine and means of liaison with the government, by gaining access to practical training, by creating community ties, and by providing public meeting space and leisure events.

SUSTENANCE

The people of Termine see that the future of their community must involve increasing its economic viability to the point where it is self-supporting. They believe that this will involve constructing a hotel, vacation housing and sports facilities to assist in developing a diversified tourist industry to take advantage of the natural beauty of the village. Furthermore a wide range of industrial enterprises are envisioned, from handicrafts to mineral development and from food processing to manufacturing. Also, a meat market and a clothing store would enhance the commercial life of the village. These are anticipated in conjunction with expansion of existing shops and diversification of consumer goods available locally. Another major aspect of the villagers' vision of economic development has to do with agriculture. Increasing farm productivity and maintaining agricultural support ventures will involve upgrading both livestock and crops, constructing an irrigation system, building community livestock pens and using the land in a comprehensive fashion. Financial assistance is needed in the form of loans and available subsidies for agriculture and business. But the most widely held aspect of the vision of economic development has to do with providing job opportunities for all the residents of Termine who wish to work. In particular, salaried jobs are envisioned for the young people and the women of the village. Further, there is hope that new jobs will be created to provide for employment throughout the year, for regular hours and for standardised wages.

The people of Termine anticipate that enhancement of the basic services of Termine would provide all the citizens with more complete structural care. More adequate medical facilities are

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needed, as is improved basic sanitation, to provide better physical health for Termine residents. More sanitary sewage treatment and more effective emergency medical services are especially hoped for. There is a desire to improve the physical space of the village by installing safer pathways and improved physical services. The people see the need to improve the existing roadway and provide regularised public transportation. Telephones, a post office and expanded television reception would provide much-needed internal and external communication.

MOTIVITY

Any vision of Termine's future involve a heightened sense of cohesion among community residents. The people envision community structures where problems are solved, coordination of decisions takes place and liaison with the government is fostered. The people are aware of the need to enrich the educational programme of the children and to supplement the vocational training of the youth and adults. People hope to release community spirit, identity and pride for all ages by reconstructing the central piazza and providing opportunities to engage in leisure activities.

OPERATING VISION CHART

A Summary of the Existing Operational Vision of the People of Termine

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Plate 1

A – toward INCREASING ECONOMIC VIABILITY community self-support			B – toward ENHANCING BASIC SERVICES citizen care			C – toward FOSTERING CIVIC ENGAGEMENT village cohesion										
BUSINESS ACTIVITIES I	VILLAGE AGRICULTURE II		LOCAL EMPLOYMENT III	PHYSICAL HEALTH IV	LIVING ENVIRONMENT V	EXTENDED RELATIONS VI		SOCIAL ORGANISATION VII	PRACTICAL TRAINING VIII	COMMUNITY SPIRIT IX						
promoting TOURISM DEVELOPMENT	1	increasing FARM PRODUCTIVITY	21	establishing MEDICAL FACILITIES	ensuring SAFE PATHWAYS	constructing TRANSPORT SYSTEMS	49	Problem-solving Techniques	53	catalysing CIVIC IDENTITY	61					
	2											Diversified Crops	25	Improved Surfacing	41	Operational Preschool
	3											Improved Livestock	26	Pedestrian Stairways	42	Middle School
	4											Intensive Cultivation	27	Rubble Removal	43	Supplementary Tutorials
initiating INDUSTRIAL ENTERPRISES	5	16	22	28	36	44	50	Administrative Coordination	55	designing PUBLIC SPACE	65					
	6											Land Collaboration	29	Street Lighting	45	Afterschool Programme
	7											Irrigation Systems	30	Additional Space	46	Farming Methods
broadening COMMERCIAL VENTURES	8	maintaining SUPPORT NETWORKS	23	extending BASIC SANITATION	improving RESIDENTIAL HOUSING	creating COMMUNICATION MEANS	51	Cooperative Action	57	affording LEISURE OPPORTUNITIES	68					
	9											Community Facilities	31	Hot Water	47	Vocational Training
	10											Produce Insurance	32	Sewage Treatment	48	Post Office
	11											Long-term Loans	33	Septic Tanks	49	Village Telephones
	12												34	Slaughter House	50	Casina Link
		35	Community Cleanup	51	Expanded Television											
		36		52												
		37		53												
		38		54												
		39		55												
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		53		69												
		54		70												
		55		71												
		56		72												

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

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

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total operating vision (Plate 1), and then focused in depth on its particular assigned 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 arenas of history, which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field, each team listed its data and built a prioritised list of blocks to the total vision. The 159 pieces of data were then organised into a comprehensive set of thirteen underlying contradictions facing the people of Termine.

RESULTS

As the accompanying chart (Plate 2) indicates, thirteen foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. These contradictions are prioritised by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritising is not the only criterion for discerning the major contradictions to the operating vision, but it is an informative 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 three contradictions stand together with 63 items which constitute slightly less than 40% of the 159 separate items on the whole chart. The next three contradictions combined, drew just under 30% of the total responses. Contradictions VII and VIII taken together accounted for 13% of the total, the remaining five contradictions drew 17% of the responses. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first group indicates the importance of motivating the residents of Termine to rapidly implement their hopes in practical ways. The second grouping stresses the necessity of establishing structures to allow for the whole community to work together in the development task. The third grouping underlines the need to broaden the economic and social environment of Termine so as to make it possible for those who wish to stay to do so. The fourth and final grouping focuses on the urgency of upgrading and engaging the competences of all the people of Termine themselves. The entire set of thirteen contradictions provides a basis for creating practical proposals.

UNDERLYING CONTRADICTIONS CHART

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Plate 2

I THE SPORADIC ACCESS TO EXTERNAL RESOURCES IN TERMINE	II THE INDIVIDUALISTIC RESIDUE OF LOCAL TRADITIONS IN TERMINE	III THE RELUCTANT APPROACHES TO COMMUNITY ACTION IN TERMINE	IV THE UNSYSTEMATIC USE OF EXTENDED RELATIONS IN TERMINE	V THE INEFFECTIVE STRUCTURES FOR CORPORATE DECISION-MAKING IN TERMINE	VI THE RANDOM ORGANISATION OF PHYSICAL ENVIRONMENT IN TERMINE	VII THE OBSOLETE METHODS OF AGRICULTURAL PRODUCTION IN TERMINE	VIII THE TRANSIENT RESIDENCY OF VILLAGE POPULATION IN TERMINE	IX THE LIMITED RESERVOIR OF PRACTICAL SKILLS IN TERMINE	X THE UNPROFITABLE SCOPE OF INDUSTRIAL OPERATIONS IN TERMINE	XI THE UNPERCEIVED RELEVANCE OF FORMAL EDUCATION IN TERMINE	XII THE RESTRICTED RESOURCES OF COMMERCIAL VENTURES IN TERMINE	XIII THE SANITARY ENVIRONMENT FOR BASIC HEALTH IN TERMINE
Unperceived Educational Opportunities	Decision-making Traditions Lost	Pervasive Government Distrust	Little Councilman Support	Past Cooperative Cheating	No Slaughter Facilities	Lack Of Irrigation	Few Economic Incentives	Untrained Mountain Construction	No Local Industries	Disrelated School Lessons	Non viable Public Entertainment	Inadequate Waste Disposal
Inaccessible Investment Funds	Short Growing Season	Low Resident Self-Image	Neglected Council Representation	United Action Absent	Few Cultural Nodes	Farmer Image Demeaning	Massive Urban Emigration	Inexpert Retaining Walls	No Significant Employment	Impractical School Activities	Shopping Outside Community	No Cesspool Fencing
Difficult Public Funding	Individualistic Land Holding	Industrial Imagination Lacking	Political Minority Status	No Sewerage Plan	Clinic Space Lacking	Technology Limits Production	Few Young Families	No Vocational Training	No Skills Opportunities	Rural Academic Setting	High Labour Cost	In-home Animal Shelter
Complex Difficult Laws	Agriculture Only Industry	Disunified Services Requests	Excessive Government Dependence	No Farmers Organisations	Narrow Road Ways	Irrational Land Divisions	Limited Daytime Encounters	Skilled Youth Depart	Excessively Distant Markets	Few Educational Incentives	Limited Village Capital	
No Sewerage Funds	Archaic Economic Base	Unrequested Sanitary Services	Waiting For Permission	Few Planning Mechanisms	Small Meeting Halls	Farm Methods Outdated	Holiday Residency Patterns	Limited Medical Skills	Family-based Production Patterns	Rigid Required Curriculum		
Unknown Health Possibilities	Soil Long Unfertilized	Land Distribution Impossible	Bureaucratic Approval Legalism	Past Cooperative Failures	School Building Neglect	High Elevation Conditions	Distant Secondary School	Unsafe Construction Techniques	Small-scale Selling Methods	Unrealistic Agricultural Vision		
No Sports Funds	Small Farm Plots	Believed Unprofitable	Politically Determined Services	Unclaimed Local Responsibility	Residential Animal Lodging	No Shared Machinery	Individualistic Construction Methods	Medical Training Lacking	Few Good Roads			
Few Outside Examples	Limited Crop Diversity	Past Efforts Ineffective	Unprofitable Local Politics	Excessive Classification Demands	Inefficient Public Space	Low Farming Income	Necessary Second Jobs	Uninformed Animal Sanitation				
Insufficient Capitalisation Means	Leadership Age Gap	Local Medical Disinterest	Few Powerful References	No Formal Leadership	Unsatisfactory Sports Field	Youth Reject Agriculture	Part-time House Building					
Construction Skill Unavailable	Little Banking Information	Unrequested Mineral Survey	Limited Political Power	Argument Usually Preferred	Poor Television Reception	Old Technique Acachmens	Attractive City Jobs					
Private Investors Uninterested	Fear Of Banks	Reconstruction Seems Impossible	Low Commune Priority	Cooperation Lacks Agreement	Limited Construction Manpower	Overburdened Production Plan						
Insufficient Mechanised Equipment	Path Improvement Inertia	Limited Linkage Vision	Unpopular Voting Patterns	No Conscious Initiatives	Infeasible Industrial Images							
Outside Builders Subsidised	Few Women's Groups	Unrequested Industrial Funds	Unacquired Wage Subsidies	Insufficient Need Consensus	Dangerous Vertical Paths							
No Specialized Technology	Elders Predominate Society	Perceived Issue Complexity	Ineffective Political Ties	Decision-making Structures Informal	Unplanned Village Design							
Agricultural Methods Gap	Traditionally Few Gatherings	Apparently Unrewarded Initiative	Weak Local Initiative	Possible Village Disagreements	Inadequate Industrial Services							
No Extension Office	Outmoded Farm Techniques	Disappointing Bureaucratic Action	Passive Village Promotion									
Available Subsidies Unknown	Alternative Images Rejected	Elders Feel Useless	Distrusted Local Politicians									
Inrequent Bus Service	Decision-making Experience Lacking	Insufficient Tourist Attraction										
Unfamiliar Bureaucratic Procedures	Individualism Restricts Effectiveness	Perpetual Subsistence Worries										
Remote Government Information	No Common Symbol	Negative Identifying Slogan										
Complex Services Logotics												
No Funding Structures												
Prohibitive Telephone Cost												
23	20	20	17	15	15	11	10	8	7	6	4	3
	I		II			III				IV		

CONTRADICTION I

Sporadic Access to External Resources

The first contradiction discerned by the Consult is in the arena of access to external resources. The advances of modern technology have made it possible for the resources of the entire globe to be at the disposal of every human settlement. Termine, however, experiences itself as cut-off from these resources. The people of Termine would like to see the sewer system completed, but do not know how to secure the funding. They would like to have the pathways paved, but they are not familiar with the techniques required to do it themselves. A small community tractor would be helpful in clearance and beautification projects, but there is none. In general, the people of Termine know neither the resources that could be at their disposal, nor the means to obtain them. They are unfamiliar with the complexities of funding logistics and have no practical funding structures to call upon. Educational opportunities that could provide vocational skills or relevant agricultural methods are unperceived. The investment of private enterprise is at present unprofitable in Termine. This discourages the development of industries or the augmentation of public services such as bussing. Until the village's access to external resources is structurally regularised, the socio-economic development of the community will remain dependent on its own dwindling resources.

CONTRADICTION II

Individualistic Residues of Local Tradition

The second contradiction confronting the people of Termine lies in the arena of the local traditions of the community. While many developing communities around the world are self-consciously using the residue of their heritages to foster community solidarity, Termine seems to hold to those aspects of its traditions which heighten individualism and family ties to the detriment of common development efforts. Within the memory of Termine residents now living, community assemblies were held to create common action. Such meetings have virtually disappeared from the social fabric of the village. The partial introduction of modern facilities in the home has reduced the regular occasions for women to meet one another informally and hence has created a degree of isolation from the life of the community at large. Since the population of the village is either very young or very old, there is a gap in the transmission of traditions, which tends to focus the heritage into events in

the lives of older individuals and families rather than encompassing past deeds of the whole community. Although the people of Termine have a long history, going back before the time of the Roman Empire, the oral history, for the most part, begins with the events of World War II, the memory span of living villagers. As a result of all this, the people of Termine experience themselves as having but slight awareness of the significant common activity of their ancestors. Until the traditions of Termine can be expanded to hold and encourage the sense of being a corporate body of people, envisioning a significant common future will be virtually impossible.

CONTRADICTION III

Reluctant Approaches to Community Action

The third contradiction disclosed by the Consult lies in the arena of community action in Termine. Perhaps the most profound trend of the Twentieth Century has to do with local people coming together to develop their communities. Yet in Termine any approaches to working together for the betterment of the entire village are made reluctantly at best. There is a widespread sense that the issues confronting the village are too complex to be solved. At the same time, the common belief that those villagers who are the most important have left Termine for business or government service, leaves those who have remained convinced that they have neither the imagination nor the energy demanded for community action. Development efforts in the past, such as paving the streets and installing a sewer system, have been only partially completed, adding to the sense of ineffectivity which is present in the village. As a result, suggestions for development, such as the possibility of a tourist industry are met with a list of reasons why such a thing could not work in Termine. A further aspect of this contradiction has to do with the people's reluctance to make claims upon the government structures for assistance. The popular saying, "Termine is ugly", is less a description of the village as it is an indicator of the people's sense of being overwhelmed by the situation in which they find themselves. Until the people of Termine find ways of demonstrating to themselves and to the world the fact that they can develop their own village, the community cannot begin to move forward creatively.

CONTRADICTION IV

Unsystematic Use of Extended Relations

The fourth contradiction has to do with the unsystematic use of extended relations. A community which is seriously undertaking comprehensive development uses its extended relations in order to obtain authorisation and public support. Although Termine has a wealth of influential contacts, it does not take advantage of these in any regular or systematic fashion. For example, men and women with native ties to Termine are not approached for assistance in finding employment. Using the reason that Termine's voting pattern places Termine low on politicians' priority list, Termine's residents do not collaborate with their political representatives to obtain their developmental requirements. In the cases of repaired streets, a completed sewage system or re-opened preschool, the villagers await bureaucratic initiative rather than institute dialogue with the authorities or begin the construction themselves. The experience of being cut off from the benefits of extended relationships results in stagnation of development efforts. Unless Termine puts forth a strong, corporate voice to take advantage of its multitude of extended relations, it will remain dependent on sporadic and piecemeal development efforts from the outside.

CONTRADICTION V

Ineffective Structures for Corporate Decision Making

The fifth contradiction has to do with the ineffective structures for corporate decision-making in Termine. The emergence of groups of local residents to assume responsibility for their communities is a phenomenon developing in most nations. Their effectivity is directly in proportion to the degree of local corporate decision making they engender. People in Termine often speak of their wishes and hopes, but without ways to implement them the community remains fragmentary and individualistic, unable to gather either the momentum or the consensus which would allow it to move ahead. No formal organisations exist in Termine. No one person or group of persons is acknowledged as the official "voice" of Termine. Mistrust of one another, based on previous failures to form an agricultural cooperative, for example, inhibits the villagers' willingness to work together. An attitude that outside official structures are responsible for most dimensions of economic and social development further reduces their willingness to assume local responsibility. The inevitable experience of the Termine

residents living in the midst of this situation is a sense of powerlessness. Unless Termine can establish effective structures for corporate decision-making, the development of the community will continue to be un-focused and contradictory.

CONTRADICTION VI

Random Organisation of Physical Environment

The sixth contradiction discovered by the consultants has to do with the random organisation of the physical environment of Termine. This is an age in which communities are consciously arranging the comfort and appearance of public space and buildings so they are both functional and motivating. Many developing communities are also providing utilities and facilities to encourage commercial and industrial expansion. Termine, however, has not realised its potential as a uniquely attractive place to both live and work. The dangerous conditions of the roads and pathways isolates the population both from the outside world and from each other during the winter months. Termine business and industrial development has been hindered by inadequate facilities and services such as the limited water supply and the informal and time consuming building construction systems that continue to be used. The finding and preparing of a consultation room for the Commune doctor is a necessary preliminary for scheduled weekly clinic hours. Neglect of the school building and sports field together with the inadequacy of public gathering spaces inhibits the holding of community events, undermines public communication and limits recreational activities. Poor television reception and few cultural nodes cut the people off from interchange with the outside world. All of these factors lead to a feeling of isolation amongst the people, blocking their initiative as a community. As long as the people continue to accept the inadequacies of their environment the development of Termine will be hindered.

CONTRADICTION VII

Obsolete Methods of Agricultural Production

The seventh underlying contradiction determined by the consultants is in the arena of agricultural production methods. Around the world there is an increasing awareness of the beneficial possibilities to be found in collaborative agriculture using modern technological innovations. But to date the farmers of Termine cling to traditional methods. They still farm small scattered plots which by themselves are uneconomical and which taken together barely provide a subsistence living. The farmers do not share

machinery, e.g., milking machines, and in most cases the cost of purchasing such modern equipment individually is prohibitive. One of the consequences of this situation is that too many individuals are engaged in agriculture relative to the current ability of the land to produce. Almost all the land under cultivation is given over to fodder crops and small family vegetable plots. There is no irrigation system. It is commonly said that the near surface water provided by the existing wells is too little to make pumping feasible although the consult could find no evidence that this assumption had ever been actually tested. Because each family's land is divided into scattered plots, the expense of deep drilling to supply each plot would be prohibitive. This is a major factor in the low productivity of the land. A severely negative image of farming is present in the youth who have seen their parents work long, back-breaking hours in the fields. When the people of Termine find ways to work together using all the technological innovations suitable to their agricultural situation, the present subsistence level of agricultural production will double or triple.

CONTRADICTION VIII

Transient Residency of Village Population

The eighth contradiction confronting Termine has to do with the residency patterns of the village population. Many rural communities throughout the world are undertaking vigorous efforts to attract and hold permanent residents. Yet the patterns of residency in Termine are astonishingly transient. Nearly every weekend many of those who have moved to L'Aquila or Rome return to the village where they take part in the social life of Termine but play little role in its economic vitality. During the summer months, many migrate to farmhouses in the Cascina Valley. Six days a week many students in middle and upper schools, as well as a number of adults who work in nearby industry, travel outside the village leaving Termine virtually empty during the day. Because of the anticipated temporary return of relatives many houses have several questrooms well equipped but unused. Twenty years ago, plans were drawn up to expand the piazza by knocking down the walls of an adjoining abandoned courtyard. The plans were never carried out. To do so today would involve getting permission from several different families, only one of whom lives in Termine full time. Full-time year-around Termine residents are outnumbered several times over by those who still consider the village as their home, but who are seldom present to lend their support to effective development. All of these factors lend a sense of impermanence and incompleteness to the social fabric of the village. The result is a sense of inertia,

a feeling that the villagers are acting somewhat as caretakers for those who come only occasionally. Unless the people of Termine find ways to operate as responsible representatives for creative change of all those who are transient members of the village, development activity cannot go forward.

CONTRADICTION IX

Limited Reservoir of Practical Skills

The ninth contradiction has to do with the practical skills which are available in Termine. In an age when vocational training has made a wide range of modern technological skills available to any community, the reservoir of such practical skills in Termine is extremely limited. There is no local opportunity for vocational training. Those who leave the village for further academic or technical training rarely return to Termine and, if they do, can seldom find employment. In spite of the antiquity of the settlement there is little practice of safe mountain construction techniques. Traditional construction practices mean that houses and pathways are in need of almost constant repair. There are few medical skills in the village to deal with emergency situations or hygiene problems, leaving the community continually at risk. Inadequate techniques of animal care result in problems of health as well as in offensive odours and dirty paths. As a result of this limited reservoir of practical skills, people in Termine experience themselves as ill-equipped for basic development. Economic and social development in Termine will not take place until its people have acquired the practical skills they need for the task.

CONTRADICTION X

, Unprofitable Scope of Industrial Operations

The tenth contradiction identified by the consultants is rooted in the unprofitable scope of industrial operations in Termine. Following a century of rapid urban industrialisation around the world, many rural communities have started industrial operations on a small scale taking advantage of available local human and natural resources and providing an adequate economic base for the whole village. In Termine, however, the scope of such industrial operations is unprofitable. No factories or commercial operations have been established. For one thing, the infrastructure is extremely limited. Termine is served by only one paved road, winding its way through crowded villages and up a steep mountain. The nearest urban market is in L'Aquila, about 30 kilometers and 45 minutes away. Thus transportation costs for any industry are

high. Furthermore, agriculture and home production patterns are not geared toward reaching the greatest possible number of buyers. Each farm wife makes cheese by her own recipe and sells it directly to a few local consumers. Home production of clothing, woodwork or other items have not been exploited for market sales. There are, however, untapped skills and industrial possibilities in Termine, and the village would like to find a way to exploit them. At present, families are split as children and parents search for work outside the village. Perhaps the most frequently mentioned hope in Termine is that all villagers might return to a community which could provide sufficient earnings to sustain them. Until the people of Termine expand the scope of their industrial operations, this hope cannot be realised.

CONTRADICTION XI

Unperceived Relevance of Formal Education

The eleventh contradiction discerned by the consultants lies in the arena of the formal education available to the people of Termine. Around the world there is a growing agreement that education must prepare children, youth and adults to deal practically with the actual situations which confront them. Yet in Termine, the relevance of existing educational structures is not acknowledged and, indeed, seems not even to be perceived. A community preschool built several years ago but never opened, has been vandalised and stands today as a symbol of this contradiction. Although Termine has always been an agricultural village, local children are not given a realistic assessment of the impact of modern technology on farm productivity and, therefore, do not have a practical sense of the role of agriculture in the future of the community. High school students remark that their school lessons do not relate either to their cultural or employment needs, and school activities do not seem to have any practical application to their situation. People of Termine see few incentives for higher education, whether formal or informal. This situation is intensified by the fact that the standardised national curriculum allows little room for innovation in subject matter or teaching methods. As a result of this contradiction, the people of Termine experience themselves as inadequately prepared to meet the challenges of the urban world in which they live. When this sense of inadequacy is dealt with through relevant formal education, the people of Termine will be able to respond effectively and positively to the challenges of development in a changing world.

CONTRADICTION XII

Restricted Resources for Commercial Ventures

The twelfth contradiction discerned by the consultants is grounded in the restricted resources for commercial ventures in Termine. Any community, from the local to the national level, which wishes to enhance its economic development must retain its capital resources as long as possible. In Termine, however, the resources for commercial ventures are severely restricted. Local resources are being spent outside the community for goods and services not available in Termine. They are being paid to peddlers who sell within the village, but carry the money received out to their home and business communities. The lack of credit facilities, such as a savings and loan association, has blocked merchants from acquiring the capital equipment necessary for enlarging and diversifying their wares. Only one of the three stores in town has a refrigerator, for example. A further restriction on fulltime commercial activity in Termine revolves around the restrictions regarding employment of paid help at places of business. Legal work contracts in Italy require high taxes and high social welfare payments nearly equal to the wage itself. Also, the employer is required to pay six months severance pay to laid-off workers. All these factors contribute to the belief that economic activity is necessarily "hand to mouth" and make it unattractively risky to borrow development capital even if it were available. This occasions paralysis in thinking and planning for the future. When ways are found to expand the capital resources of Termine, the village will experience a marked increase in commercial activity.

CONTRADICTION XIII

Unsanitary Environment for Basic Health

The thirteenth arena of contradiction uncovered by the consultants has to do with the unsanitary environment for basic health in Termine. Around the world there is a growing awareness that preventive medical procedures are urgently needed to upgrade the physical energy levels of the people of developing communities, yet in Termine, although everyone desires to be healthy, there are certain traditional modes of behaviour that stand in the way. For example, sheep and cattle are kept in the lower levels of the houses and taken out each day to pasture. This results in animal waste in close proximity to humans both in the houses and on the village streets and pathways. Raw sewage is deposited in one large unfenced

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cesspool below the village, constituting a safety as well as a health menace to the children and animals. Rubbish collection is too infrequent, there are no strategically placed collection bins, with the result that some villagers simply throw their refuse over the side of the hill into a public dump, thus perpetuating another threat to public health. Until these sanitation problems are solved, the basic health of the people of Termine will remain at an unnecessarily low level, and the human energy needed for the development effort may simply not be available.

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 super-imposed 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 judgements 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, organised according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals, which articulated the major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represent strategic formulations of practical, yet inclusive, possibilities for the Termine community. Finally, the entire Consult, working as one body in plenary session, organised the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Termine.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of seventeen proposals referred to as "projects". They are organised under seven master proposals, which reflect decisional responses to major contradictions. The first two master proposals relate to the care of all the community's residents and call for expanding practical training and providing basic services. The next three master proposals call for enhancing the identity of Termine through heightening community spirit, encouraging village

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cohesion and reconstructing the physical design. The remaining two master proposals relate to the economic recovery of Termine and call for intensifying capital acquisition and fostering business vitality. These proposals do not indicate what to do. They point to the arenas within which decisions can be made about corporate action. The specific tactical activities which describe what to do, are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I INCLUSIVE CARE PROPOSALS		II TERMINE IDENTITY PROPOSALS			III ECONOMIC RECOVERY PROPOSALS	
A PRACTICAL TRAINING PROPOSAL	B BASIC SERVICES PROPOSAL	C COMMUNITY SPIRIT PROPOSAL	D VILLAGE COHESION PROPOSAL	E PHYSICAL DESIGN PROPOSAL	F CAPITAL ACQUISITION PROPOSAL	G BUSINESS VITALITY PROPOSAL
CHILDHOOD EDUCATION PROJECT 1	POPULAR TRANSPORTATION PROJECT 3	SYMBOLIC LIFE PROJECT 6	SOCIAL STRUCTURES PROJECT 8	PUBLIC BUILDINGS PROJECT 11	COMMERCIAL STIMULATION PROJECT 13	INDUSTRIAL DEVELOPMENT PROJECT 16
	HEALTH ACCESS PROJECT 4		CIVIC ORGANISATIONS PROJECT 9		OUTSIDE PROMOTION PROJECT 14	
VOCATIONAL SKILLS PROJECT 2	LOCAL SANITATION PROJECT 5	CIVIC EVENTS PROJECT 7	EXTERNAL RELATIONS PROJECT 10	COMMON UTILITIES PROJECT 12	FINANCIAL BASE PROJECT 15	AGRICULTURAL RENEWAL PROJECT 17

I

INCLUSIVE CARE PROPOSALS

One of the key elements in any community development effort is to ensure that the total well-being of each individual is cared for, in such a way that he can participate effectively in his society. In Termine, the Inclusive Care Proposals are designed to catalyse the effective engagement of the villagers in the life of their community. Two proposals will systematically enable this engagement. The Practical Training Proposal will make academic and vocational training opportunities available to all residents, so that they are not at a disadvantage when facing the demands of the modern, highly complex world. The Basic Services Proposal will guarantee that the modern developments of practical physical care are accessible to every resident.

A
PRACTICAL
TRAINING

Communities around the world and in particular small rural villages, are finding ways to prepare all their residents for effective engagement in the modern world, through a broad range of practical training designs. The Practical Training Proposal will accomplish these objectives through two projects. The Childhood Education Project will foster cultural development and offer supplementary educational experiences. It will also develop an appreciation for modern agriculture, and involve parents and teachers in a series of corporate activities, designed to enhance the quality and relevance of their children's learning. The Vocational Skills Project will offer training for youth and adults in business practices, agricultural methods, industrial skills and general leadership prowess.

B
BASIC
SERVICES

As the Twentieth Century world makes a sophisticated level of basic services both available and necessary to any community's development, Termine must find means of providing these benefits for all its citizens. The Basic Services Proposal will accomplish this end through three projects. The Popular Transport Project will increase the mobility of the residents of Termine by providing more public transport, procuring a community minibus and establishing a petrol station and repair shop in the community. The Health Access Project will upgrade the

physical well-being of the community by providing outpatient and emergency services and by offering health courses, including those necessary to train a local corps of para-medics. The Local Sanitation Project will serve as a major preventive factor to the same end, completing the sewer system, constructing sanitary animal care and slaughtering facilities and assuring regular garbage collection.

II

TERMINE IDENTITY PROPOSALS

The transitory nature of modern communities and the increasing drift of young people from the villages to urban complexes, has meant that the community's previous identity has been called into question. The Termine Identity Proposals will systematically rebuild the image of the village as a sociological entity having all the methods and resources needed for its citizens. The Community Spirit Proposal will provide the activities within the community which affirm the significance of the real situation of Termine. The Village Cohesion Proposal will provide the means whereby the citizens can organise themselves to work together to realise their corporate vision. The Physical Design Proposal will provide a physical environment that adequately meets the space and utility needs of the village.

One of the most critical factors in effective development efforts has to do with forging the community spirit necessary to sustain local people in the demanding work of recreating their social, economic and physical environment. The community Spirit Proposal will deal with this critical factor through two projects. The Symbolic Life Project will foster self-consciousness about Termine as an exciting community by publishing a calendar of regular community events, printing a local newspaper, decorating public areas and emphasising the significant heritage of the village. The Civic Events Project will enliven the public life of the community by organising village celebrations and work days for beautification tasks, by arranging for excursions to other communities and by bringing cultural events to Termine from the outside world.

Effective development requires that communities create a means for village cohesion to take place, so that all of the residents can work together for the realisation of their dreams. In

D
VILLAGE
COHESION

Termine, the Village Cohesion Proposal will achieve this end through three projects. The Social Structures Project will create formal means for the village to make practical decisions about its future by holding village meetings, organising citizens' committees to support various aspects of development, creating a development board and assigning public envoys to represent Termine throughout the region. The Civil Organisations Project will provide opportunities for the people of Termine to engage in development tasks, through an agricultural cooperative, a construction corps, an education committee and a wide variety of interest groups. The External Relations Project will make public and private assistance available to Termine, through enlisting the help of financial consultants, business professionals and agricultural experts and through developing a continuous process of locating and obtaining government resources.

E
PHYSICAL
DESIGN

Making the physical design of a village attractive influences both its external appearance and, more importantly, the motivity level of its residents. The Physical Design Proposal will deal with these values through two projects. The Public Buildings Project will make the community space of Termine more functional and more beautiful by widening the central piazza, creating a community centre, providing more complete recreational facilities and implementing renovation schemes for a number of community structures. The Common Utilities Project will make Termine a more comfortable place in which to live through completing the connections to all houses of the water supply, paving the roads and pathways and installing telephones and a television antenna for more adequate communication.

III

ECONOMIC RECOVERY PROPOSALS

Economic self-sufficiency has always been a prerequisite for effective community life. Although for generations agriculture has proven an adequate source of sustenance for countless villages like Termine, in the Twentieth Century this is no longer the case. The Economic Recovery Proposals are designed to re-establish Termine as a viable economic unit by means of two proposals. The Capital Acquisition Proposal will provide an injection of capital into the community to accelerate agricultural production and initiate industry and business. The Business Vitality Proposal will ensure that the entire economic

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recovery of the village happens rapidly and effectively.

Acquiring capital is critical in order to develop the self-sufficiency of a village, and enable it to viably compete with other markets. The Capital Acquisition Proposal will achieve this end through three projects. The Commercial Stimulation Project will encourage the circulation of money within the community by offering professional entertainment, initiating contract construction, developing the tourist trade and expanding retail sales within the village. The Outside Promotion Project will foster a positive image of Termine and its products by ensuring that a village trademark accompanies all marketed goods, orchestrating a marketing campaign, distributing publicity pamphlets and holding special events. The Financial Base Project will expand the amount of development capital available to the people of Termine by encouraging local investments, forming a credit association, establishing a development fund and soliciting government subsidies.

F

CAPITAL
ACQUISITION

A vigorous economic life must be established for any village to exist as a complete social unit. In Termine the Business Vitality Proposal will achieve this intent through two projects. The Industrial Development Project will provide new jobs for Termine residents as well as generate capital in the community through agricultural processing plants, a cheese factory, home industries and small manufacturing plants. The Agricultural Renewal Project will heighten agricultural production through a technical centre, environmental studies, demonstration plots, and modern technical information.

G

BUSINESS
VITALITY

I. INCLUSIVE CARE

A. Practical Training Proposal

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Plate 3A

1. CHILDHOOD EDUCATION PROJECT	1 Agricultural Images	changing prevailing negative attitudes
	2 Cultural Development	providing modern didactic tools
	3 Additional Learning	compensating formal curricular gaps
	4 Parent Participation	fostering parent-teacher interaction
2. VOCATIONAL SKILLS PROJECT	5 Business Practice	encouraging local commercial enterprises
	6 Farming Methods	adopting modern technological expertise
	7 Industrial Training	enlarging local employment opportunities
	8 Adult Education	assuring basic modern competences

I. INCLUSIVE CARE

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B. Basic Services Proposal

Plate 3B

3. POPULAR TRANSPORTATION PROJECT	9 Village Minibus	facilitating mobility between villages
	10 Vehicle Repair	reducing mechanical breakdown problems
	11 Petrol Station	providing local fuel resources
	12 Public Transport	increasing regular bus service
4: HEALTH ACCESS PROJECT	13 Out-patient clinic	encouraging competent medical services
	14 Emergency Contact	eliciting quick professional response
	15 Para-medical Training	ensuring local emergency treatment
	16 Health Course	teaching basic first aid
5. LCCAL SANITATION PROJECT	17 Sewage Treatment	eliminating disease-breeding waste
	18 Garbage Collection	establishing frequent refuse pickup
	19 Animal Care	building separate livestock housing
	20 Slaughter Facility	instituting sterile meat processing

II. TERMINE IDENTITY

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C. Community Spirit Proposal

Plate 3C

6. SYMBOLIC LIFE PROJECT	21 Events Calendar	posting communal activity dates
	22 Community Newspaper	sharing important local information
	23 Heritage Affirmation	forming identifying village story
	24 Symbolic Decor	displaying unifying community symbols
7. CIVIC EVENTS PROJECT	25 Village Celebrations	arranging periodic popular events
	26 Chartered Excursions	enabling outside recreational trips
	27 Cultural Events	augmenting village learning resources
	28 Beautification Days	creating attractive local environment

II. TERMINE IDENTITY

D. Village Cohesion Proposal

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Plate 3D

8. SOCIAL STRUCTURES PROJECT	29 Village Meetings	arranging decision making events
	30 Citizens Commission	establishing resident review group
	31 Development Board	rationalising rapid economic growth
	32 Public Envoys	assuring effective village voice
9. CIVIL ORGANISATIONS PROJECT	33 Agricultural Co-op	enlivening community farming practices
	34 Interest Groups	structuring specialised task forces
	35 Education Committee	fostering civic training involvement
	36 Construction Corps	encouraging team work opportunities
10. EXTERNAL RELATIONS PROJECT	37 Finance Consultants	ensuring adequate fiscal procedures
	38 Agriculture Experts	supplying modern technological aid
	39 Business Experts	collecting basic industrial advice
	40 Government Resource	channelling public sector services

II. TERMINE IDENTITY

E. PHYSICAL DESIGN PROPOSAL

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Plate 3E

11. PUBLIC BUILDINGS PROJECT	41 Central Piazza	designing focal village space
	42 Community Centre	maintaining adequate meeting places
	43 Sports Facilities	enhancing local recreation capacities
	44 Renovation Schemes	upgrading existing common facilities
12. UTILITIES EXPANSION PROJECT	45 Water Works	augmenting present water supply
	46 Paved Roads	enabling vehicular traffic mobility
	47 Village Pathways	easing pedestrian travel difficulties
	48 Interchange System	establishing accessible global links

III. ECONOMIC RECOVERY

ICA Consultants

F. Capital Acquisition Proposal

Plate 3F

13. COMMERCIAL STIMULATION PROJECT	49 Tourist Trade	utilising natural beauty resources
	50 Professional Shows	providing regular amusement services
	51 Local Contracting	developing indigenous basic industry
	52 Retail Sales	expanding appropriate retail services
14. OUTSIDE PROMOTION PROJECT	53 Village Trademark	creating visible excellence sign
	54 Marketing Campaign	raising regional consumer awareness
	55 Publicity Booklets	publishing effective printed material
	56 Special Events	attracting key official attention
15. FINANCIAL BASE PROJECT	57 Local Investments	maximising internal monetary supply
	58 Credit Association	underwriting usual business operations
	59 Development Fund	locating needed available capital
	60 Government Subsidies	enabling public finance provision

III. ECONOMIC RECOVERY

ICA Consultants

G. Business Vitality Proposal

Plate 3G

16. INDUSTRIAL DEVELOPMENT PROJECT	61 Agricultural Produce	marketing local food products
	62 Cheese Factory	starting pecorino making industry
	63 Small Manufacturing	exploiting available natural resources
	64 Home Crafts	employing traditional domestic skills
17. AGRICULTURAL RENEWAL PROJECT	65 Resident Advisors	engaging expert outside wisdom
	66 Environmental Study	describing major physical features
	67 Technical Data	introducing needed practical advice
	68 Demonstration Plots	renewing current farm technology

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

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

PROCESS

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

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is composed of four tactical arenas, seven paratactics, twenty three basic tactics and 174 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The nine paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion

when the sets of basic tactics are implemented in the community. The five tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Intensifying Village Economic Operations, consists of two paratactics and four basic tactics. It is the intent of the tactical arena to create the economic sustenance required by the residents of Termine, to optimise the use of the agricultural land, to intensify the livestock production and to provide the means for bringing people into the community to spend their funds in Termine. Providing confined space in wire cages will increase the chickens' egg production and decrease the time for fattening rabbits. Selection of hybrid strains of fodder seeds adapted to the particular soil will increase the production. Making boxes and labels for local products, as well as taking local products further toward retail sales will provide industrial ventures. The creation of a hotel, restaurant, tourist shop, guest rooms and camp sites will allow visitors to spend more money in Termine. Commercial enterprises that provide services to residents will keep money circulating within the community.

ARENA B

Tactical Arena B, Fostering Effective Interchange Systems; consists of two paratactics and six basic tactics. It is the intent of this arena to use the resources of the region and nation and promote the activities of this village, both within the village and in the larger community across the Abruzzo. The services of transportation, health care and legal aid will be drawn from the region with branch offices in Termine. Technical advice for business, agriculture, tourism and working equipment will be procured. The capital funds for initiation will be solicited from inside and outside the community. The village image will become known through visits, literature and a community logo. The newspaper, events calendar, announcement boards and bulletins are key for keeping Termine residents abreast of what is happening. A library room and technical assistance centre will provide reference materials.

Tactical Arena C, Implementing Local Engagement Means, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to train the whole community and to build motivity for engagement in the economic and social life of Termine. Comprehensive training will supplement childhood learning experiences and broaden both the adult and youth

ARENA C

practical and vocational skills. Social organisation provides the avenues for corporate decision-making, corporate celebrations and diversified interest groups. Trips, dramas and tutoring will enrich childhood instruction. Literacy, English, heritage, health and leadership methods classes will broaden adult education. Professional skills such as accounting, office management and teaching will be gained by the citizens. Vocational skills will be offered for youth and adults. Village consensus will be formed through assemblies, meetings and councils. Groups will come into being to provide neighbourhood care, work forces, cooperative efforts and to foster special interests. Festivals will provide the motivity for the activities. External visits will provide opportunities to tell the Termine story and to elicit outside support.

ARENA D

Tactical Arena D, Enhancing Termine Physical Environment, consists of one paratactic and five basic tactics. It is the intent of this tactical arena to create momentum in the community by beautifying, maintaining and building public works and facilities. The community's appearance will be altered with signs, displays, murals, lights and a flag. The central piazza will be expanded to include the sports field and existing vacant space. Animal shelters will be built. Derelict public buildings will be recaptured as community gathering places. The sewage system will be extended and made effective. Transportation throughout Termine will be improved with paved roads, footpaths and stairs. The village will be maintained and kept sanitary through the municipal dump and a garbage collection system.

TACTICAL ARENA B: Fostering Effective Interchange Systems

Paratactic II: External Support

External support of the village by the region and nation will strengthen the economic base and provide people trained in community skills. Use of regional services will improve health care and diminish isolation for those without their own transportation. Resources for developing farming and businesses will create a stable economic foundation. Efficient use of capital funds and investments will give Termine residents more economic potential than they can presently acquire.

Tactic 3: Delivering Available Regional Services

13 In order to provide basic care for the people of
14 Termine, available regional services will be deli-
15 vered. The commercial bus service between L'Aquila
16 and Termine will be made more frequent and the fares
17 reduced. Neighbourhood bussing will be run using a
18 minibus to fill the gaps in the commercial service
19 and provide transportation for groups. A carpool
20 schedule will be set up allowing car owners to share
21 their resources with people who do not own cars for
22 work, travel and journeys not easily made by bus.
An ambulatory clinic will be established with the
services of a doctor available twice weekly. A
medical dispensary will be located in the ambulatory
clinic for both prescription and non-prescription
drugs. Fluoridated water will be supplied to all
homes. Legal assistance will be instituted with
law firms in L'Aquila and final year law students
providing staffing. Health records will be brought
up to date for the whole village. Preventive
screening will be carried out for diseases common
to this area. Landholding records will be created
of the Termine lands and made available to all
farmers who have ownership disputes.

Tactic 4: Providing Global Development Resources

23 In order to undergird the economic and social life
24 of Termine, global development resources will be
25 procured. Business advice will be secured concern-
ing the practical running of small commercial enter-
prises. Agricultural expertise in modern techniques
of crop farming and animal improvement will be made

TACTICAL ARENA A: Intensifying Village Economic Operations

Paratactic I: Agricultural Base

The agricultural base will be broadened in Termine for more efficient use of the vast quantity of land available. Profitable market livestock will be raised using cross-breeding and compact animal shelters. High quality plant crops will be produced through introduction of new seed varieties, crop growing methods and adaptation of seeds to the soil and water levels.

Tactic 1: Raising Profitable Market Livestock

Subtactics In order to intensify the agricultural base of Termine, profitable market livestock will be

- 1 raised. Chicken production will be established on a large scale with battery hens raised in small
- 2 cages, laying two eggs per day. A pig farm will be started with 200 pigs expanding to 800. Calf
- 3 feeding will be continued for 140-150 days and to a weight of 50-60 kilos before sale. Lamb upgra-
- 4 ding will be instituted by cross-breeding wool ewes to mutton rams. Meat rabbits will be raised in a
- 5 brooding enterprise composed of 60 rabbits in groupings of six to a run in raised hutches of wire
- 6 netting. Beef-dairy cross-breeding will be facilitated by inseminating dairy cows with beef strain

semen.

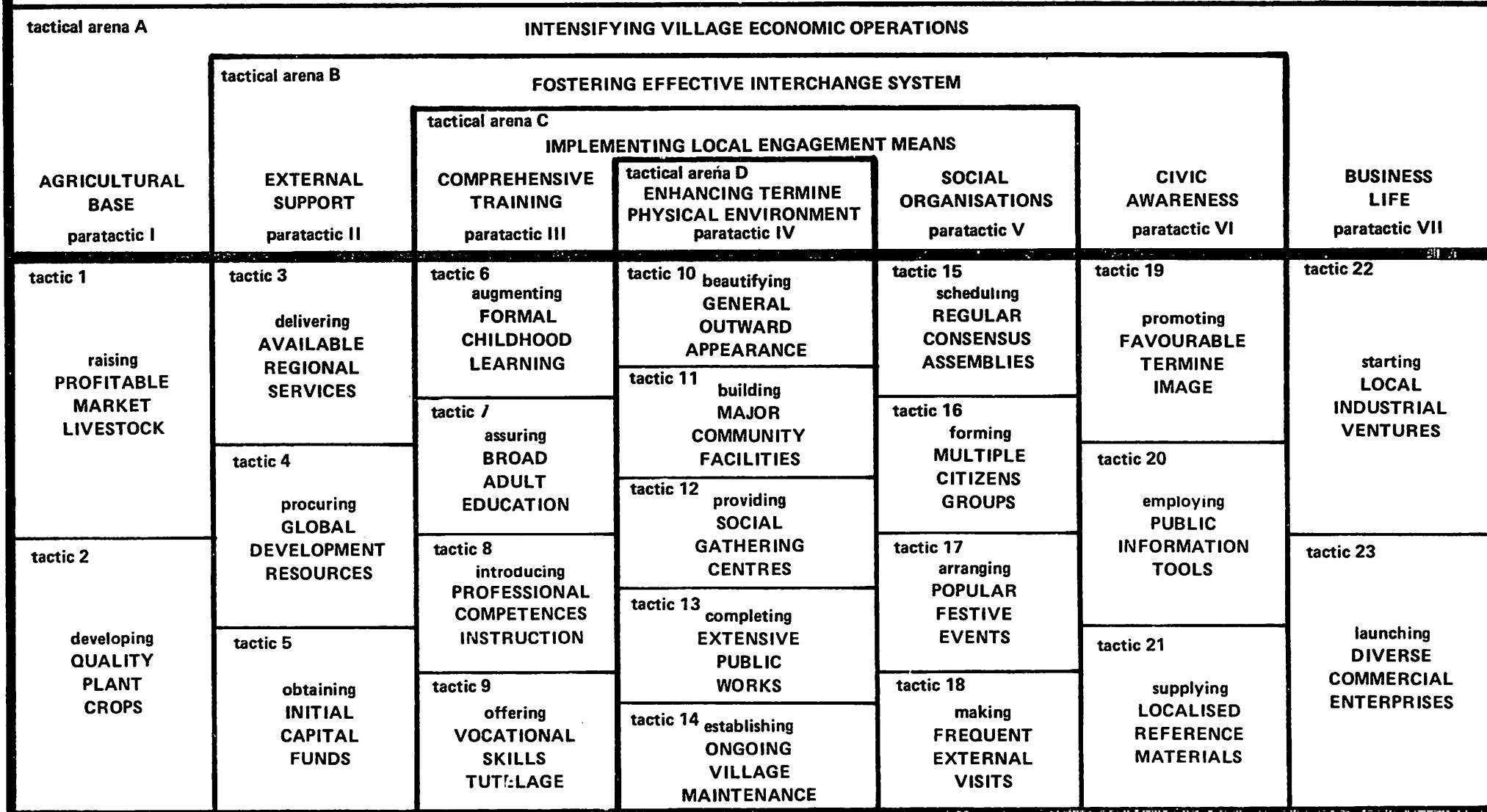
Tactic 2: Developing Quality Plant Crops

- 7 In order to increase the quantity and nutritional value of livestock food, quality plant crops will
- 8 be developed. Fodder varieties will be introduced including alfalfa and clover strains. Crop experi-
- 9 mentation will be initiated, locating those most suitable for the altitude and soil of these valleys.
- 10 Soil analysis will be conducted. Rotation schemes will be utilised in both the valleys and the moun-
- 11 tains in crop planting. Irrigation development will be fostered following the initial experiments.
- 12 Fodder methods will be improved, including light raking, thinning and double application of mineral fertilisers.

TACTICAL SYSTEMS CHART

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Plate 4



26 available both to individual farmers and also to
groups through the media of a Farmers' Forum.
Tourism techniques will be obtained for establishing
a profitable industry. Educational equipment will
27 be provided for the preschool and all the planned
extra-curricular activities of the village. A nine-
passenger diesel community minibus will be acquired
28 for general use. Recreational equipment will be col-
lected for the sports, dance, crafts and other groups.

Tactic 5: Obtaining Initial Capital Funds

29 In order to secure the financial base of Termine's
economic enterprises, initial capital will be obtai-
ned. Available capital will be solicited in the form
of grants, gifts and loans from private and public
sectors across Italian society. Investment schemes
30 will be created by obtaining low interest private
and government loans for initiating agricultural
and commercial ventures, grants for particular pro-
jects from public and private sources, selling
31 stock in local companies to workers. A credit union
will be organised giving legal advice and offering
experience in the handling of money. Designated
32 funds will be found from regional and national govern-
ments and corporations for particular village improve-
ments while methods of acquiring these funds will be
made known to all the local residents. A savings
33 plan will be instituted for the benefit of villagers
needing to purchase their homes or make improvements.
A loan scheme will be started for major cash needs
34 with a flexible plan for repayment taking into
account the fluctuation of cash available to sea-
sonal workers.

TACTICAL ARENA C: Implementing Local Engagement Means

Paratactic III: Comprehensive Training

The people of Termine will receive comprehensive training for effective engagement in the economic and social life of the community. A childhood learning scheme will supplement formal education through youth and child programmes and a school for those under six years of age. Adult education will broaden language skills, heritage recovery and basic health practices. Competences instruction will build the skills to staff the commercial life. Skills tutelage will ensure that youth have

opportunities to prepare for economic engagement and that the work forces are skilled in up to date methods.

Tactic 6: Augmenting Formal Childhood Learning

35 In order to train all the children of Termine in a
comprehensive fashion, formal childhood learning will
36 be augmented. Under-six education will be provided
in imaginal, practical, rational and basic curriculum
arenas in a local facility. Luncheon services will
37 be supplied for preschool and elementary children in
the preschool facility. A tutoring service will be
38 set up after school for elementary children to be
instructed by older youth. Teacher recruitment will
be organised, enlisting volunteers for the preschool
39 lunch services and tutoring service. Student dramas
will be performed by the youth and elementary age
40 children. Scholastic trips will be conducted with
visits throughout Italy, concentrating on national
identity and culture.

Tactic 7: Assuring Informal Adult Education

41 In order to equip the citizens of Termine for full
engagement, broad adult education will be assured.
42 Literacy training will be undertaken in the basic
elements of reading and writing in Italian. A
43 heritage course will be offered monthly on local,
national and cultural traditions. Domestic crafts
will be demonstrated in weaving, cooking and painting.
44 Leadership methods will be demonstrated in laboratory
situations, creating common plans. Study techniques
45 will be infused relating reading data to life experi-
ences through a fortnightly event. Dental hygiene will
46 be taught through a series of demonstrations and
imaginal literature. English classes will be organi-
47 sed, equipping adults for trips to various parts of
the world. Nutrition education will be given by the
48 volunteers in the pre and elementary school lunch
programme and in literature posted on the bulletin
49 board. Preventive health literature will be distri-
50 buted at the ambulatory clinic and through the schools.
Global exposure will be organised through films,
guest speakers and touring visitors.

Tactic 8: Introducing Professional Competences Instruction

51 In order to staff the educational activities, as
well as the business and service centres, profes-
sional competence instruction will be introduced.
Teacher training will be held for those needing to
52 be skilled in leading workshops and teaching various
community classes. Teacher assistants will be
enlisted as volunteers in the preschool, town
meeting leadership and in after-school activities.
53 A secretarial course will be taught including typing,
shorthand and filing. Business management will be
initiated for Termine shopkeepers in accounting;
54 inventory control, costing, scheduling and general
management techniques. Training in para-profes-
sional skills will be offered to volunteers, in
55 emergency first-aid, methods in running the ambula-
tory clinic, and in legal assistance to aid in
obtaining governmental permissions.

Tactic 9: Offering Vocational Skills Tutelage

56 In order to train the residents of Termine with the
tools to work in the various industries and commer-
cial enterprises, vocational skills tutelage will
be offered. Structured apprenticeships to local
57 farmers, teachers and craftsmen will be made avail-
able with added instruction from regional experts.
Work experiences will be provided for village youth
working under a local master builder doing village
58 repairs such as pathway construction. Skills cour-
ses will be organised in which the village adults
teach the youth weaving, painting, sewing, wood-
59 working and other skills. Agriculture courses will
be offered in Termine where farmers can learn new
methods of farming from regional and national experts.
60 Construction methods will be demonstrated and local
tradesmen will be assisted to obtain a proper lic-
ense.

TACTICAL ARENA D: Enhancing Termine Physical Environment

Paratactic IV: Physical Environment

The citizens of Termine will transform the physical environment of the village. The outward appearance of the village will be beautified through lighting, signs, art forms, community

symbols and children's space. The community facilities built will include a central node in the piazza, facilities for livestock industries and a place for tourist vehicles. The stabilisation of gathering centres will ensure that there is public space, as in the renovation of the preschool for multi-purpose use and the creation of entertainment nodes. Public works will expand pedestrian and vehicle roadways, water and sewage systems and public communication links. Village maintenance will keep the community in a sanitary and aesthetically pleasing condition.

Tactic 10: Beautifying General Outward Appearance

In order to transform dramatically the physical environment of Termine the general outward appearance will be beautified. Street signs will be
61 embossed on walls or stakes in prominent places for
the principal roads and paths. Welcome signs will
62 be erected at the two entrances to the village
heralding visitors from the L'Aquila and Cascina
63 directions. Shrub landscaping will improve the
village paths. Corner mirrors will be set up at
64 sharp road bends. A large chiming clock will be
65 installed in the church tower. Public displays
will be arranged at the community centre and appro-
66 priate popular spots in the village, showing photo-
67 graphs and global artifacts. A massive mural will
be painted, depicting the symbols of Termine's
68 great past and future. A community flag will be
flown from the village flagpole, the flag will be
69 designed at the Town Meeting and made by the Women's
Institute. Street lights will be installed at the
70 necessary points to complete the entire village
71 lighting scheme. Sports spaces will be established
on the athletic field, especially for smaller
children. Playground equipment will be obtained for
a more adequate children's play space on the field.

Tactic 11: Distributing Major Community Facilities

In order that necessary structures which will be
72 used by many of the people become available, major
community facilities will be built. A car park
73 will be situated appropriately at the Northeast
end of the piazza area. Animal shelter will be
constructed with 100 stalls for animals now housed
74 on the ground floors of homes. A field house will
be built in the vicinity of the sports field for

75 storing sports equipment and providing space for
athletes to change. Public toilets will be installed
76 as part of the field house. The existing central
piazza will be enlarged by removing the existing
77 walls surrounding the vacant plot of land, cobble-
stoning and landscaping. A calf-weaning stable
78 will be erected, housing calves up to 50-60 kilos.
Confined animal coops with wire mesh floors will
be built with separate units for the raising of
chickens and rabbits.

Tactic 12: Providing Social Gathering Centres

79 In order for the residents of Termine to build
cohesiveness, social gathering centres will be pro-
vided. Centre renovation will be accomplished by
80 community work forces, transforming the abandoned
preschool into a facility for multiple community
use. An Elders Centre will be established. Bi-
81 weekly local cinema shows will be organised at a
community centre. An entertainment stage will be
built of a mobile design for use in various sections
82 of the village for such things as community festivals
and dramas.

Tactic 13: Completing Extensive Public Works

83 In order that basic public utilities be available
and commonly distributed over the whole village,
84 extensive public works will be completed. The Cas-
cina road will be paved from Termine through the
Cascina plain. Artesian wells will be located and
85 dug out in the valley areas and used by the various
stable, slaughterhouse and tourist businesses. An
86 irrigation system will be set up, following a water
feasibility study. A municipal dump will be estab-
87 lished at a distance from the village. Public tele-
88 phones will be installed in the piazza, in Cascina
and in the ambulatory clinic. A cesspool fence will
89 be built of child and animal proof materials. Sew-
age treatment will be expanded with the enlargement
90 of the present cesspool and the planned shift to
septic tanks treatment system. Sewerage hook-ups
91 for all homes will be made to the main sewerage
pipe. Pedestrian footpaths will be constructed by
92 the work force on community construction days,
followed by a victory celebration. A model pathway

will be laid from the piazza area to the upper road.
93 Retaining walls will be created from the piles of
rocks along the paths and concrete poured in layers.
94 A middle road will be surfaced for motor vehicles,
which will include extending the present upper road
95 to the northeast. A water study will be undertaken
in the three valleys. A television antenna will
96 be erected sufficiently high on the north mountain
to receive signals from Rome stations.

Tactic 14: Establishing Ongoing Village Maintenance

In order to ensure the overall cleanliness and sani-
97 tary conditions of Termine, ongoing village mainte-
nance will be established. Preschool upkeep will be
scheduled as part of the daily activities of those
using the facility and as a task of the youth action
98 corps. Garbage pickup will be expanded by placing
containers in accessible places and through holding
the comunè accountable for its task of pickup.
Cleanup days will be arranged for general village
99 beautification and facilitated by the use of comune
trucks and other equipment.

TACTICAL ARENA C: Implementing Local Engagement Means

Paratactic V: Social Organisation

Social organisations will be established by the residents of
Termine to release the most effective participation in village
life. Consensus assemblies will provide means to authentically
participate in corporate decision-making. Citizens groups will
allow people with like interests to work together for the common
good of Termine. Festive events will celebrate the life of the
community and encourage the residents to engage in more corpo-
rate endeavours. External visits will elicit the support of
the nation and allow residents to tell the story of Termine's
new development.

Tactic 15: Scheduling Regular Consensus Assemblies

In order to release the citizens of Termine to par-
100 ticipate authentically in village decision making,
regular consensus assemblies will be scheduled. A
community congress will be held every three months

101 with reports on activities of the community, recom-
mendations for new directions and victory celebra-
tions. A community council will be set up composed
of representatives from various activity groups and
will coordinate the village redevelopment. A farm-
102 er's forum will be organised of farmers of the three
valleys to discern the most viable methods of colla-
boration. Town meetings will be held in Termine as
a way for the entire village to participate in the
103 consensus stated in the Consult document and refine
the particulars of the quarterly plan.

Tactic 16: Forming Multiple Citizens Groups

In order to engage the residents of Termine in struc-
104 tures that release their expenditure in community
projects, multiple citizens groups will be formed.
A carpool association will be instituted with pre-
105 sent drivers taking passengers into L'Aquila and
nearby villages. A cooperative committee will be
106 set up to coordinate the activities of the village.
A festivals commission will be formed with the job
107 of planning the diverse community-wide events such
as Saint Vincent's Day and Ferragosto Day. Care
108 structures will be established in each of the five
stakes for particular individual assistance. Pro-
109 ject receptionists will be prepared to greet and
elicit the assistance of former residents and rela-
110 tives of residents in order that they might contri-
bute to Termine's development. Agricultural colla-
111 boration will be structured for common land manage-
ment, common herd care and common arrangement for
112 use and rental of equipment. Parent-teacher groups
will be arranged for the improvement of childhood
113 education. A women's institute will be created,
engaging women in the training programmes of the
114 village and indicating the roles they can best play
in the village work. A community band will be orga-
nised and will play at community events. A work
115 force will be instituted for workdays in general
village maintenance.

Tactic 17: Arranging Popular Festive Events

116 In order to motivate the community by releasing its
creativity in celebration, popular festive events
will be arranged. A village fair will be established

117 as an annual spring event displaying the quality and
118 variety of Termine livestock and products. Victory
119 celebrations will be orchestrated upon completion
120 of various aspects of the project. Film festivals
121 will be set up by the parent-teachers group on an
122 annual schedule. Folklore competitions will be
123 organised with entries from all the villages of the
124 communè. An arts festival will be run every summer
125 with works of local and professional artists on dis-
126 play in the piazza area. Country picnics will be
127 held in the mountain area including displays, pag-
eants, fireworks and outdoor cooking. Religious
celebrations will be scheduled as community events
of processing and feasting. Saint Vincent's Day will
be observed on the weekend following June 13 with a
celebration of the past and the future in honour of
the patron saint of this village. Ferrogosto Day
will be marked on August 15 with guests from across
the region joining the village. School festivals
will be sponsored by the parent-teacher group. Cul-
tural excursions will be coordinated monthly to places
of interest throughout Italy. School pageants will
be dramatised quarterly during the school year.

Tactic 18: Making Frequent External Visits

128 In order to allow the activities and events in Ter-
129 mine to be known across Italy, frequent external
130 visits will be made. Supporting agents will be seen
131 with requests for technical assistance, goods, ser-
132 vices and funds. International trips to similar
133 development projects outside Italy will be made to
carry greetings and local project wisdom. Leader-
ship will be provided by Termine citizens in helping
forum set-up in nearby villages beginning with vil-
lages in L'Aquila province, then spreading across
the Abruzzo region. Historical sites will be visited
allowing Termine to be seen in the perspective of
all of Italy. Government liaison will be created
through visits to comune, regional, provincial and
national offices. Fact-finding trips will be taken
to other villages and industrial plants.

TACTICAL ARENA B: Fostering Effective Interchange Systems

Paratactic VI: Civic Awareness

Increased civic awareness in Termine will enable the community to work as an integrated unit for the improvement of its social and economic life. A favourable Termine image will inform potential supporters of the value of locally produced goods. Public information tools will make available necessary data on employment, farming methods and ongoing social activities. Localised reference materials will provide comprehensive information for improvements in agricultural and technical management.

Tactic 19: Promoting Favourable Termine Image

In order to increase the tourist trade and gain support for village improvements, a favourable Termine image will be promoted. Important officials will be invited to visit Termine and view the work in progress. A Termine logo will be created and placed on high-quality goods made in the village and destined for outside markets. Special events will be planned including slide shows of Termine's development, displays of local goods and village tours to other communities, potential customers and contributors. An advertising campaign will be undertaken through local and national newspapers, radio and television. A promotion brochure will be published containing information on past and present attractions in the village.

Tactic 20: Employing Public Information Tools

In order to keep Termine residents abreast of cultural events and work opportunities within the community, public information tools will be employed. A community newspaper entitled "Il Risorgimento di Termine" will be printed fortnightly and distributed through a community visiting system. A village calendar will be compiled and published as a detachable insert in the newspaper. Loudspeaker announcements will be used in more remote parts of the village and for people in Cascina. A glass-covered bulletin board will be erected in the piazza. The Termine story will be written by members of the elders' centre including personal reminiscences, folklore and the socio-economic history of this part of the

144 Abruzzo. A community map will be drawn showing land
145 use and village landmarks, and a street plan will be
146 used in the council room and community centres decor
147 scheme, it will be distributed in reduced form to all
148 residents. An ex-residents' mailing will be sent,
149 enclosing the community newspaper and other informa-
150 tion. A labour bulletin will be published with
information concerning available local employment and
pertinent business details. A songbook will be pro-
duced of traditional local songs and new lyrics. His-
torical pageants will be written and performed by
Termine residents. Agricultural bulletins on special
local needs and opportunities, and current market
prices will be determined and placed on the bulletin
board. Employment options will be posted in the
community centre acquainting citizens of opportuni-
ties both within and outside of Termine.

Tactic 21: Supplying Localised Reference Materials

151 In order to gain access to the wealth of data avail-
152 able to Termine citizens, localised reference mate-
153 rials will be supplied. A mobile library will be
established in a room of the community centre, with
basic reference books contributed by supporting
agents and books from government sources. An agri-
cultural office will be instituted where facts about
the agricultural resources of the three valleys and
data on agricultural improvement can be organised and
stored. A technical centre will be procured where
agricultural tools and information and government
personnel will be available for consultation.

TACTICAL ARENA A: Intensifying Village Economic Operations

Paratactic VII: Business Life

Business life expansion in Termine will create a more powerful economic life in the community. Local industrial ventures will operate, increasing the number of jobs and involving Termine in a larger part of the production process. Diverse commercial enterprises will work in arenas such as tourism which brings money into the community, and services which allow the buying power of the people to remain within the community.

Tactic 22: Starting Local Industrial Ventures

In order to expand the number of jobs available,
154 local industrial ventures will be started. Meat
155 production will be initiated with a wholesale outlet
156 for beef, pork and mutton. A printing company will
157 be started to publish labels for local products, the
158 community newspaper and other community publications.
159 Home knitting will be set up producing woolen items
160 on five knitting machines and a cottage industry will
create embroidered goods. Woodworking will be estab-
lished producing doors, window sashes and simple fur-
niture. Herb processing will be initiated with the
gathering, drying and packaging of native herbs like
gensiance, atled, bedrilla and sembuco. Box production
will be run providing small boxes for local products.
A slaughterhouse will be operated in the third valley
for slaughtering 350 lambs, 100 pigs and 5,000 chickens
per year.

Tactic 23: Launching Diverse Commercial Enterprises

In order to increase the flow of capital into the
community of Termine, diverse commercial enterprises
161 will be launched. A tourist hotel will be operated
162 in Cascina with a restaurant and tourist shop. A
163 tourist shop will be managed in the hotel offering
such things as film, postcards and locally produced
164 food, craft work and knitted items. A local restau-
165 rant will be opened on the piazza serving special
166 Termine dishes. A licensed local bar with an expresso
167 coffee machine will be operated on the piazza. A
168 construction company will be established for building
169 the necessary facilities in Termine and in nearby
170 villages. Bulk buying will be set up for purchasing
such things as animal feed, fertilisers and food
commodities. Cheese marketing will be accomplished
by making uniform the cottage-industry based cheese
products and systemising the present buyers. A
filling station will be operated selling petrol,
kerosene and diesel. A repair shop will be run in
connection with the filling station capable of ser-
vicing the 50 cars in Termine. A commercial bakery
will be started, supplying the bread for the retail
stores in Termine on a daily basis. A mailorder
store will be opened where residents can place or-
ders for a wide variety of goods. Camping sites

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will be established in the mountains. Guest rooms
171 will be organised in the homes of farmers where
172 tourists can be housed and enjoy a meal each day
173 with a farm family. Buildingblock production will
174 be carried out in the village, using local natural
materials.

INTENSIFYING VILLAGE ECONOMIC OPERATIONS

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Plate 4A

paratactic I

Agricultural Base

paratactic VII

Participation Designs

tactic 1: Market Livestock

- 1 Chicken Production
- 2 Pig Farm
- 3 Calf Feeding
- 4 Lamb Upgrading
- 5 Meat Rabbits
- 6 Beef-Dairy Crossbreeding

tactic 22: Industrial Ventures

- 154 Meat Production
- 155 Printing Company
- 156 Home Knitting
- 157 Wood Working
- 158 Herb Processing
- 159 Box Production
- 160 Slaughter House

tactic 2: Plant Crops

- 7 Fodder Varieties
- 8 Crop Experimentation
- 9 Soil Analysis
- 10 Rotation Schemes
- 11 Irrigation Development
- 12 Fodder Methods

tactic 23: Commercial Enterprises

- 161 Hotel Facility
- 162 Tourist Shop
- 163 Local Restaurant
- 164 Village Bar
- 165 Construction Company
- 166 Bulk Buying
- 167 Cheese Marketing
- 168 Filling Station
- 169 Repair Shop
- 170 Commercial Bakery
- 171 Mailorder Store
- 172 Camp Sites
- 173 Guest Rooms
- 174 Buildingblock Production

FOSTERING EFFECTIVE INTERCHANGE SYSTEMS

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Plate 4B

paratactic II

EXTERNAL SUPPORT

paratactic VI

CIVIC AWARENESS

tactic 3: Regional Services

- 13 Commercial Bus
- 14 Neighbourhood Bussing
- 15 Carpool Schedule
- 16 Ambulatory Clinic
- 17 Medical Dispensary
- 18 Fluoridated Water
- 19 Legal Assistance
- 20 Health Records
- 21 Preventive Screening
- 22 Landholding Records

tactic 19: Termine Image

- 134 Important Officials
- 135 Termine Logo
- 136 Special Events
- 137 Advertising Campaign
- 138 Promotion Brochure

tactic 4: Development Resources

- 23 Business Advice
- 24 Agricultural Expertise
- 25 Tourism Techniques
- 26 Educational Equipment
- 27 Community Minibus
- 28 Recreational Equipment

tactic 20: Information Tools

- 139 Community Newspaper
- 140 Village Calendar
- 141 Loudspeaker Announcements
- 142 Bulletin Board
- 143 Termine Story
- 144 Community Map
- 145 Ex-residents Mailing
- 146 Labour Bulletin
- 147 Song Book
- 148 Historical Pagents
- 149 Agricultural Bulletins
- 150 Employment Options

tactic 5: Capital Funds

- 29 Available Capital
- 30 Investment Scheme
- 31 Credit Union
- 32 Designated Funds
- 33 Savings Plan
- 34 Loan Schemes

tactic 21: Reference Materials

- 151 Mobile Library
- 152 Agriculture Office
- 153 Technical Centre

IMPLEMENTING LOCAL ENGAGEMENT MEANS

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Plate 4C

paratactic III Comprehensive Training	paratactic V Social Organisation
tactic 6: Childhood Learning	tactic 15: Consensus Assemblies
35 Under-six Education 36 Luncheon Services 37 Tutoring Service 38 Teacher Recruitment 39 Scholastic Trips 40 Student Dramas	100 Community Congress 101 Community Council 102 Farmer's Forum 103 Town Meeting
tactic 7: Adult Education	tactic 16: Citizen's Group
41 Literacy Training 42 Heritage Course 43 Domestic Crafts 44 Leadership Methods 45 Study Techniques. 46 Dental Hygiene 47 English Classes 48 Nutrition Education 49 Preventive Health 50 Global Exposure	104 Carpool Association 105 Cooperative Committee 106 Festivals Commissions 107 Care Structures 108 Project Receptionists 109 Agriculture Collaboration 110 Parent-Teacher Group 111 Women's Institute 112 Community Band 113 Action Corps 114 Youth Club 115 Work Force
tactic 8: Competence Instruction	tactic 17: Festive Events
51 Teacher Training 52 Teacher Assistants 53 Secretarial Course 54 Business Management 55 Paraprofessional Skills	116 Village Fair 117 Victory Celebrations 118 Film Festivals 119 Folklore Competition 120 Arts Festival 121 Country Picnics 122 Religious Celebrations 123 Saint Vincent's Day 124 Ferragosto Day 125 School Festivals 126 Cultural Excursions 127 School Pageant
tactic 9: Skills Tutelage	tactic 18: External Visits
56 Structured Apprenticeships 57 Work Experience 58 Skills Courses 59 Agricultural Courses 60 Construction Methods	128 Supporting Agents 129 International Trips 130 Forum Setup 131 Historical Sites 132 Government Liaison 133 Fact-finding Trips

ENHANCING TERMINE'S PHYSICAL ENVIRONMENT

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Plate 4D

paratactic IV

PHYSICAL ENVIRONMENT

tactic 10:

OUTWARD APPEARANCE

- 61 Street Signs
- 62 Welcome Signs
- 63 Shrub Landscaping
- 64 Corner Mirrors
- 65 Chiming Clock
- 66 Public Displays
- 67 Massive Mural
- 68 Community Flag
- 69 Street Lights
- 70 Sports Space
- 71 Playground Equipment

tactic 11:

COMMUNITY FACILITIES

- 72 Car Park
- 73 Animal Shelter
- 74 Field House
- 75 Central Piazza
- 76 Public Toilet
- 77 Calf-weaning Stable
- 78 Animal Coops

tactic 12:

GATHERING CENTRES

- 79 Centre Renovation
- 80 Elders Centre
- 81 Local Cinema
- 82 Entertainment Stage

tactic 13:

PUBLIC WORKS

- 83 Cascina Road
- 84 Artesian Wells
- 85 Irrigation Systems
- 86 Municipal Dump
- 87 Public Telephones
- 88 Cesspool Fence
- 89 Sewage Treatment
- 90 Sewerage Connections
- 91 Pedestrian Footpaths
- 92 Model Pathway
- 93 Retaining Walls
- 94 Middle Road
- 95 Water Study
- 96 TV Antenna

tactic 14:

VILLAGE MAINTENANCE

- 97 Preschool Upkeep
- 98 Garbage Pickup
- 99 Cleanup Days

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

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

PROCESS

The creation of Actuating Programmes first involves organising the large body of subtactics into rational programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to inclusiveness and focus. Certain values are held throughout the process of organising the programmes: their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programmes is the first step in Project actuation for they define the arenas and organise the tactics for concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programmes of the Termine Human Development Project shown on Plates 5 and 5A are 14 in number. Five of these are related to the economic development of Termine - three to the development of commerce and industry and two to the intensification of agriculture. The business programmes include a Light Industry Complex, Mountain Tourism Corporation and Commercial Expansion Association. The two relating to agriculture are the Crops Development Station and Domestic Animal Enterprise. The second major programmatic division has to do with undergirding the corporate well-being of Termine. The four programmes in this arena are the

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Termine Identity Project, the Youth Action Force, the Village Restoration Corps and the Civic Construction Combine. The third group of five programmes relates to the providing of social well-being in Termine. Two of the five relate to education and three have to do with access to resources. The education arena includes an Adult Education Academy and a Children's Learning Institute. The programmes to provide access to resources are the Health Delivery System, Public Services Centre and Technical Assistance Office.

A more detailed description of each of the 14 Actuating Programmes follows. These summaries are not intended to fully lay out the programmes, but to indicate the general focus of each, the relationships among the programmes, and the relationship between each programme and the whole Project. Each summary is composed of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total Project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the Programme. This is in no way a specific effort to do the Timelined Implementaries of the subtactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the Programme. Accompanying each summary is a four-year cost projection (Plates 5B-0).

SUMMARIES

THE FOURTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Termine

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Plate 5

ONE TOWARD THE ECONOMIC WELL-BEING OF TERMINE		TWO TOWARD THE CORPORATE WELL-BEING OF TERMINE C	THREE TOWARD THE SOCIAL WELL-BEING OF TERMINE	
BUSINESS DEVELOPMENT A	AGRICULTURAL EXTENSION B		EDUCATIONAL EXPANSION D	RESOURCES ACCESS E
LIGHT INDUSTRY COMPLEX I	CROPS DEVELOPMENT STATION IV	TERMINE IDENTITY PROJECT VI	ADULT EDUCATION ACADEMY X	HEALTH DELIVERY SYSTEM XII
MOUNTAIN TOURISM CORPORATION II		YOUTH ACTION FORCE VII		PUBLIC SERVICES CENTRE XIII
COMMERCIAL EXPANSION ASSOCIATION III	DOMESTIC ANIMAL ENTERPRISE V	VILLAGE RESTORATION CORPS VIII	CHILDREN'S LEARNING INSTITUTE XI	TECHNICAL ASSISTANCE OFFICE XIV
		CIVIC CONSTRUCTION COMBINE IX		

THE FOURTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformation in Termine

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Plate 5a

ONE TOWARD THE ECONOMIC WELL-BEING OF TERMINE		TWO TOWARD THE CORPORATE WELL-BEING OF TERMINE		THREE TOWARD THE SOCIAL TERMINE					
BUSINESS DEVELOPMENT A		AGRICULTURAL EXTENSION B		C		EDUCATIONAL EXPANSION D		RESOURCES ACCESS E	
I LIGHT INDUSTRY COMPLEX	1	CROPS DEVELOPMENT STATION	13	VI TERMINE IDENTITY PROJECT	21	ADULT EDUCATION ACADEMY	37	XII HEALTH DELIVERY SYSTEM	45
	2		14		22		38		46
	3		15		23		39		47
	4		16		24		40		48
II MOUNTAIN TOURISM CORPORATION	5	IV	17	VII YOUTH ACTION FOURCE	25	X	41	XIII PUBLIC SERVICES CENTRE	49
	6		18		26		42		50
	7		19		27		43		51
	8		20		28		44		52
III COMMERCIAL EXPANSION ASSOCIATION	9	V DOMESTIC ANIMAL ENTERPRISE	21	VIII VILLAGE RESTORATION CORPS	29	CHILDREN'S LEARNING INSTITUTE	45	XIV TECHNICAL ASSISTANCE OFFICE	53
	10		22		30		46		54
	11		23		31		47		55
	12		24		32		48		56
				IX CIVIC CONSTRUCTION COMBINE	33				
					34				
					35				
					36				

ECONOMIC WELL-BEING: Actuating Programme 1

LIGHT INDUSTRY COMPLEX

A strong economic base with a balance of agriculture and industry, is essential to the development of any community. Diversification of industry minimises the effects of business cycles. The Light Industry Complex will strengthen Termine's traditionally agricultural economic foundation. It will provide the residents with adequately paying jobs and experiences in modern technology and management practices. It will increase the amount of capital in the community. New industries will provide a steady income to the community and provide a sense of security. Instead of commuting to Rome and L'Aquila, the residents will be able to work locally and thus to participate more fully in community life. The Light Industry Complex will provide Termine with economic relationships over a broader area through marketing in the Abruzzo Region.

The Light Industry Complex consists of four parts. First, the Food Processing Programme will process agricultural products for market. A slaughterhouse will butcher lambs, sheep, cattle, rabbits, pigs and poultry. Various meat products will be prepared. Second, the Package Printing Programme will print labels and paper containers. Other small printing jobs will be done by this programme. Third, the Home Knitting Programme will produce simply designed scarves, pullovers, gloves and embroidered and crocheted articles to market in Rome and L'Aquila. Fourth, the Product Marketing Programme will promote goods produced in Termine. A trademark will be designed to indicate high quality goods. Farmers will collaborate to produce and sell sheep's milk cheese. Quality control of the cheese making process will be instituted.

The Light Industry Complex will begin one week after the Consult by beginning negotiations for printing equipment. Scoring, cutting, folding, glueing and assembly machines will be acquired within one month. Operators will be trained in Rome. Consultation with companies in L'Aquila has indicated a definite market. A small slaughter facility will be provided. The slaughter drains will be connected to the existing sewage system. As the market grows, a facility will be constructed outside Termine with separate waste treatment facilities. Knitting machines will be acquired and samples made. Women will be recruited and a pay schedule drawn up. The Termine grid will be designed in various sizes to serve as the community's trademark. A brochure on local products will be printed and sent to wholesalers.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 1

Plate 5B

ICA Consultants Key: 1 = £1,000

LIGHT INDUSTRY COMPLEX

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Printing Equipment	17,000			
	5 Knitting Machines	200			
	Meat Processing Equip	1,000	550	250	
	Office Equipment	340			
	Office Furniture	300			
	Walk-in Freezer	5,000			
	Slaughter House	10,000			
subtotal - capital		33,840	550	250	
II Pay and Allowances	1 Auxiliary	3,600	3,600		
	2 Community Wages	4,800	4,800	4,800	4,800
	3 Apprentices	2,400	2,400	1,200	
subtotal - pay		10,800	10,800	6,000	4,800
III Current Expenses	Marketing	200	200	200	200
	Woolen Yarn	1,200	1,200	1,200	1,200
	Operating Expenses	400	400	400	400
	Office Supplies	160	160	160	160
subtotal - current		1,960	1,960	1,960	1,960
Total Programme Costs		46,600	13,310	8,210	6,760

ECONOMIC WELL-BEING: Actuating Programme 2

MOUNTAIN TOURISM CORPORATION

Increasing the flow of capital into a community is necessary for its economic development. The Mountain Tourism Corporation will attract visitors from Italy and the rest of Europe. Employment during the agricultural off-season will increase family income by providing year-round employment. The increased contact with outside visitors will develop a sense of confidence and dignity among villagers as they experience the unique identity of Termine through outsiders. Ex-residents will participate in improving the life of Termine by using tourist services. The natural beauty of the pastoral valleys and rugged mountains of the area will be highlighted. By carefully offering these sights to the larger society, the village's image will spread throughout Europe.

The Mountain Tourism Corporation consists of four components. First, the Local Hotel Programme will offer several choices in types of accomodation. A small pension will be set up in the village. Rooms in farmhouses will be available. A hotel in Cascina will offer rustic, simple service and rooms. Second, the Guest Facility Programme will provide several holiday options for guests. Campground and picnic sites will be available for rent. Nature trails and winter sports areas will be developed. Third, the Tourist Shop Programme will provide vacation necessities. Film, postcards and local crafts will be sold. Cheese, wine and bread produced locally will be available. Fourth, the Local Restaurant Programme will offer high quality, simple regional food. A bar will provide coffee, drinks and locally-made pastries.

A restaurant will be opened during the third week of the project. It will be managed by one of the local grocers. He will take a restaurant management course offered in L'Aquila. Within the first three months rooms will be renovated in houses. Within the first month, rooms in three farm houses in Cascina will be renovated. Room and board will be offered. Renovation will be done by the community work force. Local retailers will add tourist items to their inventory. A marketing campaign will be immediately launched. The quality of the food and the country-style facilities will be emphasised. Toward the end of the summer, the market will be evaluated and a date will be set for construction of the hotel. Contracting will be done with the local construction company.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 2

Plate 5C

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Key: 1 = £1,000

MOUNTAIN TOURISM CORPORATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Restaurant Equipment	200			
	Hotel Building		40,000		
	Furniture		800		
	Office Equipment		340		
	Office Furniture		280		
	Pension Restoration	5,000			
	Restaurant Restoration	1,000			
	subtotal - capital	6,200	41,420		
II Pay and Allowances	1 Auxiliary	3,600	3,600		
	1½ Community Wage	3,600	3,600	3,600	3,600
		subtotal - pay	7,200	7,200	3,600
III Current Expenses	Office Supplies	160	160	160	160
	Room Supplies	200	200	200	200
	Promotion	500	4,000	1,000	
		subtotal - current	860	4,360	1,360
Total Programme Costs		14,260	52,980	4,960	3,960

ECONOMIC WELL-BEING: Actuating Programme 3

COMMERCIAL EXPANSION ASSOCIATION

Social and economic development requires a broad commercial base. The Commercial Expansion Association will place the goods and services available to Italy within easy access of Termine. The increase in commercial activity will provide more jobs and additional family income. Stores will increase their variety of goods and thus draw more customers. A capital fund will allow efficient use of available cash and provide low-interest loans for expansion. Local savings opportunities will permit investment in development with stable returns. By purchasing from retailers, residents will increase the effective capital base. By carrying out this expansion programme the residents of Termine are determined to demonstrate to the Abruzzo Region the possibility of economic development.

The Commercial Expansion Association will develop business in four ways. First, the Joint Trading Programme will offer high volume items at near-wholesale prices. Second, the Capital Funds Programme will offer banking services to residents and local business enterprises. It will procure investment funds in the form of grants and low-interest loans to initiate businesses. A savings plan and personal loans will be provided. Third, the Retail Stores Programme will establish a local bakery, filling station with repair shop and mail order store. Fourth, the Construction Company Programme will employ a mason, plumber, electrician and two carpenters. Until local workers are prepared to compete in the Abruzzo market, they will bid for Termine contracts.

The Commercial Expansion Association will begin by reopening the wood-working shop the week following the Consult. A mason, plumber, electrician and carpenter will be recruited to run the construction company. Their first work will be renovation of community facilities. A suitable location for a bakery will be found. Market for the bakery products will be sought. Negotiations with oil companies for a petrol franchise will begin within a month. Tanks and pumps will be installed. Homes will be visited to set up collaboration on wholesale purchases. A weekly buying trip will be scheduled to L'Aquila. Major funding agencies will be approached the week following the Consult to begin the capital fund. Loans, savings and investment plans will be set up, especially a savings campaign planned to start one month from the close of the Consult.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 3

Plate 5D

ICA Consultants Key: 1 = £1,000

COMMERCIAL EXPANSION ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Garage Renovation	1,000			
	Bakery Facility	1,000			
	Office Equipment	620			
	1½ ton Truck	6,000			
	Cement Mixer	1,000			
	Tools	1,050	300		
	Warehouse Renovation	1,000			
	subtotal - capital	11,670	300		
II Pay and Allowances	1 Auxiliary	3,600	1,800		
	2½ Community Wages	6,000	6,000	6,000	6,000
	2 Apprentices	2,400	1,200		
		subtotal - pay	12,000	9,000	6,000
III Current Expenses	Office Supplies	160	160	160	160
	Petrol Inventory	1,000			
		subtotal - current	1,160	160	160
	Total Programme Costs	24,830	9,460	6,160	6,160

ECONOMIC WELL-BEING: Actuating Programme 4

CROPS DEVELOPMENT STATION

The continuing viability of small farming villages requires rational agricultural production. Modern methods are necessary to increase productivity. Proper technological equipment improves crop production and reduces required labour. The Crops Development Station will expand the agricultural base. Consolidating small plots will allow effective use of labour and equipment. The use of modern methods and machinery will expand the existing skills of Termine's residents. It will increase income and will in turn increase the available working capital. Reducing the labour required to till the soil will release people who desire to participate in industrial and professional fields. Developing an irrigation system will ensure an adequate water supply during dry weather and thus improve crop yield. Comprehensive land use will insure an agricultural system appropriate to the mountain environment.

The Crops Development Station consists of four components. First, the Experimental Plots Programme will experiment and research crop growth and rotation schemes. Using the results of the soil analysis and advice of agricultural experts, new crops will be introduced. Second, the Fodder Improvement Programme will improve the quality of fodder through experimentation in cross-seeding the better crop varieties. Third, the Valley Irrigation Programme will provide an adequate water supply for the fields of Termine. Irrigation canals will be dug and water storage reservoirs will be constructed. Fourth, the Farmers' Collaborative Programme will combine smaller farms on a cooperative basis. These farms will produce high price marketable crops. Animal shelters will be constructed and modern agricultural machinery will be available to farmers through these cooperatives.

The Crops Development Station is being initiated the week following the Consult. A government agronomist will present plans for upgrading and increasing harvests. A farmers' forum will be held during the second week. During this forum, modern agricultural methods will be introduced and demonstrated. Farmers will be given advice on the use of various fertilisers to improve the soil. Farmers will collaborate with machine purchasing, ploughing and planting. Land will be consolidated into larger fields. An irrigation system will be designed by the end of June. Construction will begin during the month of July. Fertiliser and insecticides will be purchased in bulk. Crops will be selected and planted in an experimental plot during the second week of the project.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 4

Plate 5E

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Key: 1 = £1,000

CROPS DEVELOPMENT STATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Pump	1,600			
	Irrigation Canals	5,000	10,000		
subtotal - capital		6,600	10,000		
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800	1,800		
	$\frac{1}{2}$ Community Wage	1,200	1,200	1,200	1,200
subtotal - pay		3,000	3,000	1,200	1,200
III Current Expenses	Fertilizer	180	180	180	180
	Hybrid Seeds	270	270	270	270
subtotal - current		450	450	450	450
Total Programme Costs		10,050	13,450	1,650	1,650

ECONOMIC WELL-BEING: Actuating Programme 5

DOMESTIC ANIMAL ENTERPRISE

The economic well-being of rural communities is dependent upon the use of appropriate technology in maximising productivity. The Domestic Animal Enterprise will respond to Italy's demand for more meat by increasing the production of beef, pork, poultry and rabbit. The already highly-developed skills in animal husbandry will be increased. Present breeds of animals will be improved to sell high quality meat. This programme will increase the amount of money available and expand relationships with the larger economy of Europe. It will provide more opportunities for new technology to be introduced. Small animal raising will supplement family incomes. Termine will maintain its heritage of animal raising while at the same time responding to the critical shortage of protein around the world.

The Domestic Animal Enterprise consists of four components. First, the Animal Upgrading Programme will promote calf fattening and improve sheep and cattle quality. Beef bulls will be crossed with dairy cows to create a beef herd. Second, a Common Piggery Programme will be established, providing a supply of pork to the slaughterhouse. A herd will be purchased and sites built for community and family owned pigs. Third, a Poultry Ranch Programme will sell eggs and chicken meat. 5000 chickens will be set up in battery facilities. Fourth, a Rabbit Farm Programme will sell rabbit meat and pelts. Hutches will be built and residents will be taught rabbit care. Markets in San Giovianne and L'Aquila will be sought.

In the first month rabbit hutches will be constructed and 60 does and 12 bucks will be purchased. Three young people will be recruited to run the rabbit farm. Construction of the pig sties will begin within a month. High quality sows will be purchased in two months, and bred in the autumn. Chicks will be purchased in lots of 100, Battery facilities will be constructed. Markets for high quality eggs and chicken meat will be secured. High quality beef semen will be acquired to breed existing dairy cattle. Government subsidies will be negotiated for beef breeding. A feeding lot will be constructed with barns for winter shelter in Cascina. A 140 day feeding schedule will be established this summer for calves.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 5

Plate 5F

ICA Consultants Key: 1 = £1,000

DOMESTIC ANIMAL ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Facility Building	10,000			
	Facility Equipment	500			
	Land Purchase	80			
	5,000 Chickens	250			
	100 Pigs	500			
	100 Rabbits	50			
	subtotal - capital	11,380			
II Pay and Allowances	1 Auxiliary	3,600	1,800		
	1 Community Wage	2,400	2,400	2,400	2,400
	1 Apprentice	1,200	1,200		
		subtotal - pay	7,200	5,400	2,400
III Current Expenses	Animal Feed	5,000	5,000	5,000	5,000
		subtotal - current	5,000	5,000	5,000
	Total Programme Costs	23,580	10,400	7,400	7,400

CORPORATE WELL-BEING: Actuating Programme 6

TERMINE IDENTITY PROJECT

Every effective development effort eventually creates a new sense of identity and style of village social life. For this reason, the Termine Identity Project will play a central role in encouraging a spirit of pride in Termine's past and motivation for the building of its future. The heritage of Termine will be available for the larger society. Elders' organisations will provide ways for older residents to give stability and long-range insights to the whole community. Youth, will inject the energy and ability to dream into village decisions. Women will increasingly participate in various aspects of community life outside the home. Exposure to other cultures will increase village self-awareness. Through this programme, Termine will celebrate its progress as a rural mountain village and strengthen its self-reliance.

The Termine Identity Project consists of four components. First, the Cultural Centre Programme will develop and revitalise the heritage of the community. Music, plays, cinema and crafts displays will be offered. Second, the Elders' Participation Programme will engage residents fully in the life of the village. Trips will be made outside Termine and a centre set up for gatherings. A local history will be written using elders' experiences. Third, the Community Assembly Programme will draw together the residents on a regular basis to review past work and make plans for the future. Interest groups, including farmers, businessmen and youth will meet to develop their own activities. Fourth, the Women's Advancement Programme will engage women in the life of the village by doing community beautification projects. Classes in domestic and vocational skills will be offered.

The Termine Identity Programme began when a group of residents met to set up the Consult. This group has expanded to work with all areas of the project. Regular community meetings will plan and coordinate the implementation of the project. During the first week community stories will be recorded on tape from the elders and printed in the newspaper. An elders' party of singing, dancing and entertainment will be held one month after the Consult. Refreshments will be served by the Youth Action Force. Films will be acquired from embassies, film dealers and government agencies. A theatre night will be held monthly in the parish hall. Trips to cultural centres in the Abruzzo region for both elders and families will begin the last week of June. During the third week a women's club will be set up to organise community activities.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 6

Plate 5G

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Key: 1 = £1,000

TERMINE IDENTITY PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Cultural Centre				
	Renovation	3,000			
	Projection Equipment	3,200			
	Tables and Chairs	1,600			
	subtotal - capital	7,800			
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800	1,800		
	$\frac{1}{2}$ Community Wage	1,200	1,200	1,200	1,200
		subtotal - pay	3,000	3,000	1,200
III Current Expenses	Telephone	200	200	200	200
	Film Rental	700	700	700	700
		subtotal - current	900	900	900
	Total Programme Costs	11,700	3,900	2,100	2,100

CORPORATE WELL-BEING: Actuating Programme 7

YOUTH ACTION FORCE

Youth across the world now expect larger roles in the development of societies. The Youth Action Force is designed to provide opportunities for young people to participate in the social and economic improvements of the village. The energy and vitality of youth will contribute toward the success of the project. They will grasp a new hope in the future of rural Italy. Exposure to the larger world will broaden the intellectual and social images of the young people. They will be more adequately prepared for life in the Twentieth Century. Social and recreational activities will encourage group awareness and solidarity. Team sports develop social unity and interdependence. Their engagement will be a source of hope for other rural villages throughout the world.

The Youth Action Force consists of four components. First, the Social Centre Programme will offer social events for young people. Dances, parties and films will be offered. Regular meetings of youth will plan and execute these activities. Second, the Recreational Activities Programme will set up sporting events. A sports field will be constructed. Competitions with nearby towns will be arranged. Hiking trips and camp-outs will be organised. Third, the Community Work Programme will engage the youth in the physical development of their community. They will participate in the regular work days to build parks, sports field and community facilities. Fourth, the Continental Travel Programme will offer excursions to cities throughout Europe. Other development projects will be visited and youth exchanges will be conducted. Historical sites will be visited.

The implementation of the Youth Action Force will begin by recruiting a team of young adults. The workdays will begin Saturday following the Consult with paving pathways. Youth will meet the second week of the project to schedule discos, parties and leisure activities. Films will be shown in the church hall. A Termine football team will be organised with surrounding villages. Camping trips will be held during the summer. Other recreational facilities will be made available near the piazza area in July. A group of five youth will visit seven Italian cities in August. Youth will visit other projects in Europe. Trips will be scheduled to exchange youth work groups between London, Berlin and Termine.

THDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 7

Plate 5H

ICA Consultants

Key: 1 = £1,000

YOUTH ACTION FORCE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Sports Equipment	700	100	100	100
	Social Centre Renovation	1,000			
	Sound Equipment	200			
subtotal - capital		1,900	100	100	100
II Pay and Allowances	$\frac{1}{2}$ Community Wage	1,200	1,200	1,200	1,200
subtotal - pay		1,200	1,200	1,200	1,200
III Current Expenses	Group Travel	1,500	1,500	1,000	1,000
subtotal - current		1,500	1,500	1,000	1,000
Total Programme Costs		4,600	2,800	2,300	2,300

CORPORATE WELL-BEING: Actuating Programme 8

VILLAGE RESTORATION CORPS

Every social unit requires some physical symbol of its cohesion. The spacial design of a community is a symbol of the community's social existence. The Village Restoration Corps will create the atmosphere necessary to promote social interchange. A congregating place will be created by building a park, a fountain, and recreation area centrally located in the village. It will draw people out of their private homes toward greater social participation. Beautifying Termine in harmony with its natural surroundings will attract visitors and promote relations with nearby villages. The installation of lighting on existing paths will allow safe access to the entire village. This programme will both create a more inviting community in which to live and intensify the pride of Termine.

The Village Restoration Corps has four components. First, the Space Enlargement Programme will double the size of the piazza. Surrounding buildings will be renovated to include a bar, restaurant and other public gathering places. Second, the Lamp Installation Programme will set up street lights on every corner, roads and pathways. Lighting will be provided for the public spaces. Third, the Pathway Improvement Programme will pave all pathways with cobblestones and concrete. Steps with hand rails will be constructed on the slopes. Retaining walls will be constructed to prevent pathway erosion. Fourth, the Public Landscaping Programme will improve the appearance of the village piazza and village buildings. General cleaning of facades and painting of fronts will be done.

During the first week of the project, a design for the village pathway system was completed in consultation with an engineer from the Comune. A donation of cement is being sought from a cement factory. Thirty people have committed three to four days of voluntary time. They will pave the first pathway at the end of the first week of the project. After three months all pathways will be completed. The piazza and surrounding area will be landscaped and enlarged by August 15th. Cobblestones will be laid, the archway moved and the fountain and community clock erected. During the first month, the community work force will plant flowers and trees. Installation of lights will be coordinated with an engineer.

THDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 8

Plate 5I

ICA Consultants Key: 1 = £1,000

VILLAGE RESTORATION CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Construction Tools	400	200	50	
	Pump	600			
	Fountain Pipes	300			
	Truck	6,000			
	subtotal - capital	7,300	200	50	
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800			
	1 Community Wage	2,400	1,200	1,200	
	subtotal - pay	4,200	1,200	1,200	
III Current Expenses	Cement	6,000	6,000	6,000	
	subtotal - current	6,000	6,000	6,000	
	Total Programme Costs	17,500	7,300	7,250	

CORPORATE WELL-BEING: Actuating Programme 9

CIVIC CONSTRUCTION COMBINE

Shelter, water, sewage treatment and roads are elements necessary for human social environment. The Civic Construction Combine will provide these basic elements and allow for further village expansion. The Combine enables a coordinated approach to the building of public utilities, services and facilities. An adequate sanitation system will improve health. Communication with the outside world will be facilitated by improving transportation routes. It is not merely convenience that indicates the need for this programme but the necessity to maintain modern infrastructure for increasing economic health. A large scale building effort will be necessary to provide space for the increase of activity. The extended family is a central aspect of the Italian community life. Additional housing will provide space for visiting relatives, ensuring the continued health of family life.

The Civic Construction Combine consists of four separate components. First, the Sewage System Programme will improve the existing sewage system by connection to all homes and public buildings. A sewage treatment plant will be constructed. Public toilets will be erected in convenient locations. Second, the Building Expansion Programme will construct public buildings and facilities. Older homes will be enlarged and new homes built. Necessary public facilities will be constructed. Third, the Water Services Programme will improve the water system. A water study will be conducted and artesian wells dug. Hot water will be added in all homes. Fourth, the Road Paving Programme will pave all roads within the village and Cascina. A snow removal vehicle will be made available during the winter months.

Plans for this programme were initiated during the Consult week. The head engineer of the Comune of Cagnano Amiterna visited the project and met the staff to discuss plans for the sewage system, road paving and water services programme. A date for the completion of the sewer system will be set, government funds acquired and a community work force recruited. The date for the paving of all roads will be set. Building and renovation will begin this summer in coordination with other programmes. Equipment will be secured in July and construction will be done with the local construction company. Immediate contact will be made with water and heating companies to obtain estimates for water installation in all the homes.

THDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 9

Plate 5J

ICA Consultants

Key: 1 = £1,000

CIVIL CONSTRUCTION COMBINE

years	current FY budget	Future Estimated Costs		
		FY II	FY III	FY IV
categories				
I Capital Costs	Office Equipment	700		
	subtotal - capital	700		
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800	1,800	
	1 Community Wage	2,400	2,400	1,200
	subtotal - pay	4,200	4,200	1,200
III Current Expenses	Travel	500	500	200
	Phone	200	200	100
	subtotal - current	700	700	300
Total Programme Costs		5,600	4,900	1,500
			1,400	

SOCIAL WELL-BEING: Actuating Programme 10

ADULT EDUCATION ACADEMY

The adults of a developing community must receive the skills necessary to function well in modern society. The Adult Education Academy is designed to offer educational experience in the classroom, on the job, during conversations and in social situations. The curriculum is designed to allow people to gain self-confidence in facing complex problems. Termine will be given practical ties to the larger society and ready access to the means of development. Relevant technological advancements will be at the disposal of the village. The Academy links practical training in useable skills with the academic learning required to understand technology. Such an educational opportunity will open new horizons, give means for significant engagement and create a new sense of dignity for both individuals and the community.

The Adult Education Academy consists of four separate components. First, the Leadership Methods Programme will teach methods of local development and conduct needed social research for the community. Participants will be exposed to international situations on trips. Second, the Agriculture Classes Programme will offer instruction in agricultural technology. Effective farming practices will be demonstrated. Government and university experts will give seminars and field laboratories. Third, the Vocational Training Programme will offer training in paraprofessional skills. Preschool teaching, paramedic skills and business management will be included in the curriculum, much of it as on-the-job training. Fourth, the Language Skills Programme will offer classes in the speaking, reading and writing of Italian and English. Teaching will be done in the teacher's language.

The Adult Education Academy has already begun. Classes in basic English conversation were under way before the Consult week. These classes are now scheduled twice a week. Reading in Italian and English for adults will be taught, beginning in July. On the first Thursday an agriculturalist will lead the first agriculture seminar. Extension courses will be conducted in conjunction with the Crop Development Station. The Leadership Methods Programme will give practical experience to leaders during the workday on the Saturday following the consultation. Courses in social methods will be begun in July. Vocational schools in L'Aquila will be visited to become acquainted with the courses offered by such agencies. Youth will be rotated between various programmes to gain diverse experiences.

THDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 10

Plate 5K

ICA Consultants Key: 1 = £1,000

ADULT EDUCATION ACADEMY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Blackboards	50			
	Teaching Aids	500	500	250	250
	Tape Recorders	100			
	Classroom Furniture	200	50	50	
	5 Typewriters	500			
	Classroom Renovation	1,000			
	subtotal - capital	2,350	550	300	250
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800	1,800		
	1 Community Wage	2,400	2,400	2,400	2,400
		subtotal - pay	4,200	4,200	2,400
III Current Expenses	Travel	500	500	500	500
		subtotal - current	500	500	500
	Total Programme Costs	7,050	5,250	3,200	3,150

SOCIAL WELL-BEING: Actuating Programme 11

CHILDREN'S LEARNING INSTITUTE

Few children of the world are adequately prepared for full participation in today's society. The Children's Learning Institute will teach an intentional curriculum designed to expose village children to a multitude of new situations. The Institute will provide basic skills for everyone under 20 years old. Innovations in facility use, curriculum design and practical methods will introduce young people to the larger society. Youth will be released to participate in constructing a new social fabric in Termine. Teaching the necessary practical, intellectual and social skills will generate a sense of confidence and pride in the youth while it releases mothers for increased engagement in village life. The Children's Learning Institute will serve as an immediate catalyst for other community programmes.

The Children's Learning Institute has four components. First, the Community Preschool Programme will provide preparatory care for children before they enter public schools. The Institute will use Twentieth Century technological images and skills and train community residents to teach them. Second, the Supplementary Education Programme will add to the public system with after-school recreational activities and will work with public school teachers to improve teaching methods. Third, the Youth Apprenticeship Programme will enable youth to serve in the various trades of the village. Craftsmen will be brought in for demonstrations on an occasional basis. Fourth, the Parents' Involvement Programme will elicit the participation of the mothers and fathers. They will be regularly invited to assist in this Programme and in other Programmes of the Project.

The Institute will begin within a month of the Consult. Preschool children will be recruited for classes. Parents will set up and operate the school in a central location. The curriculum has already been designed. The parent teacher assistants will be trained in July while the facility is being prepared. The after-school programme will begin with tutorials for summer school students. Over the summer, text books, furniture and teaching aids will be acquired by the Guild. Summer teacher training sessions will be taught. The week after the Consult a group of youth began training in publishing the newspaper. When the construction and printing companies open; several youth will begin a one-year apprenticeship. A survey of children in the village - their ages, grade in school and special needs - will be conducted by the Education Guild.

THDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 11

Plate 5L

ICA Consultants

Key: 1 = £1,000

CHILDREN'S LEARNING INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Playground Equipment	1,600			
	Classroom Renovation	1,000			
	subtotal - capital	2,600			
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800			
	1 Community Wage	2,400	1,200	1,200	1,200
	1 Teaching Apprentice	1,200			
	subtotal - pay	5,400	1,200	1,200	1,200
III Current Expenses	Instructional Materials	300	100	100	100
	subtotal - current	300	100	100	100
Total Programme Costs		8,300	1,300	1,300	1,300

SOCIAL WELL-BEING: Actuating Programme 12

HEALTH DELIVERY SYSTEM

The vitality of a community's residents directly affects its capacity to develop. The Health Delivery System is designed to ensure the physical well-being of all the people of Termine. By upgrading medical care and nutrition, the handicaps caused by disease and fatigue will be reduced and performance in all areas of community life will be improved. The majority of ill health is due to a lack of preventive care - educating villagers in basic health practices and improving community hygiene are critical components of this venture. The programme will also provide various dental and medical services which are usually only available in metropolitan areas and have not been in Termine thus far. Life expectancy will be lengthened through increased medical knowledge and emergency service.

The health Delivery System has four components. First, the Dental Care Programme will offer regular dental checkups. Dentists assigned by the government will hold regular office hours. Preventive dental hygiene including fluoride treatment of the water will be carried out. Second, the Medical Clinic Programme will maintain health records on all residents. A doctor will be available to see patients two nights a week. Third, the Emergency Service Programme will provide a vehicle for emergencies. Local paramedics will be available to treat minor and emergency cases until professional services can be obtained. Fourth, the Health Education Programme will teach nutrition, ante- and post-natal care and first aid courses. Sanitation information will be distributed and films shown on general health and hygiene guidelines.

During the first month of implementation, the Health Delivery System will take a comprehensive medical and dental census of the village. Research will be done on techniques of fluoridating the water and official permission to do so will be sought within the first month after the Consult. During the first two weeks of the Project a room for medical examinations will be secured, cleaned and the necessary equipment installed. A doctor will begin receiving patients at the clinic the third week. Graduates from the Health Education Programme will be engaged as staff of the Emergency Service Programme. A vehicle for transporting emergency cases to the nearest hospital will be provided by the programme during the first week. Health classes will begin within one month of Project initiation.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 12

Plate 5M

ICA Consultants Key: 1 = £1,000

HEALTH DELIVERY SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Ambulance	6,000			
	Sterilisation Equipment	100			
	Exam Room Renovation	1,000			
	Two-way Radio	100			
	subtotal - capital	7,200			
II Pay and Allowances	$\frac{1}{2}$ Community Wage	1,200	1,200	1,200	1,200
		subtotal - pay	1,200	1,200	1,200
III Current Expenses	Medical Supplies	200	200	200	200
	First Aid Supplies	200	200	200	200
		subtotal - current	400	400	400
Total Programme Costs		8,800	1,600	1,600	1,600

SOCIAL WELL-BEING: Actuating Programme 13

PUBLIC SERVICES CENTRE

The continual effective functioning of any community in the globe is dependent on a network of community services. It is essential that a community have access to information about its economic and social life. Transportation and sanitation are essential to the life of a community; political representation forms the basis for the functioning of a body of people. The Public Services Centre will offer these services to the people of Termine. Agriculture, commerce and industry need regular communication with one another for their most rapid development. Improved communication will link Termine with the region, the nation and the world, allowing the village to participate in economic and social trends, thereby attaining a new self-reliance and social effectiveness.

The Public Services Centre has four components. First the Transport Centre Programme will improve existing commercial bus services. Access to other locations will be provided by a community bus service and by a car pool association. Second, the Information Centre Programme will provide a centralised bank of information. It will contain a newspaper publishing house; bulletin boards providing job vacancy notices, current technical information, pamphlets of special interest and community events. Telephone access will be improved and ex-residents contacted about special events. Third, the Termine Representation Programme will maintain relationships with official representatives and will designate unofficial delegates to contact private, government and international organisations. Fourth, the Cleanup Campaign Programme will organise cleanup days and regular garbage pickups.

During the first month of implementation; the Transport Centre Programme will secure a minibus that will make regular runs to and from L'Aquila. It will assist the other programmes in meeting their transportation needs. The Village Information Programme will set up a temporary office in the cultural centre, which will act as a base for the newspaper. The first edition of the "Resurgence of Termine" will be published the Saturday following the close of the Consult. Bulletin boards will be set up in the centre advertising available job vacancies and various social events. Liaisons with officials will be set up and maintained during the first week to keep political representatives abreast of what is happening. Periodical cleanup campaigns involving the whole community will be organised to keep the village clean.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 13

Plate 5N

ICA Consultants Key: 1 = £1,000

PUBLIC SERVICES CENTRE

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Office Equipment	200			
	Duplicator	2,400			
	subtotal - capital	2,600			
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800			
	$\frac{1}{2}$ Community Wage	1,200	1,200	1,200	1,200
	subtotal - pay	3,000	1,200	1,200	1,200
III Current Expenses	Travel Expense	500	500	500	500
	Printing Supplies	800	800	800	800
	Phone	200	200	200	200
	subtotal - current	1,500	1,500	1,500	1,500
Total Programme Costs	7,100	2,700	2,700	2,700	

SOCIAL WELL-BEING: Actuating Programme 14

TECHNICAL ASSISTANCE OFFICE

Technical outside assistance is necessary for the effective development of any community. The Technical Assistance Office provides such expertise. Increasing the availability of professional advice and technical data to village enterprises and individuals enables the Project to employ the most effective methods and technology for its needs. Increased productivity resulting from this assistance will improve the capital flow to the community. Termine will strengthen its ties with the larger world. The enthusiasm and motivation of the people of Termine will be creatively directed into effective action. Farmers and business managers alike can be proud of participating in such a venture. The residents of Termine are determined to use Twentieth Century methods and this office will provide the advice and assistance to do that.

The Technical Assistance Office consists of four parts. First, the Speakers' Bureau Programme will regularly invite speakers to talk on technical subjects. Farm management, business skills and domestic science seminars will be conducted. Second, the Information Library Programme will offer literature on animal and crop management. Text books and periodicals will be kept on hand. Third, the Farm Referral Programme will offer demonstrations of more productive techniques. A catalogue of farm assistance agencies will be developed. Public and private agencies will assist in soil testing, making recommendations for fertiliser compositions and advising on improvements of crop and animal strains. Fourth, the Professional Assistance Programme will provide liaison with legal and social agencies. Legal and business professionals will be sought as voluntary advisors.

The Farm Referral Programme will be initiated during the second week of the project. The library will be located in a room off the piazza. Journals, leaflets from private and government agencies concerned with agricultural and technical assistance notes will be compiled for reference. Soil samples and water tests will be taken. The community will invite experts in technical fields to speak at bi-weekly seminars on topics of general community interest beginning in July. The topics will be coordinated with the Adult Education Academy curriculum. Residents will recruit lawyers and businessmen from the nearby area to consult with the community as projects are begun.

THDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 14

Plate 50

ICA Consultants Key: 1 = £1,000

TECHNICAL ASSISTANCE OFFICE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	File Cabinets	360			
	Shelves	230			
	Office Equipment	200			
	Tables and Chairs	80			
	subtotal - capital	870			
II Pay and Allowances	$\frac{1}{2}$ Auxiliary	1,800			
	$\frac{1}{2}$ Community Wage	1,200	1,200	1,200	1,200
	Consultant Agronomist	1,700			
	Technical Consultants	1,300	800	600	
	subtotal - pay	6,000	2,000	1,800	1,200
III Current Expenses	Journal Subscriptions	180	180	180	180
	Office Supplies	160	160	160	160
	Phone	200	200	200	200
	subtotal - current	540	540	540	540
	Total Programme Costs	7,410	2,540	2,340	1,740

EPILOGUE

ACKNOWLEDGEMENTS

Any comment on the Consultation by the Institute of Cultural Affairs needs to be prefaced by a word of appreciation to a number of private agencies, organisations, business firms and government departments whose practical assistance and encouragement were crucial in the successful completion of the Consult. This list must include: The Comune of Cagnano Amiterno, the Chamber of Commerce of L'Aquila, the Cassa per il Mezzogiorno, the Direzione Didattica Statale of Pizzoli, the Regional Government of Abruzzo, the Diocese of L'Aquila, the Prefecture of L'Aquila, the police department of L'Aquila, Dott Silvano Fiocco. The companies, individuals and Religious Orders who contributed gifts and donated money to make the Consult possible include the following: Alfa Romeo - L'Aquila, Dr Angelo - L'Aquila, Centrale del Latte - L'Aquila, Christian Brothers of Ireland, Congregation of the Brothers of Christ, Congregation of the Holy Cross, Daughters of Our Lady of the Sacred Heart, Divine Word Fathers, Ente Turismo, Father Patrick Gaze, Luciano Fiamma - L'Aquila, Filipino College, T. Gasparri - L'Aquila, G.M. - L'Aquila, G.M. EUR - Rome, Sir John Leslie, Missionary Sisters of the Immaculate Heart of Mary, Mother Mary Agnes - Sisters of the Catholic Apostolate, Angelo del Piccole, Ponte Pasta, Santa Susannah's Church, St Patrick's Mission Society, Scheut Fathers, School Sisters of Notre Dame, Sisters of Charity, Sisters of Our Lady of the Cenacle, Mr. Tosi, Trinitarian Fathers, T.W.A., the Viatorians, the White Sisters, Xaverian Brothers, C. Zinelli 'Ford' - L'Aquila. Grateful thanks must be extended to Chiara De Luca, Guiseppe De Luca, Vincenzo Di Martire, Antonio Giancane, Luciano Scipioni and Alessandra Tamanti who assumed the task of translating the document into Italian as well as, with the assistance of colleagues from the OSFIN Translators School, undertaking the onerous task of daily translation during the Consult itself. A special mention must be made of the gracious welcome and enthusiastic participation by the Termine residents themselves. They assisted the ICA staff in preparation for the Consult and offered hospitality to them and the visiting consultants. Many local residents worked full and part time in the Consultation, contributing their deep insights and practical wisdom. The following pages delineate recommendations, methods and findings which grew out of the Consultation as reported in this document.

I

ACTUATION PHASING

METHODS

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

FINDINGS

The operating vision of the residents of Termine as outlined at the beginning of the week, indicated a desire to strengthen community structures. These would be provided by ensuring safer streets, extending basic sanitation, establishing medical facilities and improving residential housing. An important arena was increasing farm production and providing more jobs for the community. The following day's work identified the underlying contradictions blocking the achievement of this vision and revealed the need for more resident engagement. Other issues were the revitalising of agricultural production, industrial operations and participation of the whole community in decision making. The tactical systems chart underscores the need to expand basic local sustenance through tactics in both physical constructions and business development. Resident engagement can be developed by providing the whole community with both knowledge access and participation forms. Redesigning new community care structures will deliver basic social services to every resident.

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programmes provide for the four year phasing of the model. During the year of initiation, emphasis will be placed on mobilising broad community effort in the arenas of local business development, housing maintenance, economic self-sufficiency and the transformation of community space to project a recreated image of Termine to its residents and to the world. By the end of the first year all the actuating programmes will have been launched. The dual emphases of the second year are programme acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established, local leaders

assume greater responsibility for the total operation. Simultaneously, the number of local ICA staff is decreased. In effect, the new project model is actuated at the end of three years. Programme maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximised in all the development programmes.

II

PROJECT FINANCING

FUNDING

A comprehensive funding scheme is required for social demonstrations. While the community must move as quickly as possible to assume responsibility for the costs of its development, outside financial leverage is necessary to build economic momentum. The project requires direct assistance from both public and private sources in the form of grants, long term loans, lines of credit and in kind contributions of goods.

COSTS

The fourteen actuating programmes provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6A shows the estimated cost of the first year of each programme and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project itself. As programme 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. Less than 40% of the first year costs fall in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programmes, 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 Termine citizens are applied to the socio-economic programme. 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 programmes begin to generate their own incomes. Thus, direct costs are reduced by 50% during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a

total comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of agriculture and services within the community a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS

The Actuating Programmes provide the framework for local participation and give direction to the necessary organisation of the community residents who will do the work of implementation. Interested residents of all ages who are involved in these programmes will organise themselves into groups which constitute a contemporary form of the medieval guild. Such groups of local citizens, or modern guildsmen, will work together on community-wide projects or subdivide into task forces to do particular jobs related to various aspects of programme implementation. Though basically task-oriented, these citizens' groups will also do continuing planning and evaluation.

COMMISSIONS

The programmes of the Termine Human Development Project will be grouped into actuating agencies, which might correspond to existing and new corporations of the community. These agencies will be organised 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 organisational format will provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged will be designated as a "guild assembly". It will include guild participants, other concerned residents, auxiliary staff and guardians. It will be a cross-section of the community. A representative body of this assembly will 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 will be guided by such factors as residence in the community, a grasp of the Human Development Project, and willingness to expend long hours for the sake of the community's development. This body will have a rotating chairmanship and will appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS

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

AUXILIARY

The tremendous amount of activity required to begin the actuating programme calls for a group which is able to catalyse involvement within the community. This auxiliary group, made up of Institute staff and local leaders, provides a motivating force which helps speed up both the implementation of programmes, the emergence of new leadership, and the presence of the auxiliary. It provides a fresh perspective for the task at hand, and coupled with the practical wisdom of long term Termine residents, makes a reservoir of energy and insight for creative action to meet most effectively the needs of Termine.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

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

IDENTITY

Driving up the side of the slope, the visitor to Termine turns a corner over the ridge and suddenly sees a large wooden sign welcoming him to Termine. He is awed by a magnificent view over the green Cascina plain with snowy mountain peaks in the background and a patchwork of orange tile roofs spreading down the slope at his feet. Rejecting the high road across the top of the village, he turns off onto the cobbled street along the base of the hill. He encounters a lovely piazza next to a church and parks his car. He is impressed by a new-looking fountain,

opposite a small cafe with a terrace of tables spilling out into the square, where young men obviously fresh from the sports field behind the church are celebrating after a match.

As the new church clock chimes twelve, he sits down at one of the tables and refreshes himself with a glass of local wine, as he watches the children playing on the swings in the field and horses grazing around the newly-painted goalposts at the other end. He starts conversing with a local man, who offers to show him round the village. Setting off, they stop to admire the range of goods in one of the village stores off the square, and then proceed up one of the newly constructed pathways that lead up the hill. The villager points out that this was a model pathway built from the high road at the top to the piazza road at the base of the village. Six months ago the only ways to cross the village in this direction were steep walks covered with loose stones and overgrown with nettles.

ENVIRONMENT

Admiring the white paint and stonework of a pair of recently renovated houses, the visitor comes to an intersection with another tarmac road traversing the village complete with street lights and mirrors for sharp corners. The villager explains that the tarring of this central road has made access to the middle of the village much easier. Teams of workmen here and there digging trenches indicate that progress is being made in completing the sewage system.

As they arrive at the high road, the visitor spots a tourist shop that he had first noticed on the drive down. Here he finds local arts and crafts, souvenirs and home-made cheese and wine. Another newly-opened restaurant next door tempts him with Abruzzo specialties, and he lunches on pasta prepared with an unusual sauce. As he is eating, a truck arrives to unload a delivery of kitchen supplies from L'Aquila. He sees the name "Termine Transport Service" on the side of the vehicle and is informed about the new local freight transport industry. He compliments the waitress on the bread, which she tells him came from the bakery down the hill.

COMMERCE

Having finished their meal, his guide proposes to accompany him on a trip out to Cascina in the valley. On the way out of the village they pass the new hotel, carpark and service station complex. They stop for petrol, and as a young man fills the tank, the guide comments that the attendant, a village boy, has returned to the village to work from Rome. Few jobs were available here in the past but now, with new industries starting, they are moving back. They proceed along the winding

INDUSTRY

country road, which the guide explains has only recently been tarred, and as they lose sight of the village behind a hill they pass the site of the future cheese factory. Here many of the local builders are hard at work constructing the walls. They cross the hill and climb down the slope into the second valley, where they see new rabbit farms. The pair stop to admire the rabbits and a worker from the farm shows them around. He explains the rabbits are being raised to sell for their meat. They will be slaughtered and packed at the new slaughterhouse facility, which is in the process of construction further along the road. The farm will use the Termine Transport Service for transporting the meat to market in L'Aquila, explains the worker. He also informs the visitor of similar projects due to be started soon - a pig farm and a trade in fattened calves.

AGRICULTURE

Passing on, they drive through the pass that leads into the main Cascina valley. Here, a communal barn and recently-installed telephone cabin provide a focal point for the scattered farm-houses. Looking about, the visitor sees an abundance of crops due to improved agricultural methods and carefully dug irrigation ditches. Herds of cattle graze on the pasture land, and the mountain sides are dotted with flocks of sheep. A local farmer stops to water his donkey at the new watering trough and points with pride to the new communal barn. Before it was built, he says, the cattle were herded back to the village during the winter months and often stabled inside the homes.

SERVICES

Driving back to the village, the visitor notices work in progress on a building on the outskirts. This is the preschool, explains the villager, which before was empty and vandalised, and is now being renovated, ready to be put into use. The villager also tells him about the medical dispensary which has been set up, and the decorations in progress in the school building. They drive up the recently levelled gravel track that leads to the school and as they step out of the car, the community minibus pulls up alongside, unloading a group of excited pupils who have just returned from a cultural day-trip to the forum at Rome. A local housewife who accompanied them explains that this is part of a cultural programme for village youth, and then invites the visitor to look in on a homecrafts course that is being held in one of the local homes.

INVOLVEMENT

Accepting the invitation, the guest accompanies her to the house, where an elderly lady is explaining to a gathering of other villagers the principles of spinning wool. In another corner a sewing group is making stage costumes for an imminent production by the Drama Society. The visitor is delighted by

the warm welcome he receives from the hostess. She explains to him over a glass of wine, that there are several other groups which meet in each others homes, teaching secretarial skills and woodworking. At this moment a group of the younger members present get up to leave for a film show that is about to start in the youth club.

SPIRIT

Later, the visitor walks back down the lamp-lit paths toward his car in the piazza, he reflects upon his day in Termine and realises that what struck him most of all was the attitude of the people. Wherever he turned he saw pride in the faces of the villagers, and enthusiasm with all the new projects that were initiated. He realises that these people have turned an important corner in the history of their village. Instead of resignation to events and the slow death of the village through depopulation, he saw an active attempt at participation in the Twentieth Century and a stable community that is both ongoing and prosperous. He has discovered a community spirit that before did not exist. As he leaves the village and starts down the long winding road back to L'Aquila, he will say to himself, "If this can happen in Termine, why not in all the other villages in Italy and in the world?".

V

REPLICATION SCHEMES

LOCAL

The Termine Human Development Project is a pilot project in the socio-economic development of a rural community. Local replication of the project will involve several steps. One will be the systematic sharing of the project with other mountain communities through speaking engagements by community leaders and project staff. Leaders and residents of other communities interested in a project will be invited to attend community meetings to discuss initial steps. Leaders of these communities will be trained in project methods.

A replication plan of the Human Development model will be of significant value for communities throughout the mountain villages of Italy as well as any rural community. It will provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication will benefit the country as a whole in a number

ITALY

of ways. It will demonstrate a viable approach to socio-economic revitalisation of rural areas. It will be a model for creatively developing community space, providing improved local services and engaging all residents in community decision making. It will develop methods of education which encourage citizens' participation. Finally, a Human Development Project demonstrates the revitalisation of community as a fundamental need in our time. Practical replication steps will necessarily involve local people 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 could greatly facilitate a move to replication.

PERSONNEL

Replication of a project will require some estimate of staff and training needs. The number of staff members needed for replication will be proportionately lower than that of the pilot project. Creating a network of model communities across Italy will require a staff of about ten people for each community for a period of two or more years. This staff will live and work with the people of a community, sharing with them a variety of skills. The staff as a unit will encompass a range of expertise. More important than this will be the deep concern of each staff member for the renewal of community life. Consulting groups will be made up of people from both the public and private sectors. They will be people from across Italy, possibly including university students whose degree designs incorporate a year of field placement. The Institute provides practical training in community development methods for these replication forces. Classroom work will be combined with practical field training in the pilot project and local replication experiments.

FINANCING

Through the structures of an ongoing Human Development Project the Institute of Cultural Affairs will provide training resources, at minimal cost, for replication in other mountain villages and other rural villages across the country. Programme budgets for each replication project will be built on the basis of local necessity. Financing will be supported by allocated funds from both the normal channels of public and private support and through long-range loans. Community residents will 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 Project in progress.

VI

SUPPORT SYSTEMS

TERMINE

For the past two years the ICA surveyed many communities in anticipation of establishing a pilot Human Development Project in southern Italy. The village of Termine was finally chosen for many reasons. First, even though it is a rural community, it is located only two and a half hours from Rome, with access for people wishing to visit a demonstration project. Second, it is visibly in need of socio-economic development and third, both public and private sectors have indicated interest in cooperating with such a development effort. Fourth, the community's long history of independence reflects the proud heritage of the people of this community. Fifth, Termine residents are ready to move immediately towards the socio-economic development of the village.

STAFF

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

SUPPORT

The ICA stands ready to assist community leadership in procuring funds and in kind contributions for programme enablement. By working with the Guardian network, local residents and auxiliary personnel are in a position to seek support for Termine 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 no longer depend upon external funds.

CONCLUSION

The Termine Project is one of twenty-two local human development efforts initiated over the past twenty months in consultation with the Institute of Cultural Affairs in Australia, Canada, Egypt, India, Indonesia, Kenya, Malaysia, the Marshall Islands, Republic of the Philippines, Republic of Korea, United Kingdom, United States, the Federal Republic of Germany and Zambia. The Institute of Cultural Affairs anticipates that the Termine Human Development Project will be of service to the Abruzzo Region and to the nation as a whole, as one of many signs, already present, that local community is being renewed by local people.

BUDGET SUMMARY CHART

Fiscal Year 1977

ICA Consultants

Key: 1.0 = £1,000,000

breakdown programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Light Industry Complex	33.84	7.20	3.60	---	1.96	---	46.60
2 Mountain Tourism Corporation	6.20	3.60	3.60	---	.86	---	14.26
3 Commercial Expansion Association	11.67	8.40	3.60	---	1.16	---	24.83
4 Crop Development Station	6.60	1.20	1.80	---	1.45	---	10.05
5 Domestic Animal Enterprise	11.38	3.60	3.60	---	5.00	---	23.58
6 Termine Identity Project	7.80	1.20	1.80	---	.90	---	11.70
7 Youth Action Force	1.90	1.20	---	---	---	1.50	4.60
8 Village Restoration Corps	7.30	2.40	1.80	---	6.00	---	17.50
9 Civil Construction Combine	.70	2.40	1.80	---	.20	.50	5.60
10 Adult Education Academy	2.35	2.40	1.80	---	.50	---	7.05
11 Children's Learning Institute	2.60	3.60	1.80	---	.30	---	8.30
12 Health Delivery System	7.20	1.20	---	---	.40	---	8.80
13 Public Services Centre	2.60	1.20	1.80	---	1.00	.50	7.10
14 Technical Assistance Office	.87	1.20	1.80	3.00	.54	---	7.41
Total	102.41	40.80	28.80	3.00	19.87	2.50	197.38

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.0 = £1,000,000

years programmes	I	II	III	IV	Total Cost
	FY 1977	FY 1978	FY 1979	FY 1980	
1 Light Industry Complex	46.60	13.31	8.21	6.67	74.88
2 Mountain Tourism Corporation	14.26	52.98	4.96	3.96	76.16
3 Commercial Expansion Association	24.83	9.46	6.16	6.16	46.61
4 Crop Development Station	10.05	13.45	1.65	1.65	26.80
5 Domestic Animal Enterprise	23.58	10.40	7.40	7.40	48.78
6 Termine Identity Project	11.70	3.90	2.10	2.10	19.80
7 Youth Action Corps	4.60	2.80	2.30	2.30	12.00
8 Village Restoration Corps	17.50	7.30	7.250	---	32.05
9 Civil Construction Combine	5.60	4.90	1.50	1.40	13.40
10 Adult Education Academy	7.05	5.25	3.20	3.15	18.65
11 Children's Learning Institute	8.30	1.30	1.30	1.30	12.20
12 Health Delivery System	8.80	1.60	1.60	1.60	13.60
13 Public Services Centre	7.10	2.70	2.70	2.70	15.20
14 Technical Assistance Office	7.41	2.54	2.34	1.74	14.03
Total	197.38	131.89	52.67	42.22	424.16

PROJECT FUNDING FLOW CHART

toward local self-sufficiency

ICA Consultants

Key: 1.0 = £1,000,000

items		years	year one	year two	year three	year four	Four Year Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	59.80	24.00	14.38	---	98.18
		Private Sector	125.74	71.88	---	---	197.62
		Total	185.54	95.88	14.38	---	295.80
	Community Monies	Cash Contributed	2.96	8.97	9.59	14.06	35.58
		Loans Assumed	8.88	27.04	28.70	28.16	92.78
		Total	11.84	36.01	38.29	42.22	128.36
	Total Monies		197.38	131.89	52.67	42.22	424.16
Village Income	VILLAGE ANNUAL INCOME	current 1,067.00	2,134.00	3,201.00			
	FAMILY ANNUAL INCOME	2.20	4.40	6.60			

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