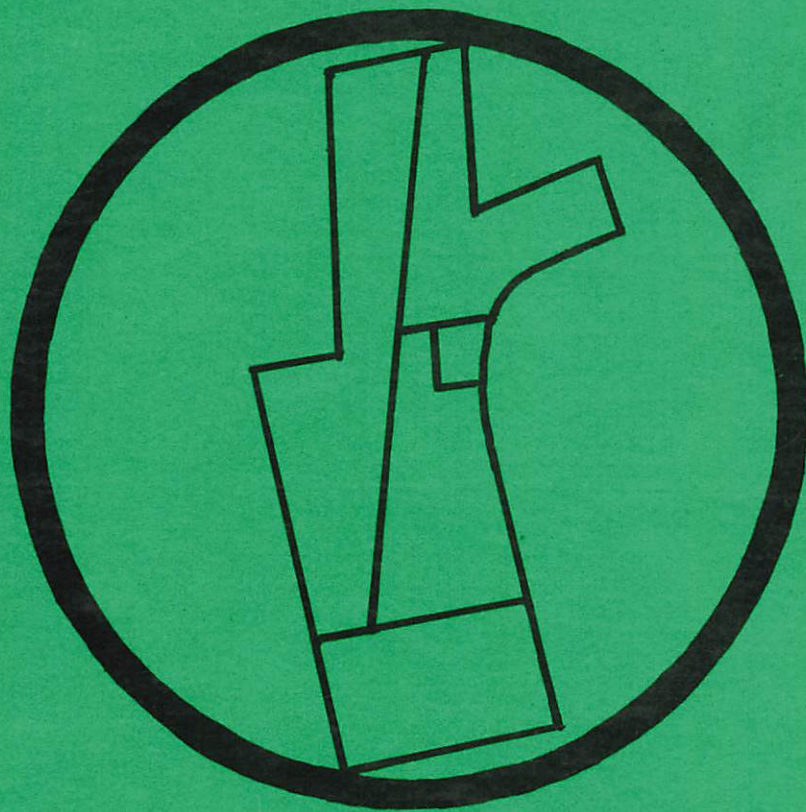


BANANEIRAS

HUMAN DEVELOPMENT

PROJECT



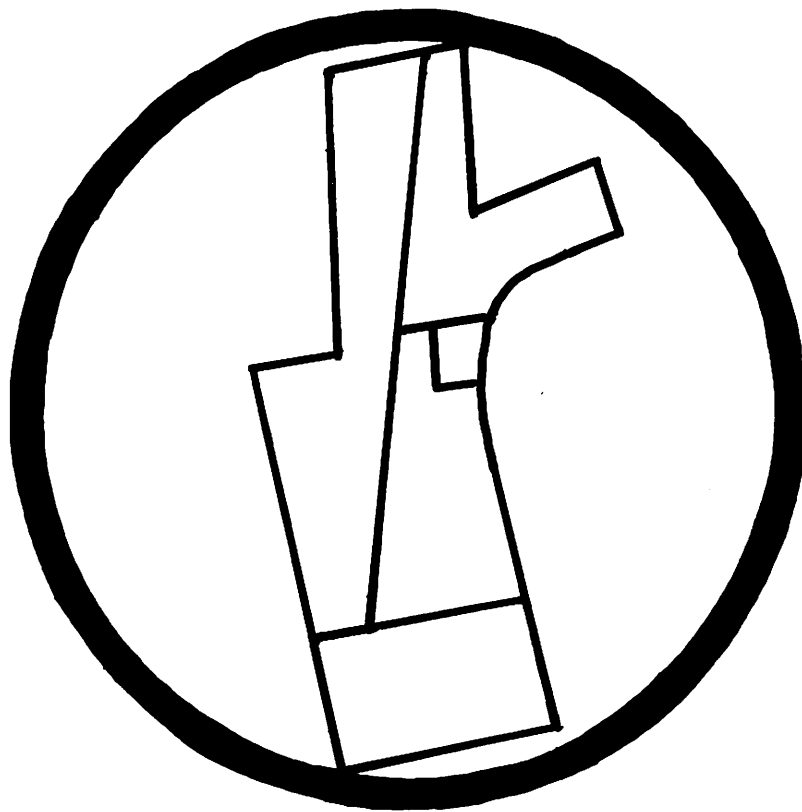
CONSULTATION SUMMARY STATEMENT

JUNE 1978

BANANEIRAS

HUMAN DEVELOPMENT

PROJECT



CONSULTATION SUMMARY STATEMENT

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CONSULTATION SUMMARY STATEMENT

Prologomena

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

Epilogue

**This is a publication summarizing the
Bananeiras Human Development Consultation
which took place in
Bananeiras, Rio de Janeiro, Brazil
June 25 - July 1, 1978
organized by
The Institute of Cultural Affairs
consultants**

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PROLOGOMENA

I

THE LOCATION

BHDP

The Bananeiras Human Development Consultation was the initial step in a comprehensive development demonstration project in rural Brazil. Bananeiras, meaning "Banana Grove", is named after a nearby river; but its popular name also reflects the abundant banana crop which is an important village export. The project, which will deal simultaneously with social and economic development, began through the cooperative efforts of village leaders and the staff of the Institute of Cultural Affairs. The project intent is to involve the creative potential of Bananeiras residents in establishing structures and services now lacking and, by expanding agriculture and commerce, to develop a self sufficient economic base for the community. The project is a pilot program, the methods of which can be replicated in other rural villages throughout the nation.

BRAZIL

Brazil, South America's largest nation in size, population and wealth, is almost as large as all the other countries on the continent combined. Recognized by many economists across the globe as generating the highest internal growth rate of any developing nation, it is described by its own citizens as the "country of the future". Past centuries formed the backdrop for many Amazonian Indian tribes, Portuguese exploration and settlement, the importation of African slavery, the establishment of the republic, the blending of a rich variety of races following emancipation and the steady move to develop the varied resources of the nation's vast interior. After World War II, Brazil became a focal point in the move to exploit the world's

resources. The interest of international developers was easily matched by the decision of a new generation of Brazilians who were determined to realize their nation's potential. The capital city, Brasilia, carved from the interior grassland only twenty years ago, symbolizes the nation's determination to creatively anticipate the twenty-first century. Like its neighbors to the north and west, Brazil faces the challenge of enabling its total population, expected to number 200 million by the year 2,000, to participate in the remarkable economic growth which has occurred in the past fifteen years. Those concerned for national vitality and purpose are increasingly aware of the importance of comprehensive socio-economic development in the nation's local communities. In this respect the Bananeiras Human Development Project promises to be of significance for Brazil as a pilot effort.

Rio de Janeiro, the former capital of the nation and reputed to be South America's most beautiful city, blends natural splendor and a tropical climate with human labor, international influence and Black and Latin vitality. Often viewed by foreign tourists as a gigantic playground, the urban area has a population of ten million, of whom one in every five live in the slums that impinge upon the city's expensive highrises. This situation is typical of the urban centers across the continent where it is anticipated two-thirds of South America's population will be concentrated by 1990 - the majority of them in slums. The issue before both the city and the state of Rio de Janeiro is that of resettling the population now residing in urban "favellas" and rebuilding the economy and services of the villages in such a way that both the urban and the rural communities of Brazil can participate in the promise of the nation's future.

RIO DE
JANEIRO

The village of Bananeiras is situated almost exactly on the line of the Tropic of Capricorn, northeast of Rio de Janeiro. It is reached by twenty-four kilometers of clay road from the highway turnoff located two hours northeast of the city. It lies at an altitude of 58 meters at the head of a small valley within the foothills of the great Brazilian Highlands. The climate is generally wet, encouraging lush vegetation.

BANANEIRAS

The community is popularly called Bananeiras, but the name on official maps is Correntezas, or "rapids". The first houses were the homes of the workers on a large coffee plantation. When the center of Brazil's coffee industry shifted to the south, the plantation owner sold the land and many workers were able to buy their homes and small plots of land. Today there is a population of approximately fifty families (300 persons) in the central hamlet. Along the approach road and in the surrounding hills there are about 30 "fazendas" (ranches) each inhabited by four or five families for whom Bananeiras is the immediate center for commerce and transportation. The typical size of these farms is about thirty hectares, though several are much larger. Within the past decade many have been purchased by wealthy people from Rio de Janeiro who are interested in improving them. The shopping town of Rio Bonito is one hour away by car, or is reached by a bus connection. The municipal center, Silva Jardim, is approximately thirty kilometers from the village. The area is generally regarded as the least developed of the State of Rio de Janeiro, with limited distribution of electricity, rather restricted services, and only three small industries in the municipality.

BASELINE

The economic base of the village is bananas, with cattle, milk and locally produced charcoal as supplementary exports. Cassava, sugar cane and citrus fruit are grown for local consumption, and maize is cultivated on the fazendas for feed. One man grows vegetables for local and export sale. There are five general stores in the village. Approximately ten local men work for the road maintenance crews of the municipality and a few carpenters and brick layers work on various small construction jobs in the area. Other workers are seasonally employed on the fazendas. The two-room local school has four grades which are attended by 67 pupils in two shifts per day. There is a high school in Silva Jardim, and students who attend it frequently arrange to board there all week since the daily bus schedule is inconvenient and costly. Medical services are obtained at the hospital in Rio Bonito. Flu, chest ailments and infected cuts and bites are frequent complaints; some cases of tuberculosis are found. The local

health outpost building which was completed several years ago is not currently open for service. A new building for a Post Office and local Registry and Justice Office is nearing completion and is expected to open within a few months. There are about thirty houses in the village, generally solidly built with cement walls on a timber frame. Most have indoor sanitation with septic tanks. Piped town water is a municipal service derived from two hillside springs two kilometers away. There is no electricity supply to the village and no telephone closer than Silva Jardim. In most houses the kitchen has an indoor charcoal or wood burning stove. Family life is close and families are comparatively numerous. Because men marry only when they are economically fairly established, many single sons in their late twenties are still living at home. Community activities include the life of the three churches in the village, Baptist, Roman Catholic and Assembly of God. The largest store has an attached billiard room which is an important gathering place, especially because it is lighted by electricity from the store generator. The **soccer** club plays an important role in the recreational life of the village and maintains a playing field.

II

THE CONSULTATION

The Institute of Cultural Affairs is a not-for-profit intra-global research, training and demonstration group concerned with the human factor in world development. It is a federally registered organization in Brazil with its main office in Rio de Janeiro. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition there are ICA offices in more than one hundred major cities serving 29 nations. The Institute's programs around the world are supported by grants, gifts, and contributions from government departments and agencies on the National, State and Municipal levels and from private foundations, corporations, trusts and concerned individuals.

AGENT

BHDP
ICA Consultants

ORIGIN

Since 1966 the Institute of Cultural Affairs has been working in Latin America with persons concerned about human development. Consultant teams composed of Latin American and international staff initially offered courses and consultative services on an occasional basis in Brazil in 1968. In 1973 resident personnel were made available in Venezuela. Within the past several years similar requests for resident staff were expressed by those who had worked with the Institute from Brazil, Chile, Jamaica and Guatemala. In January 1978, such a group in Brazil joined with Institute staff to locate a site for a pilot project which would demonstrate a comprehensive approach to community development. A number of possible locations in the Rio de Janeiro area were investigated and finally Bananeiras was selected. Following a series of meetings with community leaders, the Institute was invited to initiate a human development project in the village. In preparation for this, five Brazilians, three of whom were residents of the project area, attended an eight-week training program in village development methods held in the village of Caño Negro, Venezuela. Upon its conclusion they joined ICA staff members and took up residence in Bananeiras to prepare for the Consult.

PARTICIPANTS

The Consult took place in Bananeiras from June 25 - July 1, 1978. The consultants numbered 60 of whom one third were residents of the project area. In addition more than 100 additional local residents either visited the Consult or were contacted by field work teams. The non-resident consultants came from other parts of Brazil, Chile, Peru, Venezuela, Kenya, the United States and Australia. Visiting consultants from both the public and private sectors attended at their own expense and represented a wide range of expertise and experience. Specific professions included all aspects of education, small business, industry, agriculture, office administration, marketing, construction, social art, community development, psychology, journalism, veterinary medicine, public health and emergency medical care. The Bananeiras residents who attended likewise represented a wide range of occupations and expertise: farming, construction, small business, homemaking, teaching, carpentry, animal husbandry and transport.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Bananeiras. Second, they discerned the Underlying Contradictions which block the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the Actuating Programs which would allow the application of the tactical systems. The consultants' time was divided between work as teams in the field conversing with residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which they formed the accumulated data and team reports into the corporate product of the Consult. The aim of the week was to assist Bananeiras residents in building the project plan and beginning its implementation.

IMPACT

The readiness of Bananeiras for the Consult was evidenced in many ways. In anticipation of the consultants' arrival, the residents built a large shelter to serve as a meeting place for the Consult sessions. The churches of the village provided sleeping space for the guests, and the women of the community volunteered their services in preparing meals throughout the week. Residents of all ages took part in the work of the Consult; significant numbers of people travelled down from the hillsides on horseback after a day's work to participate in the evening sessions. Community leaders were supportive of the work and indicated a willingness to cooperate in every way possible. During the closing ceremonies one spokesman for the community commented, "The people in our village have been saying that Bananeiras has been celebrating all week long." Guest consultants remarked about the dedication and commitment of the local participants. One said, "When you pour your energy, hopes and dreams into a project like this, you discover you are giving shape to values necessary for future generations."

FOLLOW-UP

The task following the Consult is to implement the tactics which are focused on community needs through the programs reported in this document. First, this will involve the ongoing meeting of Consult participants, local leaders, interested residents and auxiliary staff to plan the specific program implementation. Second, ongoing training sessions will be needed for residents who will bear responsibility for major aspects of the project. Third, continuing relations with the public and private sector will be required to develop support systems both in and beyond the nation. Finally, a catalytic staff resident in the community will begin training and building the incentive which will raise a community-wide sign.

III

THE PRESUPPOSITIONS

FORMATION

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

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

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the 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 state and federal funds, and in some instances by soliciting special cash grants and donations in kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by 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 municipal, state, regional, national, and international levels.

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

SOCIAL

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation, First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts

ACTUATION

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

IV

THE APPLICATION

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

DOCUMENT

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes, and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of the people of Bananeiras in practical decision-making about

PRACTICALITY

their future. In so doing, the report itself is the incentive needed for actuation of the project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Bananeiras putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PART ONE

THE OPERATING VISION

I

VISION

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

PROCESS

In order to discern the local vision, the consultants were divided into teams and spent a day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to closely investigate a specific aspect of community life -- agriculture, business, services, social development and education. The teams covered the entire community, talking informally with people they met, visiting local residences and surveying community facilities. Through these activities the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 124 pieces of data from the teams were ordered in the basic categories of the present model. Plate I

gives rational, objective form to the Operating Vision that exists in Bananeiras. In relationship to this model the underlying contradictions could be discerned in the subsequent phase of the Consultation.

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 Bananeiras. Section A, Toward Ensuring Economic Dignity, points to the people's desire for the agricultural, industrial and commercial foundations that will substantiate their future as an economically self-sufficient community. Section B, Toward Providing Community Care, reflects the value they place on meeting the needs of all the people through services and institutions available within the community. The hope for strengthening relationships outside the community is also expressed here. Section C, Toward Building Social Confidence articulates the community's vision of the structures for training and leadership skills that enable responsible action both in and beyond Bananeiras. This section also holds services that ensure the physical vitality requisite for human development. The chart is further sub-divided into nine master categories in which 26 components hold 104 items reflecting the practical substance of the vision.

RESULT

II

A major theme emerging from the Consult is the desire of Bananeiras to activate the local economy by capitalizing on its potential and releasing that power within the whole community. The people see upgraded agricultural production as crucial to a revitalized economic life. They envision the initiation of industrial ventures as a means to diversify family employment and to increase total village income. They hope to establish commercial services in the community as a sign both of new economic vigor and of Bananeiras' capability to sustain the local presence of services now located at great distances from the village.

DIGNITY

CARE

The people specifically call for the provision of facilities, structures and activities that they grasp as essential forms of community care. They envision the renovation of public and residential space and the electrification of the village as immediate marks of increased community well-being. Furthermore, they realize that the village's access to broader social contexts through roads, a better transportation system and improved internal and external communication networks is crucial to participation in the future. The community also sees the importance of a variety of social activities that will strengthen cooperation and interchange on all levels.

CONFIDENCE

A primary yearning reflected by the people of Bananeiras is for the practical education necessary for responsible citizen involvement. The community sees the importance of preschool training for all the young children, increased formal schooling opportunities for older youth, and various practical skills for the adult population. Finally, they desire structures for assuring community security which include an operating medical outpost, potable water, village sanitation and the legal documentation necessary for directing their community's development in various arenas.

OPERATING VISION CHART

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

A – toward ENSURING ECONOMIC DIGNITY				B – toward PROVIDING COMMUNITY CARE				C – toward BUILDING SOCIAL CONFIDENCE									
LOCAL AGRICULTURE I		INDUSTRIAL EMPLOYMENT II		COMMERCIAL SERVICES III		BASIC FACILITIES IV		VILLAGE ACCESS V		SOCIAL ACTIVITIES VI		PRACTICAL SKILLS VII		FORMAL EDUCATION VIII		COMMUNITY SECURITY IX	
INTENSIVE PRODUCTION	CROP EXPANSION	SMALL INDUSTRIES	LIGHT MANUFACTURES	LOCAL BUSINESS	DRUG STORE	PUBLIC SPACE	VILLAGE PLAZA	ROAD SYSTEM	FRIBURGO ROAD	CELEBRATIONAL LIFE	REGULAR FESTIVALS	ADULT TRAINING	LANGUAGE SKILLS	LOCAL PRESCHOOL	SCHOOL FACILITY	MEDICAL OUTPOST	REGULAR TREATMENT
	DIVERSIFIED PRODUCTS		ANCILLARY BRANCH		LOCAL BAKERY		FOOTBALL BENCHES		ASPHALT PAVEMENT		DRAMA GROUP		BASIC EDUCATION		TOTAL ENROLLMENT		EMERGENCY TRANSPORT
	TECHNICAL HELP		MINERAL EXPLORATION		GAS STATION		COMMUNITY BEAUTY		FARM ROUTES		RELIGIOUS HOLIDAYS		SEWING COURSES		KINDERGARTEN INITIATION		AVAILABLE PERSONNEL
	SOIL TESTING		COTTAGE CRAFTS		FAMILY RESTAURANT		CHURCHES RENOVATION		CONCRETE BRIDGES		VILLAGE TRADITIONS		CONTINUAL CLASSES		CURRICULUM DEVELOPMENT		DENTAL CARE
SUPPORT SYSTEM	CHEMICAL SUPPLEMENTS	FOOD PRODUCTS	MINERAL EXPLORATION	INVENTORY VARIETY	GAS STATION	VILLAGE ELECTRICITY	CHURCHES RENOVATION	VILLAGE TRANSPORT	ADDITIONAL BUSES	YOUTH PROGRAM	VILLAGE TRADITIONS	BASIC HEALTH	SEWING COURSES	PUBLIC SCHOOLING	KINDERGARTEN INITIATION	SANITATION STRUCTURES	PARASITE CONTROL
	VILLAGE TRACTOR		COTTAGE CRAFTS		FAMILY RESTAURANT		DOMESTIC LIGHTING		HIGH SCHOOL TRAVEL		CHILDREN'S PLAYGROUND		CONTINUAL CLASSES		CURRICULUM DEVELOPMENT		WATER TREATMENT
	IMPROVED SEED		VEGETABLE VARIETIES		FAMILY RESTAURANT		ILLUMINATED STREETS		EXPANDED TRIPS		RECREATIONAL EVENTS		CONTINUAL CLASSES		CURRICULUM DEVELOPMENT		INCLUSIVE DISTRIBUTION
	AGRICULTURAL LOANS		VEGETABLE SUPPLY		FAMILY RESTAURANT		ILLUMINATED STREETS		EMERGENCY VEHICLE		SOCIAL ACTIVITIES		CONTINUAL CLASSES		CURRICULUM DEVELOPMENT		FILTERED WATER
HOME FARMS	POULTRY RAISING	FOOD PRODUCTS	BANANA GOODS	INVENTORY VARIETY	INCREASED MERCHANDISE	VILLAGE ELECTRICITY	PUBLIC BUILDINGS	COMMUNICATION NETWORK	COMMUNITY NEWSPAPER	COMMUNITY CENTER	SOCIAL ACTIVITIES	BASIC HEALTH	PREVENTIVE TRAINING	PUBLIC SCHOOLING	EXPANDED BUILDING	SANITATION STRUCTURES	DRAINAGE DITCHES
	GARDEN PLOTS		VEGETABLE VARIETIES		COOPERATIVE BUYING		ELECTRICAL APPLIANCES		TELEPHONE SERVICE		YOUTH CLUB		PREVENTIVE TRAINING		ADDITIONAL GRADES		GARBAGE PICK-UP
	EGG PRODUCTION		FRUIT PRESERVING		COOPERATIVE BUYING		COMMUNITY FENCES		BULLETIN BOARD		ELDERS ACTIVITIES		PREVENTIVE TRAINING		ADDITIONAL GRADES		COMMON DUMP
	VEGETABLE SUPPLY		FRUIT PRESERVING		COOPERATIVE BUYING		COMMUNITY FENCES		POST OFFICE		PUBLIC MEETINGS		PREVENTIVE TRAINING		ADDITIONAL GRADES		SEWAGE SYSTEM
PRODUCT MARKETS	DIRECT SELLING	FOOD PRODUCTS	FRUIT PRESERVING	INVENTORY VARIETY	LOW PRICED FOODS	ATTRACTIVE RESIDENCES	IMPROVED HOUSING	EXTERNAL RELATIONS	COMMUNITY REQUESTS	COMMUNITY CENTER	PUBLIC MEETINGS	BASIC HEALTH	FAMILY NUTRITION	PUBLIC SCHOOLING	CURRICULUM ENRICHMENT	LEGAL FOUNDATIONS	HOME OWNERSHIP
	COMMUNITY TRUCK		CANDY FACTORY		LOW PRICED FOODS		SURFACED ROADS		AGENCY LIASON		COMMUNITY ORGANIZATION		FAMILY NUTRITION		CURRICULUM ENRICHMENT		INDIVIDUAL PLOTS
	INEXPENSIVE TRANSPORT		FRUIT PRESERVING		LOW PRICED FOODS		SURFACED ROADS		SERVICES IMPLEMENTATION		COMMUNITY ORGANIZATION		FAMILY NUTRITION		CURRICULUM ENRICHMENT		LAND DEEDS
	EXPORT OUTLETS		CANDY FACTORY		LOW PRICED FOODS		SURFACED ROADS		GLOBAL CONTACTS		VILLAGE LIBRARY		FAMILY NUTRITION		CURRICULUM ENRICHMENT		EFFECTIVE ADVOCACY

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

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

PROCESS

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

list of blocks to the total Vision. The data then was organized into a comprehensive set of Underlying Contradictions facing the people of Bananeiras.

As the accompanying chart (Plate 2) indicates, twelve foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. They are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision, but is an informative and, therefore, an important step in holding the entire matrix of contradictions present in a situation. The bottom of the chart delineates the number of responses in each column and in the five overarching groups of contradictions. The first contradiction stands alone with 19 items which constitute 14% of the total number of 134 separate items on the whole chart. The second also stands as a separate entity with 15 items, or 11% of the total responses. The next five contradictions combined drew 43%. Contradictions eight through ten taken together accounted for 22% of the total; and contradictions 11 and 12 together drew 10%. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first and second contradictions indicate the total program must concern itself with dramatically altering the forms of village life and identity. The third grouping underlines the importance of developing ways by which the community can equip itself to secure services and foundational capital needed for development. The fourth grouping reflects the need for breaking open new economic arenas. The last pair calls for ways in which the total community can develop the extended interchange requisite to releasing innovative possibilities in various arenas, particularly in agriculture. The entire set of twelve contradictions provides a basis for proposals. The following pages contain a concise, one paragraph statement of each contradiction.

RESULTS

UNDERLYING CONTRADICTIONS CHART

I THE IMPEDING FORMS OF VILLAGE LIFE	II THE DEPRECIATING UNDERSTANDING OF COMMUNITY IDENTITY	III THE PARALYZING LIMITATIONS OF ESSENTIAL SERVICES	IV THE REDUCED AVAILABILITY OF EDUCATIONAL OPTIONS	V THE LIMITED ACCUMULATION OF FOUNDATIONAL CAPITAL	VI THE UNREALIZED POTENTIAL OF EXTERNAL RELATIONS	VII THE OUTMODED DEVELOPMENT OF FUNCTIONAL SKILLS	VIII THE UNDIVERSIFIED BASIS OF INCOME POSSIBILITIES	IX THE INEFFECTIVE SYSTEM OF VILLAGE MOBILITY	X THE UNFOCUSSED USE OF VILLAGE PROPERTY	XI THE CONFINED IMPLEMENTATION OF AGRICULTURAL METHODS	XII THE UNREALIZED BENEFITS OF GLOBAL EXPOSURE
Ineffective Group Coordination	Diminishing Population Base	Inefficient Emergency Service	Unidentified Practical Instructors	Unproductive Technical Aid	Low Municipal Priorities	Limited Health Understanding	Unexplored Potential Markets	Difficult Market Delivery	Unplanned Village Design	Unknown Intensive Cultivation	Few Vocational Possibilities
Unsatisfactory Garbage Disposal	Unclear Job Demand	Few Transportation Vehicles	Limited Literacy Opportunities	Unavailable Seed Money	Unrecognized Electricity Priority	Incomplete Sanitation Information	Limited Technical Jobs	Prohibitive Transport Costs	Restricted Community Expansion	Same Crop Patterns	Inadequate New Images
Uncoordinated Business Development	Non-existent Village Map	Expensive Generator Fuel	Costly School Support	Untapped Municipal Funding	Unrealized Promises Frustration	First Aid Incompetency	Inadequate Industrial Knowledge	Insufficient Travel Services	Uninvolved Land Owners	Restricted Farming Time	Restricted Women's Role
Non-existent Village Organization	Fewer Village Inhabitants	Excessive Electricity Expenses	Unavailable Literacy Classes	Undeveloped Savings Practices	Few Election Voters	Insufficient Nutritional Information	Nonexistent Job Market	Dispersed Residential Community	Property Title Delay	Unrecognized Input Benefits	Little Mass Media
Uncorporate Decision Making	Property Loss Fear	Distant Medical Services	Unemphasized Academic Skills	Unavailable Banking Services	Social Change Powerlessness	Uncatalogued Community Skills	Reduced Purchasing Power	Travel Impaired Participation	Unfulfilled Farming Desire	Expensive Disease Control	Delimited Future Vision
Unknown Community Meetings	Unclear Future Directions	Unequipped Meeting Facilities	Unaccountable School Attendance	Difficult Loan Attainability	Overcrowded School Classes	Misinformed Nutrition Practices	Insufficient Financial Resources	Small Passenger Potential	Monopolized Land Ownership	Costly Tractor Rates	Unknown Government Services
Small Gathering Places	Unrealized Improvement Attempts	Night Travel Reluctance	Bananeiras Residents' Exodus	Limited Municipal Resources	Confusing Legal Information	Inadequate Infant Feeding	Low Agricultural Income	Isolated Village Location	Absentee Land Holders	Undemonstrated Alternative Methods	
Undeveloped Local Leadership	Reduced Village Population	Stagnant Waste Water	Unstructured Early Learning	Isolated Geographical Location	Ineffective Local Unity	Unavailable Nutritional Diet	Area Economic Failure	Poor Access Roads	Unpermitted Tenant Farming		
Infrequent Village Festivals	Restricted Women's Activities	Unhealthy Water System	Incomplete School Week	Unobtainable Purchase Loans	Unrealized Access Road	Uncertain Fazenda Income	Limited Market Transportation	Remote Secondary Education	Unclear Legal Holdings		
Unassumed Responsibility Roles	Unrealized Elders Roles	Unorganized Immunization Program	Parent Teacher Noncommunication	Expensive Tractor Rental	Individualized External Communication	Unsanitary Animal Care	Questionable Profit Base	Scarce Public Transportation			
Joint Planning Disinterest	Truncated Village Vision	Inaccessible Health Care	Secondary Teachers Shortage	Scarce Farm Finances	Difficult Road Construction	Unsatisfactory Sewage Disposal					
Few Possibility Images	Few Community Holidays	Untreated Water Supply	Insufficient Teaching Tools	Restrictive Equipment Expenses							
Untapped Youth Potential	Unplanned Family Size	Insufficient Garden Water									
Unavailable Local Facility	Unvisualized Village Geography										
Bad Weather Datament	Failure Mind Set										
Unattractive Social Life											
New Ventures Mistrust											
Unfocused Resident Unity											
Limited Population Participation											
19	15	13	12	12	11	11	10	10	9	7	6
I	II	III			IV			V			

CONTRADICTION I

The Impeding Forms of Village Life

The first contradiction discerned by the consult is in the arena of community life. Across the globe one of the marks of contemporary times is the phenomenon of local man participating in the re-creation of his own community. With the forging of new community patterns there has developed an awakening of local social responsibility. In Bananeiras, the methods of local decision-making depend heavily on traditional paternalistic patterns. Occasions that enable the whole village to express concern for the village and its future seldom arise. There are no facilities which enable the gathering of the total community. Informal leadership has few roles to which it is called, and few opportunities to develop methodological prowess that would allow its potential to be realized. The strong individualistic style fostered by subsistence living mitigates community cohesiveness. Over the last several years there has been a diminution of festivals. In addition, basic care structures, such as trash removal, are immobilized at the point of implementation. The stance of waiting for "someone above us to care for us" is reinforced by the social fragmentation which prevents any significant undertaking to be planned or actualized. Unless local structures are created to enable local corporate responsibility to emerge, social inertia will remain a way of life in Bananeiras.

CONTRADICTION II

The Depreciating Understanding of Community Identity

The second underlying contradiction is in the arena of community identity. The twentieth century has thrown into sharp focus the cruciality of powerful symbols which allow people to grasp and celebrate their heritage and identity. In Bananeiras the remoteness of location and the rugged mountain countryside are daily reminders

of the sheer difficulty of accomplishing anything. Some people in the village have a memory of a much more active time when there was more commerce and frequent "festas", but there are now no visible symbols or articulated stories of the origins or history of the place. The operating consensus of the people is that nothing of significance happens in Bananeiras. In addition, there is an underlying tone of failure here, for this was an area formerly rich in coffee production now struggling to sustain an economy based on the second or third grade bananas for which it is named. On no map is the village marked by the name it bears. There has been a turnover of residency in the last ten or fifteen years, with the net effect of a significantly diminished population. With no adequate legal description of property available and considerable unclarity about what is happening sociologically and economically within the area, villagers operate with extreme uncertainty regarding the future. Added to this is the pattern of social stratification which has been rehearsed for generations and is now virtually accepted as defining the fated role of the villager. Unless new powerful symbols are created to affirm the uniqueness and significance of this community as a viable place of human habitation, there will be little possibility of generating the vigorous efforts required for social and economic development.

CONTRADICTION III

The Paralyzing Limitations of Essential Services

The third underlying contradiction is in the arena of essential services. Services which only a few years ago were considered a helpful asset or a luxury today have become utterly necessary for effective participation in the realities of contemporary society. Bananeiras currently exists on the outer fringe of these services. While they are potentially available, they are costly to receive and therefore only partially present. Electricity has reached the village only in the form of two private generators and is not available for public or general domestic purposes. Mountain spring

water is abundant and a distribution system makes it available to most homes, yet the delivered water is untested and the prevailing understanding is that it is undoubtedly parasitically contaminated. Stagnant open pools of waste water are common around most outdoor washing areas. Almost every home has an open pit garbage area. Although a health outpost was built in the village several years ago, it has been inoperative for about three years. An emergency clinic is located in Silva Jardim and the nearest hospital in Rio Bonito is one and a half hours drive from the village. Dental services, obviously needed by most people in the village, are seen as inaccessible. The effect of these patterns drains the vitality of the people and reinforces the life style of backward isolation. In addition, the daily expenditure of energy required to function with the current rudimentary form of services severely minimizes the villagers' productive output. Until these services are fully developed and available for all, little significant change can be anticipated.

CONTRADICTION IV

The Reduced Availability of Educational Options

The fourth contradiction discovered by the consultants has to do with educational options. An ever-expanding body of basic knowledge and skills is utterly essential for people to function effectively in today's global society. The only structure of formal education existing now in Bananeiras is a primary school of four grades with one teacher. Approximately sixty children attend the school but on an extremely irregular basis. There is a wide age variation among the students in any given grade. Problems of attendance and discipline are thus far beyond the resources of aware adults to resolve. Teaching aids and basic equipment available for the educational task are at a minimum and have called forth a rather amazing ingenuity on the part of the staff. For practically all children, completion of the fourth year of primary school is the terminus of their education. Transportation and boarding expenses are cited as prohibitive factors since all advanced classes are located

outside the village. At the present time there is no one from Bananeiras attending the high school in Silva Jardim. The few who have received advanced training, such as normal school, have permanently left the community. The concern for adequate education is a contributing factor in other families' decisions to move out of Bananeiras. In addition, there is a large potential for and a great interest in preschool and adult training. People in the village realize the importance of basic education for their children and for themselves but are at a loss to provide adequate academic training on the basis of their own current resources. Furthermore if the current level of education is merely maintained, the people of this village will not be equipped to participate significantly in the 20th century.

CONTRADICTION V

The Limited Accumulation of Foundational Capital

The fifth underlying contradiction was discerned in the arena of foundational capital. In the latter part of the twentieth century economic power across the globe has depended heavily upon the structures of corporateness which allow for the amassing of an influential capital base and diversity of investment. Within Bananeiras there is a wide disparity among the economic resources of the fazenda owners, the tenant farmers and the farm laborers. With some unclarity on land ownership, collateral required for loans is difficult to obtain. In any case, the obtaining of loans can be a time-consuming process and even when secured often does not coincide with the appropriate time when money is needed. Added to this is the factor that the amount of a loan which can be obtained is often not adequate to secure the full complement of equipment or technical aid that makes additional investment a profitable venture. The day-to-day marginal cash flow pattern is one which most of these hard working people have found impossible to break. Such a pattern reinforces the habit of purchasing out of immediacies and mitigates long-range planning or budget management. Banking services are remote and are not

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generally utilized by the people. Unless the people of Bananeiras move to create a corporate basis for capital formation, the marginal economy of individual families will continue to sustain subsistence living.

CONTRADICTION VI

The Unrealized Potential of External Relations

The sixth underlying contradiction is in the arena of external relations. Today, various sectors of society are becoming more interdependent -- the urban and rural, the economic and social, the local and global. Local development, especially, is increasingly dependent upon the combined support of both public and private sectors at the regional and national levels. In Bananeiras, communication with representative forces occurs on an individual, personal basis without the strength or influence of community consensus. The community has been cast in the role of and now unquestionably accepts itself as a recipient. In addition, it has seen itself almost exclusively dependent upon the public sector which in recent years has made remarkable strides in spite of the apparently overwhelming burden of functioning in the tensional responsibility for the care of all the communities and all of the people in its jurisdiction. When the public sector moves, as it must, on a basis of priorities which understandably do not always include the community of Bananeiras, the villagers only see unrealized promises and seldom grasp the possibilities of relating to private sector resources or of developing resources within the community. Attempts have been made to fulfill the desire to work in cooperation with existing public and private structures, but almost without fail the villagers are overwhelmed by the apparent sophistication and expertise required to follow unfamiliar and, therefore, seemingly complex procedures. There is a resultant reluctance to seek benefits which are available and a continuing unawareness of new resources in both the public and private sectors. Furthermore, the continuation of the people's present

stance deprives them of the humanizing activity of bearing responsibility for developing their own local advocacy and reinforces their powerlessness. Unless expertise is developed locally to establish effective access to public and private resources, the development of Bananeiras will stand at a stalemate.

CONTRADICTION VII

The Outmoded Development of Functional Skills

The seventh underlying contradiction discerned by the consultants lies in the arena of functional skills. The impact of science and technology across the globe has called forth a new body of common wisdom and operational skills necessary for effective living in the twentieth century. In Bananeiras an occasional seminar for banana plantation workers has been held to convey improved technology. Several years ago when the health outpost was first opened, attempts were made at nutritional and health training. However, for the most part, adult training has been at best simply the perpetuation of traditional knowledge and skills. Apprenticeship efforts transmit to the coming generation methods of horsemanship, cooking on an open charcoal stove, banana tending, and farming which are identical to those practiced by their parents and grandparents. There is no effective access to new wisdom or methods. Rudimentary procedures for caring adequately for emergency health situations remain unknown. Traditional methods of food preparation and eating patterns negate the possibility of getting the greatest nutritional value from existing resources. Unsanitary animal care compromises the good health expressly desired by all. Although many of the remarkable skills which the people of Bananeiras possess have been the very factor which enabled them to survive in past generations, they no longer allow for productivity commensurate with today's economy, nor do they support people with the vitality needed for human development. Moreover, the entrenchment of traditional methods used in coping with the problems of everyday living produces a type of linear thinking

which blocks the search for alternative possibilities and poorly prepares the people of Bananeiras to adequately function in the realities of a technological society.

CONTRADICTION VIII

The Undiversified Basis of Income Possibilities

The eighth contradiction discerned during the consult is related to the arena of income possibilities. Today modern industrialized society calls for diversification of employment to develop a strong broad-based economy. In Bananeiras, however, the economy still rests on one cash crop with a secure but low market income. In the surrounding farm lands, most of the men work in the banana plantations as unskilled laborers. In the village there are five family owned general stores. A few men have occasional construction work. To establish family income, a few people work in Silva Jardim or Rio de Janeiro and commute to the village on week-ends. Women are confined by the time-consuming patterns of home care. Knowledge about regional industries, available job opportunities or potential agricultural markets remains unexplored. Distance and transportation costs are the major deterrent to attracting new industries to the area. Most men work hard from dawn to dusk and there is virtually no unemployment. Yet in relation to the human potential and productive capacity of the people of Bananeiras, there is radical underemployment. Moreover, the limited employment opportunities perpetuate the role of unskilled laborers and does not challenge the resources - especially of the young people - to acquire skills or training that would equip them to assume new roles in the job market. Unless diversified job opportunities are created, human resources will not be equipped for the task of creating a viable and strong local economy.

CONTRADICTION IX

The Ineffective System of Village Mobility

The ninth contradiction has to do with village mobility. The expanding urban reality across the globe today has impacted and dominated the life style of all aspects of human society, requiring that even the residents of rural areas of the world become more mobile than ever before. Bananeiras is a small, remote rural commercial center for the residents scattered throughout the surrounding mountains. Today the transportation system remains much the same as it was one hundred years ago -- largely dependent upon the horse and the burro. The main access road to the paved highway is 24 kms. and during heavy rains the first twelve kms. out of the village are hazardous and occasionally impassable. The five bridges in the unimproved section are in questionable state of repair. Bus transport is available twice a day. The prime time invested in getting in and out of the village detracts from the productivity of those who must use this system. Commercial or industrial interests are understandably discouraged from locating in this area. Furthermore, the structural isolation reinforces the image of Bananeiras as a past-oriented curiosity, by-passed and forgotten. Unless the transportation infrastructure is rapidly and extensively expanded, the economic and social development of the community will remain a dream.

CONTRADICTION X

The Unfocused Use of Village Property

The tenth contradiction is in the arena of village property. Communities throughout the world have come to a new appreciation of the value of intentionally designing and ordering space to insure that the needs of all the people are met. The land which comprises the village of Bananeiras and the surrounding areas is owned both by farmers who have inherited their farms and by relatively new owners who have purchased land

tracts over the past fifteen years. Many of the latter group are not as yet integrated into the life of the community and function as absentee land holders. The village proper was part of a farm sold several years ago with the stipulation that home owners in the village would receive a property title after land parcelling and court procedures were completed. Several do not yet hold title. Landless farmers who in the past had share-cropping arrangements with former land owners now find the new owners understandably interested in other uses for their land, since by law if tenants occupy a home for ten years they have the right of ownership. With considerable residency turn-over and great unclarity on land title legality, there are some tracts of land that go unutilized. In addition, the village was formed primarily as an unplanned clustering of houses with an emphasis on individual private dwellings rather than on public space for community use. The new post office building, the school and the health center have been placed without an apparent overall plan or consideration for internal traffic flow. These factors have served to diminish the ability of the people to determine the shaping of their community and further imply that they have no influence upon determining their own destiny. Unless legal rights are clarified and an overall design for the community is created and implemented, there can be little significant development of the village that releases the creativity or the civic pride of the people.

CONTRADICTION XI

The Confined Implementation of Agricultural Methods

The eleventh contradiction has to do with the arena of agricultural methods. The trend in world agriculture today is toward larger operations which apply science and technology in diversifying crops in order to make full use of resources and to assure continuity of marketing. In Bananeiras the large and small farmers, with few exceptions, hold tenaciously to the traditional patterns of agriculture. Especially is this true of the banana growers. There is a fairly steady market for

the current crop of second or third rate bananas that is produced. The technological advice and inputs are available to produce a disease resistant strain. However, it produces a lower yield and there would be an undetermined, yet necessary, time gap before the newer crops could register a greater profit even if they were hazard free. Particularly for the small farmer the inflexible use of fifty year old field technology is not unrelated to the simple mode of transportation of produce to the point of marketing in the village. Simply increasing the quantity of current yield would overtax the very limited capacity of carrying produce over the mountain trails by burro. There is understandably deep reluctance to change any component in a time honored interlocking system of production, transportation and marketing. Furthermore, there is a deeper apprehension of the risks involved in diversification of crops. A marginal subsistence economy does not permit the economic flexibility required for experimentation. The viability of new crops has not been adequately demonstrated in the area. Added to this is the entrenchment of an individualism which was a necessity for traditional subsistence farming. Unless new cooperative methods of agriculture are immediately generated, the people of Bananeiras will continue to engage in a losing economic struggle.

CONTRADICTION XII

The Unrealized Benefits of Global Exposure

The twelfth contradiction is related to the global exposure of the people of Bananeiras. At a time when virtually every human being has been impacted by a new consciousness of global relatedness, the residents of Bananeiras are extremely limited in their relation to the world beyond the village. The practical benefits of society are vaguely known but seldom available. The current work patterns demanded by subsistence living confine the villager to the town, the hills, the fields and the home. The time and high cost of transportation discourage mobility except for dire emergency

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and for securing locally unavailable necessities. The appreciation of outside experience is frustrated by the villager's experience of, or stories about, the complex structures of modern society. The curtailment of a constant information flow deters practical knowledge of technical resources and marketing possibilities which directly affect the economy of the village. Furthermore, with only the word of mouth reports of what is happening in the nearby vicinity, the imagination of the people of Bananeiras is stifled. They have little understanding of the regional, national or global dynamics which actually affect their lives, and little perception of how they can creatively participate in today's society. Unless global exposure is radically facilitated, Bananeiras will remain unaware of its practical possibilities and the human potential in the village will go untapped.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

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

PROCESS

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

The Practical Proposals Chart (Plate 3) is comprised of 22 proposals referred to as "projects". They are organized under seven master proposals which reflect decisional responses to major contradictions. The first two master proposals relate to the provision of a stable local economic base and call for agricultural cooperation and business expansion. The next three master proposals relate to community identity and reflect the people's

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RESULT

decision to forge new structures for basic services, local organization and social engagement. The remaining two master proposals relate to the foundational equipping of the people through practical, formal and extra-formal education. 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 ECONOMIC STABILITY		II COMMUNITY IDENTITY			III FOUNDATIONAL EQUIPPING	
A AGRICULTURAL COOPERATION PROPOSAL	B INDUSTRIAL BUSINESS PROPOSAL	C FUNDAMENTAL SERVICES PROPOSAL	D LOCAL ORGANIZATION PROPOSAL	E ENGAGEMENT ACTIVITIES PROPOSAL	F PRACTICAL TRAINING PROPOSAL	G FORMAL EDUCATION PROPOSAL
DEMONSTRATION FARMING PROJECT 1	DEVELOPMENT CORPORATION PROJECT 4	HEALTH SERVICES PROJECT 7	COMMUNITY ASSEMBLY PROJECT 11	SYMBOL SYSTEM PROJECT 13	FUNCTIONAL SKILLS PROJECT 17	EARLY LEARNING PROJECT 20
RESOURCE DEVELOPMENT PROJECT 2	COOPERATIVE COMMERCE PROJECT 5	PUBLIC WORKS PROJECT 8		VILLAGE CELEBRATIONS PROJECT 14	PHYSICAL CARE PROJECT 18	PRIMARY ENRICHMENT PROJECT 21
INTENSIFIED CULTIVATION PROJECT 3	NEW INDUSTRIES PROJECT 6	VILLAGE MAINTENANCE PROJECT 9	SOCIAL CARE PROJECT 12	CULTURAL ENRICHMENT PROJECT 15	RESIDENT TRAVEL PROJECT 19	VOCATIONAL SKILLS PROJECT 22
		COMMUNITY TRANSPORT PROJECT 10		LOCAL MEDIA PROJECT 16		

I

ECONOMIC STABILITY PROPOSALS

The first proposal arena, Economic Stability, involves both agricultural and business development. Basically, both are necessary components of Bananeiras' move to strengthen its economy. The creation of a self-sustaining, local fiscal foundation in the village demands the rapid development of industry and commerce, and new dimensions of corporate action, especially in the area of local farm production.

A
AGRICULTURAL
COOPERATION

The land ownership and cultivation patterns operative in Bananeiras necessitate new forms of agricultural cooperation. Three projects contribute to this arena. First, the Demonstration Farming Project calls for upgrading agricultural methods through new crop varieties, soil treatment and long range planning based on the cooperation of small farmers. The Resource Development Project capitalizes on the village's abundant agricultural land which requires clearing, draining and legalizing. Third, the Intensified Cultivation Project creates an adequate irrigation system and provides for joint structures for planning and managing new development directions.

B
INDUSTRIAL
BUSINESS

Commercial and industrial extension is the complement of agricultural development; for without the continual exploration of new sources for income, the economy of a village cannot become self-sufficient. There are three projects comprising this arena: Development Corporation, Cooperative Commerce and New Industries. The first seeks to establish a representative local investment body which would call upon the services of private fiscal structures and appropriate government agencies for start-up capital. The second calls for the exploration of commercial practices which focus the energies of the businessmen in the village and probe tourism possibilities. The third is designed to develop new product lines in already established industries and to instigate new ventures, especially relating to agro-business.

II

COMMUNITY IDENTITY PROPOSALS

The second proposal arena encompasses **projects which** seek to provide the services, organizations and activities that demonstrate Bananeiras' capacity to ensure citizen well-being. Through efforts to transform the village's physical environment and strengthen the social fabric which relates its residents, the dignity and confidence required for socio-economic development can be cultivated.

A community's services reveal both its standard of life and its capacity to care for its population. Bananeiras looks to the improvement and construction of basic utilities as a means to break old images and release new socio-economic possibilities. The Health Services Project will allow for the provision of qualified medical personnel to staff the village Health Outpost and will also supply training in nutrition and preventive care to a core of volunteer health workers. The Public Works Project will furnish the village with electricity, sanitation, potable water and improved access roads. Ongoing systems for disposing of garbage, sewage and standing water are the major focus of the Village Maintenance Project. Finally, the Community Transport Project will increase dependable travel options in the village for both daily and emergency needs.

C

FUNDAMENTAL
SERVICES

The residents' grasp of themselves as one village with a common development task will be strengthened by the projects included in the Local Organization Proposal. Regularly scheduled village meetings and a variety of forums for all ages and social group configurations will guarantee focused exchange of concerns and recommendations. In addition, the Community Assembly Project will encourage the working together of local and regional leadership as well as consultation with public and private agencies which can be of assistance to the village development effort. The Social Care Project includes a number of particular ways to maximize responsible participation in the life of the village. Among these are youth clubs, the involvement of parents in local school efforts, and the designation of local "ambassadors" who would receive

D

LOCAL
ORGANIZATION

visitors to the village and also speak to groups outside the village about the work occurring in Bananeiras.

E
ENGAGEMENT
ACTIVITIES

The function of the Engagement Activities Proposal is to provide informal avenues by which every resident in Bananeiras can stand present to the cultural gifts of the village, the nation and the world. The Symbol System and Village Celebrations Projects focus on dramatizing significant community images through means such as festivals, theaters, special fairs, the village design and the writing of community songs and stories. The Cultural Enrichment and Local Media Projects intend to expose the residents to various forms of wisdom ranging from local history to world news, in an effort to give them access to information and experiences which supply a broader context for inclusive decision making.

III

FOUNDATIONAL EQUIPPING PROPOSALS

The third proposal arena deals with the foundational equipping of the people with the skills needed to cope with a constantly changing social environment. The intent of these proposals is to move the community beyond its marginal education level and to expand learning structures to include every resident. Both formal and extra-formal designs are included in the six projects which comprise this arena.

F
PRACTICAL
TRAINING

Bananeiras reflects every local community's readiness for expanded practical training options. The projects included in this proposal are directed toward providing the functional skills that will allow for effective leadership and sharpened management abilities, and also the practical know-how that guarantees health and physical vitality. In addition, the Resident Travel Project ensures the people's encounter with diverse contexts within and beyond Brazil as a means of deepening their reflection upon the role of their community as a demonstration of possibility.

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G
FORMAL
EDUCATION

The lifelong process of education is extremely important in an age when perpetual change and the acquisition of new knowledge and methods make constant adaptation necessary. The Formal Education Proposal involves three projects which offer all ages the methods for living effectively. The Early Learning Project establishes inclusive childcare structures which provide an intentional curriculum for the preschoolers of the village and also release their mothers to participate in new ways. The Primary Enrichment Project encourages total school enrollment and offers supplementary training curriculum to public school students. The Vocational Skills Project makes possible practical business training, handicrafts instruction, new agricultural methods and experience in maintaining village utilities.

1. DEMONSTRATION FARMING PROJECT	1 Crop Varieties	increasing locally raised produce
	2 Experimental Plot	displaying upgraded farming methods
	3 Comprehensive Design	enabling inclusive long-range efforts
	4 Soil Treatment	applying effective chemical supplements
2. RESOURCE DEVELOPMENT PROJECT	5 Land Clearing	reclaiming potential agricultural space
	6 Adequate Drainage	transforming presently useless areas
	7 Legal Titles	providing local ownership security
	8 Rental Arrangements	acquiring increased farm hectares
3. INTENSIFIED CULTIVATION PROJECT	9 Small Pump	ensuring appropriate water delivery
	10 Irrigation Extention	maximizing arable crop area
	11 Joint Contracts	facilitating corporate land use
	12 Agricultural Workshops	catalyzing crop development planning

I. ECONOMIC STABILITY

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B. Industrial Business Proposal

Plate 3B

4. DEVELOPMENT CORPORATION PROJECT	13 Credit Union	releasing additional seed monies
	14 Government Loans	enlisting supportive expansion capital
	15 Planning Commission	coordinating village profit investment
	16 Fazendeiros Consultation	Utilizing practical local expertise
5. COOPERATIVE COMMERCE PROJECT	17 Inkind Contributions	securing additional industrial support
	18 Tourist Package	generating increased village income
	19 Bulk Buying	procuring low-cost farm supplies
	20 Business Association	generating corporate commerce ventures
6. NEW INDUSTRIES PROJECT	21 Banana Products	increasing major crop value
	22 Food Manufactures	upgrading village employment options
	23 Chicken Farm	producing needed poultry products
	24 Manioc Products	expanding agro business efforts

II. COMMUNITY IDENTITY

C. Fundamental Services Proposal

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Plate 3C

7. HEALTH SERVICES PROJECT	25 Preventive Efforts	upgrading local residents' well-being
	26 Bananeiras Outpost	ensuring available medical personnel
	27 Local Volunteers	establishing local delivery network
	28 Nutrition Program	releasing potential human vitality
8. PUBLIC WORKS PROJECT	29 Sanitation System	eliminating unnecessary health hazards
	30 Water Distribution	providing potable water delivery
	31 New Roads	constructing village access routes
	32 Village Electricity	facilitating residents life style
9. VILLAGE MAINTENANCE PROJECT	33 Cobblestone Streets	installing improved roadway surfaces
	34 Garbage Dump	enabling orderly physical space
	35 Septic Tanks	providing dependable sewage disposal
	36 Drainage Ditches	removing standing water pools
10. COMMUNITY TRANSPORT PROJECT	37 Bus Transport	increasing village service options
	38 Emergency Vehicle	creating reliable transit availability
	39 Regular Schedule	enabling predictable people mobility
	40 School Shuttle	operating regular pupil transport

II. COMMUNITY IDENTITY

D. Local Organization Proposal

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Plate 3D

11 COMMUNITY ASSEMBLY PROJECT	41 Village Meetings	occasioning local planning events
	42 Local Forums	enabling ongoing focused exchange
	43 Agency Interchange	encouraging supportive group exchange
	44 Leadership Consultation	establishing creative structural accountability
12 SOCIAL CARE PROPOSAL	45 Local Ambassadors	designating capable village hosts
	46 Legal Documents	securing requisite civic papers
	47 School Involvement	occasioning parent-teacher discussion
	48 Youth Clubs	maximizing responsible community participation

II. COMMUNITY IDENTITY

E. Engagement Activities Proposal

ICA Consultants

Plate 3E

13. SYMBOL SYSTEM PROJECT	49 Village Design	building community spatial patterns
	50 Bananeiras Story	projecting significant community image
	51 Street Signs	designating interior village routes
	52 Community Songs	forging unique village identity
14. VILLAGE CELEBRATIONS PROJECT	53 Specialized Fairs	exhibiting varied village skills
	54 Youth Events	initiating regular engagement designs
	55 Local Festivals	providing inclusive leisure activities
	56 Village Theater	presenting diverse dramatic talent
15. CULTURAL ENRICHMENT PROJECT	57 Heritage Appreciation	recovering local cultural gifts
	58 Arts Presentations	affirming existing village talents
	59 Media Events	expanding fundamental life images
	60 International Programs	developing basic global exposure
16. LOCAL MEDIA PROJECT	61 Community Newspaper	disseminating crucial local data
	62 Available Periodicals	enabling world news access
	63 Village Library	enriching available wisdom bank
	64 Film Series	providing creative weekly entertainment

III. FOUNDATIONAL EQUIPPING

F. Practical Training Proposal

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Plate 3F

17. FUNCTIONAL SKILLS PROJECT	65 Leadership Training	increasing effective methods expertise
	66 Literacy Classes	ensuring critical knowledge access
	67 Financial Management	providing foundational economic skills
	68 Group Seminars	sharing updated agricultural techniques
18. PHYSICAL CARE PROJECT	69 Basic Medicines	providing regularly needed medicines
	70 Emergency Care	ensuring basic first aid
	71 Prenatal Classes	supporting healthy early development
	72 Homemaking Skills	providing creative domestic training
19. RESIDENT TRAVEL PROJECT	73 Global Travel	occasioning wide cultural exposure
	74 Outside Excursions	developing broader regional familiarity
	75 Urban Experiences	exploring diverse metropolitan assets
	76 Project Exchange	structuring village expertise interchange

20. EARLY LEARNING PROJECT	77 Village Preschool	establishing inclusive child structures
	78 Parental Support	scheduling regular home visits
	79 School Equipment	constructing creative play articles
	80 Local Teachers	training resident school faculty
21. PRIMARY ENRICHMENT PROJECT	81 Afterschool Program	supplementing regular class teaching
	82 Attendance Incentives	encouraging total school enrollment
	83 Scholastic Fund	sharing continuing educational costs
	84 Parents Board	initiating local support network
22. VOCATIONAL SKILLS PROJECT	85 On-Job Training	providing practical business experience
	86 Crafts Instruction	cultivating quality local workmanship
	87 Technical Advisors	enlisting agricultural consultants' expertise
	88 Public Systems	ensuring village utilities maintenance

PART FOUR

TACTICAL SYSTEMS

TACTICS

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

PROCESS

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

RESULT

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, nine paratactics, 38 basic tactics and 253 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 paratactics

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

ARENA
A

Tactical Arena A, Consolidating Positive Civic Identity, consists of two paratactics and ten basic tactics. It is the intent of this tactical arena to heighten the sense of community life and relations by engaging the people in the designs of their village life. Through guild networks, the residents will be better able to participate corporately in work arenas. Citizens' forums will enable each resident to participate in the decision making and have a voice in the community. Information flow will allow people to share the local news and keep abreast of upcoming events. Hospitality arrangements will be enabled by the villagers to welcome national and international visitors. Community life will focus on the image of the village. The public story will bring awareness of Bananeiras to its residents and to the world. Visible identifying symbols, such as signs, murals and statues, will be displayed throughout the community. Community celebrations will be held frequently to bring the community together for times of relaxation and festivities. Recreational activities and social excursions will allow all age levels to participate together.

ARENA
B

Tactical Arena B, Enlarging Village Economic Resources, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to stimulate and strengthen the agricultural and commercial dimensions of the village's economy and to initiate light industry in order to increase economic self-sufficiency. A small vacation tour enterprise will take advantage of the natural scenic beauty of the Bananeiras area. Store inventories will be expanded to include a greater variety of goods in order to stimulate greater circulation of money within the community. Light industries will be developed and will employ Bananeiras residents in all aspects of their operation. Small agro-enterprises will be established to bring additional monies into the community. Unused or worn out agricultural land will be reclaimed and rehabilitated in order to increase the number of hectares available for agricultural use. Crops will be diversified

in order to decrease the dependency on just a few crops. Agricultural productivity will be increased through adoption of more productive and adaptable crops more resistant to disease. Modern agricultural techniques will be inaugurated in order to draw out the greatest efficiency from land and crops available.

ARENA
C

Tactical Arena C, Sharing Functional Life Skills, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to increase practical learning about the aspects of community life that are already in operation and to provide additional learnings and experiences that will broaden opportunities to learn new skills. A commitment to create health education awareness will provide preventive education as well as medical services. Domestic management skills will be taught to heighten the creativity and quality of home life. Practical vocational training will be provided that will enable residents to be more available for employment in the community. Early learning structures will give the children a head start in their educational journey. Expanded school enrollment will be encouraged through campaigns, recognition programs and stimulating teaching materials. Informal supplementary instructions beyond the formal teaching schedule will recapture formal learning and offer additional learning opportunities.

ARENA
D

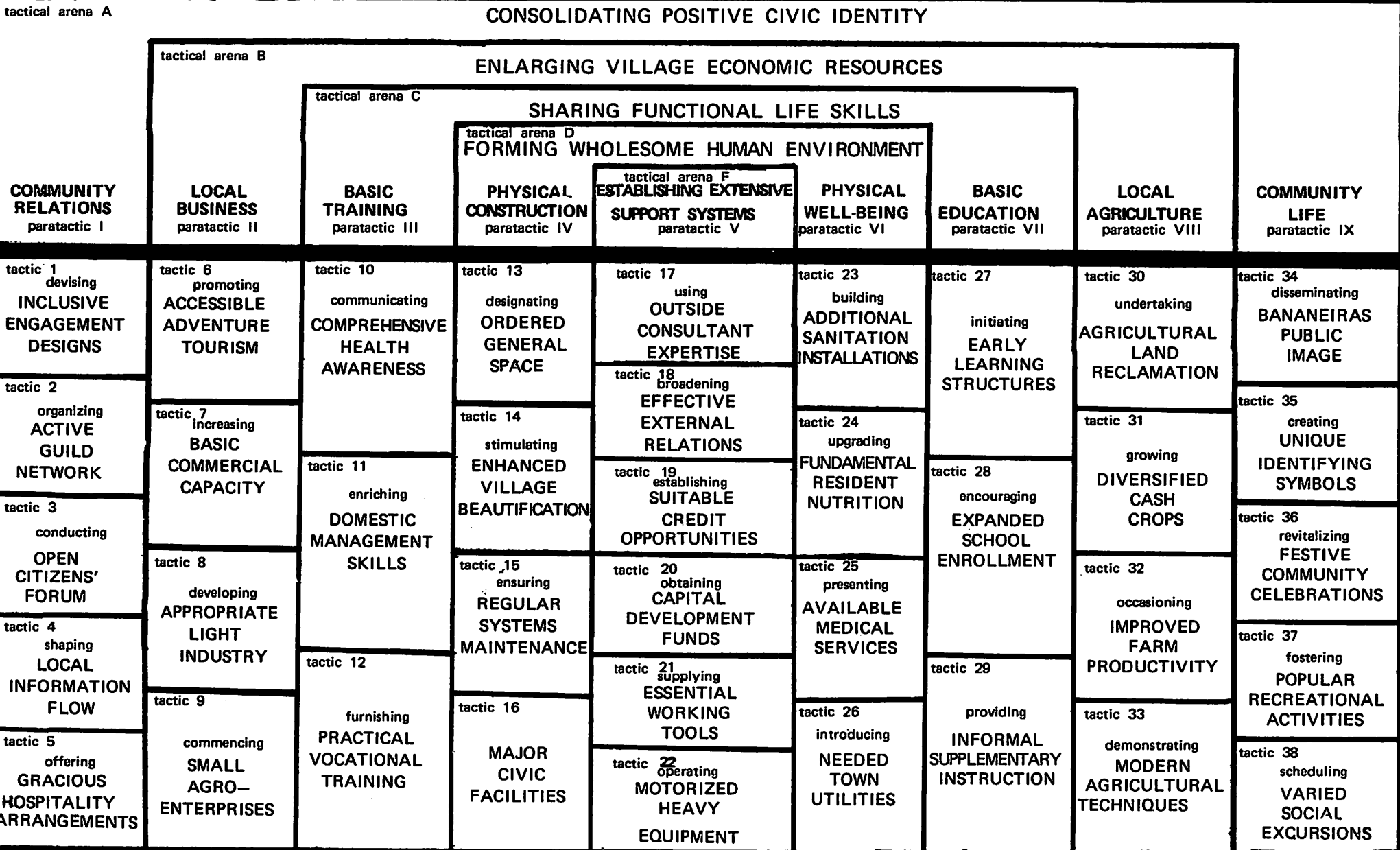
Tactical Arena D, Forming Wholesome Human Environment, consists of two paratactics and eight basic tactics. The intent of this tactical arena is to improve the physical condition of village space and promote good health for every citizen. General space will be ordered to lend focus to community life. Village beautification will be encouraged to develop pride of community. Systems maintenance will be regularly carried out with municipal and community participation. Major civic facilities will be constructed for village use. Fundamental sanitation installations will facilitate improved health. All phases of residents' medical services will be secured to deal with the varied community health problems. Needed town utilities will be developed with the municipality and community sharing responsibilities.

Tactical Arena E, Establishing Extensive Support Systems, consists of one paratactic and six basic tactics. It is the intent of this tactical arena to facilitate the rapid and coordinated advance of all sections of the community by securing resources, equipment and guidance through assistance from interested parties outside as well as from cooperative efforts within the village. Sound advice and strategic counsel for the project will be obtained by regular use of consultant

ARENA
E

guidance. Village services will be improved through a more sophisticated approach to external agencies. More credit will be obtained through submitting well-prepared requests to existing and additional sources. The capital costs of extending and modernizing village facilities will be obtained with outside help. A wide variety of modern, efficient tools will make for quicker and easier performance of day-to-day routine tasks whose easy performance contributes to successful advance. Vehicles such as a van and a truck and farm equipment including a tractor and roto-tiller will be used by the community.

TACTICAL SYSTEM CHART



TACTICAL ARENA A: Consolidating Positive Civic Identity

Paratactic I: Community Relations

Community relations will release a sense of community awareness and build creative interrelationships among the villagers. Engagement designs will permit all residents to have the opportunity to come together for various group planning and activities. Guild networks will encourage a common focus in implementing the project. Resident forums will enable effective participation in the development and direction of the community. Information flow will allow people to share the local news and keep citizens informed on a variety of other events. Hospitality arrangements will permit those who participate to graciously host visitors to Bananeiras.

Tactic 1: Devising Inclusive Engagement Designs

Subtactics

- 1 In order to increase a sense of cohesiveness and community spirit, inclusive engagement designs will be devised. Neighborhood care units will be developed by grouping families in five units
- 2 according to home location. A community choir will be organized to perform at special events.
- 3 A women's league will be initiated to provide opportunities for sharing in activities and voluntary service to the community. A youth association
- 4 will be established to provide for recreational and study activities. An elders' club will be formed
- 5 to share age level experiences and to assist in teaching Brazilian heritage courses in the local
- 6 school program. Regular visitation of village families in the central hamlet as well as the
- 7 outlying fazendas will be carried out to ensure the delivery of information and services to all citizens. Interchurch gatherings will be scheduled by the three local congregations as a means by which to share recreational and program activities.

Tactic 2: Organizing Active Guild Network

- 8 In order to provide direction and practical responsibility for the development programs of the Bananeiras Human Development Project, a local guild network will be organized. Taskforce groups will
- 9 be designated in areas such as education, business, agriculture, health and community life to direct and implement related efforts. Methods training
- 10 will be offered on a formal and informal basis to train local guildsmen in planning and actuation

11 techniques weekly. Leadership workshops will be
12 scheduled to coordinate the work of the several
13 guilds and ensure a unified village development focus.
14 Morning collegium will be held to provide a corporate
context and to prioritize tasks for the day. A
basic curriculum including literacy and global
geography will be offered to equip all adults with
functional knowledge. An accountability system will
be established whereby guild leaders will report
to the whole community and receive broad input on
critical issues. Guideline budgets will be created
regularly by each guild and revised in order to
effectively plan for and implement requisite expen-
ditures.

Tactic 3: Conducting Open Citizens' Forums

15 In order to provide an opportunity for the community
16 to have a voice in decision-making, a platform for
17 new ideas and a way of holding itself accountable to
18 its decisions, local residents' forums will be ini-
19 tiated. A yearly planning congress will be held
20 to hear the year's accomplishments, outline projects
and programs for the future, and build a timeline
of activities. A quarterly report will be presented
to allow comprehensive debriefing on the achieve-
ments of the quarter, a celebration of the accom-
plishments, and planning for the next quarter. Vil-
lage meetings will be held to elicit the ideas and
recommendations of the community in planning needed
programs and designing strategies for engaging all
groups. Youth forums will be held to assure the
opportunity for youth to express their ideas about
their future and their community. A women's forum
will be conducted periodically to discuss and
reaffirm the new role of women in Bananeiras and
around the world. A community council made up of
the leadership of the community groups will convene
quarterly to share experiences, identify community
issues that need the cooperation of all groups, and
secure leadership consensus.

Tactic 4: Shaping Local Information Flow

21 In order to increase contact among villagers and
22 between the village and the outside world, the
village information flow will be stimulated. Cur-
rent newspapers from nearby towns and cities will be
made available on a daily basis. A family directory
listing all the residents of Bananeiras by family and

23 showing the location of homes on a map will be
published. A services portfolio describing
appropriate services and agency resources available
24 in Bananeiras and nearby towns and cities will be
published and updated periodically. A bulletin
board displaying a map of the community, the location
25 of completed and current project programs, and
publicizing upcoming events will be constructed in
a central location. Map displays including maps of
26 the state, the nation, the continent and the world
will be furnished for community meeting spaces.
The Bananeiras Voice will be published to report
27 the activities of residents, project news, and
upcoming events. A resource library will be estab-
lished for local access to periodicals, books and
various instructive materials. Selected periodicals
28 will be provided in both technical and non-techni-
cal arenas for the residents' enjoyment and infor-
mation.

Tactic 5: Offering Gracious Hospitality Arrangements

In order to graciously welcome visitors and allow
villagers to express pride in their community,
29 hospitality arrangements will be devised. Hos-
pitality volunteers will be trained in hostessing,
30 story-telling and guiding visitors to points of in-
terest in the village. A visitors' book will be
placed at a tour beginning point so that visitors
31 can sign their names and addresses for future use
by the village leadership. An appointment schedule
will be maintained for the purpose of arranging
32 accomodations and transportation for visitors. A
visitor exchange program with persons in other
Brazilian villages and other countries will be
33 effected so that villagers and visitors will be ex-
posed to cultural diversity. Tourist information in
the form of brochures and post cards will be made
available to visitors.

TACTICAL ARENA B: Enlarging Village Economic Resources

Paratactic II: Local Business

Bananeiras will expand its commercial and industrial base to
broaden the foundations of its economy. Tourism will bring
additional funds into the community. Expanded commercial activi-
ty will stimulate circulation of funds. Small industrial enter-
prises will develop new jobs in the community. Small agro-
industries will wed the natural resources of the community
to the greater economy of the state and nation.

Tactic 6: Promoting Accessible Adventure Tourism

34 In order to increase incoming revenue and job oppor-
tunities in Bananeiras, tourism will be promoted.
35 A mountain tour on horseback from Bananeiras to Fréi-
burgo, including an outdoor barbecue meal, will be
36 managed. Guided tours of the demonstration project,
banana groves and waterfalls will be offered. A
37 commercial brochure will be printed to illustrate the
beauty of the mountains, the scenic horse trails and
38 the attractions of the village such as climate, set-
ting and people. Convenient bus connections will be
39 arranged to allow one-day and week-end visits. Hos-
pitality and lodging arrangements will be planned.
40 A rate schedule will be determined of costs per day
and per week with package deals for special groups
41 at lower rates. Local guides will be procured. Travel
agents will be commissioned in Rio de Janeiro and
elsewhere who will promote the Bananeiras tour.

Tactic 7: Increasing Basic Commercial Capacity

42 In order to expand the basic supplies and goods
available in Bananeiras, local commercial services
43 will be increased. A community survey will be
conducted to assess the needed basic products which
44 people could purchase in local stores. Associated
buying through cooperation among the store owners
45 will be inaugurated to allow lower consumer prices.
Existing store inventories will be expanded to in-
46 clude cosmetics, dry goods, basic clothing and
fertilizer. Special sales will be held to encourage
47 villagers to buy locally. A gasoline pump with
tank will be installed at one of the local stores.
A barber shop will be opened in Bananeiras.

Tactic 8: Developing Appropriate Light Industry

48 In order to strengthen and bring to realization the
economic potential of Bananeiras, appropriate light
industry will be developed. A furniture factory will
49 be operated employing at least two village craftsmen
as foremen with trainees as employees, using profes-
50 sional designs and selling to the Rio de Janeiro
market. A sewing industry will be implemented to
support a village furniture industry with component
51 soft parts, such as coverings for cushions. A vil-
lage bakery will bake breads for both local sale and
sales in surrounding communities via a distribution
net utilizing a small enclosed truck. Cottage crafts
will be encouraged to provide items for sale in
curio shops in nearby tourist cities.

Tactic 9: Commencing Small Agro-Enterprises

52 In order to utilize the rich agricultural potential
of Bananeiras and to stimulate local commercial de-
velopment, small agro-enterprises will be estab-
lished. A chicken farm will be established to pro-
vide meat for local use and to market poultry in
53 larger population centers near Bananeiras. A
banana chip processing plant will be opened to
market the abundant local resource for sale in
54 larger communities. A marketing cooperative will
be formed to encourage combined marketing of Banan-
eiras agricultural products.

TACTICAL ARENA C: Sharing Functional Life Skills

Paratactic III: Basic Training

To assure a sturdy basis for community progress the basic training program for Bananeiras will offer a comprehensive approach to health education, practical medical services and basic vocational training. Health education awareness will give the community an opportunity to improve village well-being and prevent health problems. Domestic management skills will emphasize practices that lead to improved family life. Practical vocational training will provide curriculum, materials and training opportunities to meet the needs of those who want to learn or upgrade their marketable work skills.

Tactic 10: Communicating Comprehensive Health Awareness

55 In order to enable the community better to protect
its health, and to obtain best results from the
work of professionals, para-professionals and
56 volunteers, comprehensive health education will
be introduced. First aid training will be provided
57 in simple treatment and emergency measures. Health
workers will be trained in medical screening and
58 keeping medical records. Community campaigns will
be conducted publicizing the importance of innocu-
59 lations, parasite prevention and scabies control.
A health fair will be held in the yard of the
60 medical outpost with displays, models and interviews,
especially in the fields of nutrition, hygiene and
61 sanitation. Open houses at the health clinic will
allow informal interviews, displays of equipment,
and will foster friendly relations between the
staff and the public. Material packets containing
pamphlets, posters and charts obtained from the
public health department will be distributed.

62 Hygiene practices will be emphasized by explaining
and demonstrating high standards of cleanliness
and sanitation. Nutritional data will be dissemin-
63 ated showing food groups and illustrating menus of
well-balanced meals. Motherhood classes will be
taught, instructing expectant mothers in diet,
64 anatomy of birth and proper care during pregnancy
and explaining proper care and precautions after
giving birth. Midwife training will be offered
locally to teach home delivery of babies with safety
65 and cleanliness. Dental health will be fostered
by teaching the importance of proper diet and good
care of teeth.

Tactic 11: Enriching Domestic Management Skills

In order to bring intentionality to the area of
family life in Bananeiras, training in domestic
66 management skills will be offered. Budgeting
techniques, including methods for creating family
67 savings plans will be taught. Meal planning methods
will be imparted to assure balanced diets, nutrition-
68 al preparation and wise food purchasing. A personal
hygiene course will be taught including all aspects
69 of physical care. Household sanitation methods
will be demonstrated to emphasize ways of creating
70 a home environment that promotes health. Sewing
classes, teaching basic sewing skills and pattern
71 making, will be held. Constructs for family meet-
ings will be designed, including experimentation
with songs, symbols and rituals which point to the
uniqueness of the family.

Tactic 12: Furnishing Practical Vocational Training

In order to ensure the local availability of skills
72 needed to accomplish the practical task of village
development, appropriate vocational training will
be furnished in Bananeiras. Faculty recruitment
73 will be conducted through the guilds to locate com-
munity adults skilled in the trades, crafts, construc-
74 tion, office skills, business, mechanics and agri-
culture who are willing to volunteer their expertise
and time in training others. Instructional materials
will be secured in kind, such as pamphlets, direc-
75 tories, books and manuals for use in formal training
sessions. Necessary equipment will be obtained,
including sewing machines, saws, typewriters and
76 other practical tools required for the demonstration
and practice of various skills. A curriculum plan
will be designed on a basis which details specific

77 course offerings and phases them according to
the needs of the community. Apprentice positions
will be established to provide a variety of on-
the-job training options. Field trips will be
78 arranged to expose trainees to new developments
in their particular focus of learning. Informal
placement testing will be conducted where appro-
79 priate to ensure that villagers receive training
for which they are best suited. Trainer recogni-
tion will be made through the scheduling of
appreciation weeks, group tours and refresher
courses outside the village.

TACTICAL ARENA D: Forming Wholesome Human Environment

Paratactic IV: Physical Construction

In order to upgrade the physical environment of Bananeiras, village effort will be focused on improving community property. Public space will be designed to meet community needs. A beautification program will encourage individual and community improvements to property and facilities. A maintenance system will ensure that public facilities are cared for and that responsibility is shared. The construction of major facilities will provide nodes for community gatherings and public services.

Tactic 13: Designating Ordered General Space

80 In order to provide a central focus for community
activities and to give a sense of order to community
81 life, public space will be designated for communi-
ty use. A village design will be published in a
82 prominent place to be a guide for future develop-
ment. A central plaza will be selected and con-
83 structed as the focal point of the community. A
children's playground will be built using local
84 creative play equipment. Recreational fields for
football, softball, volleyball, horse races and
fairs will be established. A safe swimming area
will be made in the river.

Tactic 14: Stimulating Enhanced Village Beautification

85 In order to develop an awareness of the beauty of
the surroundings and to promote orderliness in
86 the community, village beautification will be
encouraged. Home improvements, including house
87 repairing and painting will be started. Protec-
tive fences will be installed to keep animals out
of houses. Flower plantings will be set in near

88 all public facilities and village signs. Shade
89 trees will be planted in the central plaza.
90 Streets will be lined with stones to mark edges
91 and serve as paving. A litter campaign will be
92 started to encourage use of community trash cans.
93 Vacant lots will be cleaned of underbrush. Street
contests will be held to encourage street and yard
clean-up. Ecology studies will be conducted in-
formally to increase appreciation of the environ-
ment.

Tactic 15: Ensuring Regular Systems Maintenance

94 In order to care for public facilities used by
the whole village and encourage voluntary citizen
engagement in their upkeep, regular systems main-
95 tenance will be instigated. A comprehensive
maintenance plan for the upkeep of public buildings
such as the community center and the health out-
96 post will be built. Youth caretakers will be or-
ganized through the junior guildsmens program to
take responsibility for the care of school grounds,
97 the playground and the soccer field. Road repairs
including levelling and regular bridge upkeep will
occur in cooperation with appropriate municipal
98 departments. Storage space for small task equip-
ment, such as brooms, shovels and paint equipment
will be provided in the community center. A vol-
99 untary service corps will be recruited to perform
ongoing corporate maintenance efforts. Weekly com-
munity workdays will be organized to create adequate
100 momentum to perform both beautification and heavy
maintenance tasks. Assignment rationales will be
built to coordinate the forces needed for regular
and special work efforts.

Tactic 16: Constructing Major Civic Facilities

101 In order to provide central facilities for the
benefit of the total village, some major con-
102 struction projects will be constructed. A com-
munity center will be built to shelter and focus
103 village activities. A central plaza will be con-
structed to provide an outdoor resting and visiting
104 place for project residents. Cobblestone streets
will be built to enhance beauty of the village and
to ensure proper drainage and sanitation. Septic
105 tanks will be installed to collect waste from
homes. Drainage ditches will be built in low lying
lands bordering the river, to prevent flooding.

- 106 A small water purification plant will be erected
to treat the village water supply to ensure
against transmission of parasites. A water
107 reservoir will be constructed to provide the
village with a dependable and constant water
supply.

TACTICAL ARENA E: Establishing Extensive Support Systems

Paratactic V: Cooperative Outreach

In order to provide the goods and services on which the growth of business and industry depend, an economic infrastructure will be greatly expanded. The wisdom and insights of outside consultants will temper and strengthen the progress of Bananeiras' development. More active external relations will occur as local leaders make representations to outside agencies and interests on behalf of the concerns of the village. Additional sources of credit will be sought and created so that more operating funds are available, especially to farmers. Grants, gifts and loans will provide necessary additional capital. Hand tools and small equipment will allow quick effective action on construction, maintenance and repairs. Motorized heavy equipment will meet the needs of a rapidly growing rural community.

Tactic 17: Using Outside Consultant Expertise

- 108 In order to ensure that the development of the
village proceeds according to the best advice
available, outside consultant expertise will be
used for counsel and guidance. Agricultural con-
109 sultants will be obtained to provide information to
village agricultural projects. Technical advisors
will be secured to provide production and repair
110 advice for village construction activities, small
processing industries, and vehicle maintenance.
Business counselors will be found to provide advice
111 part time for village small businesses, especially
in the areas of bookkeeping and marketing. A
legal team will be sought out to assist and advise
112 on legal matters concerning titles, incorporation
and other legal concerns. Education advisors will
be recruited to serve in infant, preschool and
113 supplementary education programs. An advisory
board will be organized to provide the project
with overall strategic guidance, and to receive
the accountability of village business and in-
dustrial projects.

Tactic 18: Broadening Effective External Relations

114 In order to develop advocates to speak out on
village concerns, external relations on the part
of village leadership will be encouraged. Land
contracts will be made with owners to secure farm
115 lots and reclaimed land for village use. Build-
ing permits will be secured from appropriate
authorities for construction of planned buildings
116 and public works systems. Officials colloquies
will be conducted regularly for exchange of in-
formation and community planning with state and
117 municipal governmental leadership. A social worker
will be recruited to inform citizens of available
welfare eligibility and to help persons apply
118 for service. Increased bus service will be
negotiated with transport authorities to enable
greater mobility to and from the village.

Tactic 19: Establishing Suitable Credit Opportunities

119 In order to permit the expansion of farm goods
and services, local credit will be established.
A registration of the local agricultural coopera-
120 tive will be secured from appropriate officials.
A credit union will be incorporated to enable
121 people to borrow money at low interest. Working
loans will be made available by the credit union.
122 Financial guidance will be provided in credit and
loan procedures. A savings promotion plan will be
123 conducted. Financial advisors will be secured to
encourage rapid expansion of agro-business and
124 provide advice on effective administration.

Tactic 20: Obtaining Capital Development Funds

125 In order to secure funds for expansion of busi-
ness, industry and agriculture in Bananeiras,
money for capital development will be obtained.
126 Government grants will be applied for in order to
obtain investment capital for economic develop-
127 ment programs. In kind contributions will be se-
cured from business firms and individuals to pro-
128 vide the project with supplies and equipment at
low rates. Initial capital will be secured by
129 loans and grants for seed money to begin new
business ventures. Financial proposals, including
intention, plan and needs, will be developed and
presented to interested financial institutions

for the purpose of obtaining backing. Capital contacts will be made with government financial institutions in order to obtain funds for encouragement of local commerce.

Tactic 21: Supplying Essential Working Tools

130 In order to promote a sense of pride in the appearance of Bananeiras and to make upkeep easier, a supply of essential common tools will be made available. Garbage equipment such as garbage cans, 131 trash cans, small dumpsters, brooms, shovels will be included in the inventory. Maintenance tools for property upkeep such as paint brushes, saws, 132 hammers, planes, bits and braces and other hand tools will be secured. Rock breaking instruments such as sledge hammers, stone cutters, steel 133 wedges will be available for paving streets. Road tools such as shovels, picks, rock crushers and wheelbarrows will be obtained for road maintenance. Water tools for upgrading water system 134 such as pipe cutters, blow torches, shovels and mattocks will be provided. Agriculture tools 135 such as machete, shovels, hay rakes, hoes, hand cultivators and water buckets will be purchased for use on farms. A tool sign-out system will 136 be instituted. Tool maintenance and replacement will be continued to assure an ongoing tool lending 137 program.

Tactic 22: Operating Motorized Heavy Equipment

138 In order to lessen isolation and make resources more accessible, motorized heavy equipment for corporate use will be provided. A Kombi van will 139 be obtained for use as an emergency vehicle and for transporting school children. A community tractor 140 with equipment will be secured for agriculture and road maintenance. A flatbed truck will be secured for transporting produce to market and importing needed supplies such as fertilizer. A 141 roto-tiller for use in small agricultural projects and garden plots will be secured. Equipment service 142 will be provided for regularly scheduled maintenance and for minor repairs. A storage shed will 143 be constructed for all equipment. A cost sharing plan will be developed to clarify hourly rental rates. Work schedules will be planned and posted 144 in central places for use of equipment.

TACTICAL ARENA D: FORMING WHOLESOME HUMAN ENVIRONMENT

Paratactic VI: Physical Well-being

In order to improve the physical well-being of Bananeiras residents, basic health services will be provided and public utilities will be upgraded. Sanitation conditions will be improved by the installation of expanded sanitation systems. Nutritional training will develop a better nutritional plan for residents. Local medical services will be secured on a regular basis. The delivery of basic public utilities will be facilitated by local and municipal cooperation.

Tactic 23: Building Additional Sanitation Installations

145 In order to maintain public health and insure
sanitary waste disposal, a sanitation system will
146 be installed. A sanitation survey of homes and
facilities will be conducted to determine neces-
147 sary repairs and improvements in homes and elabor-
ations of the public sanitation system. Indoor
148 toilets will be built by those families needing
them as determined by the survey. A garbage dump
149 will be selected with easy access for disposal of
waste products. A collection service for garbage
150 will be organized by a local committee. A com-
post pile will be built where recyclable refuse
151 will be placed. Garbage disposal vehicles, such
as wheelbarrows, carts and trucks, will be secured.
152 Symbolic trash receptacles will be painted and
placed at strategic points for trash pickup. A
model home will be built with a sanitary floor,
proper ventilation, toilet, shower, lighting
and windows.

Tactic 24: Upgrading Fundamental Resident Nutrition

153 In order to assure the health and vitality of
Bananeiras, fundamental village nutrition will
154 be upgraded. A nutrition campaign will be
conducted to teach basic diet requirements to
155 homemakers and children. A model garden will be
planted to demonstrate how healthy foods can be
156 raised and new varieties produced. Balanced
meals will be prepared in the community kitchen using
157 village grown vegetables. Nutritious snacks will
be served at school to improve the well-being of
the children. Infant feeding instruction will
be given to expectant and new mothers to ensure
the healthy development of Bananeiras babies.

Tactic 25: Presenting Available Medical Services

158 In order to insure a healthy population in Bananeiras, medical services will be provided that include diagnostic, preventative and direct medical
159 treatment. Health records of screening programs, immunizations and clinic visits will be maintained
160 at the health outpost. Clinical testing for high blood pressure, diabetes, intestinal parasites
161 and pulmonary diseases will be held routinely. An immunization campaign will be offered through the
162 health outpost on a regular basis. A local dispensary for basic medicines will be established. A scabies screening and treatment campaign will
163 be conducted by health care professionals and volunteers. A well-baby clinic will be held.
164 Emergency transportation will be provided to ensure immediate hospital access. Dental services
165 will be secured through recruiting volunteers from the private sector or working through existing medical service networks to secure service from the government.

Tactic 26: Introducing Needed Town Utilities

166 In order to improve the quality of life by adding comfort, convenience and lessening needless labor, public utilities will be installed and upgraded.
167 Home electricity will be obtained which will include meters and correct wiring. Public lighting will be planned and secured with collaboration of municipality and electric company for streets and public facilities. A water filtration system will be
168 implemented and maintained. Cleaning of the main spring of water will be achieved with adequate
169 filtering and testing of water at the spring site. Underground piping will be secured to bring water
170 from the spring to the village. A public telephone will be installed to ensure ease of communication beyond the village.

TACTICAL ARENA C: SHARING FUNCTIONAL LIFE SKILLS

Paratactic VII: Basic Education

Basic education for Bananeiras will offer a program that assures a sound foundation for early childhood education and primary and secondary on-going learning. Early learning structures will provide teaching materials that will take into consideration the needs and abilities of all the children. Expanded school enrollment will encourage attendance regularity through

various campaigns and programs that will allow the continuity of daily exposure necessary to build a firm learning background. Informal supplementary instruction will provide additional activities during and after school periods.

Tactic 27: Initiating Early Learning Structures

172 In order to prepare pre-primary children for formal schooling and free their mothers for wider participation in a variety of work arenas, early
173 learning structures will be initiated. A recruitment campaign will be conducted to ensure
174 full enrollment of village children from six months through six years of age. Educational consultants will be secured to assist in organizing and staffing the school in its initial months of
175 operation. Local teachers will be enlisted from among the community adults for practical classroom
176 training experience. Teaching aids will be devised to provide supplementary materials. A comprehensive curriculum will be designed to insure the progression of learning from one developmental stage
177 to another. Playground equipment will be built to provide safe, structured facilities for recreation
178 periods. Decor materials will be posted to imagin-ally dramatize global interrelationships. Nutritious lunches and snacks will be provided to ensure children's vitality and well-being. Parent
179 meetings will be scheduled to provide unity between home and school instructors. Hygiene standards such as hand washing and toilet training will be
180 initiated to eliminate spread of communicable diseases. A roofed structure will be secured to house the program.

Tactic 28: Encouraging Expanded School Enrollment

183 In order to extend the educational options available to the primary and secondary aged youth in the village, expanded school enrollment will be encouraged. A school census will be taken to
184 ascertain the school age population and the level of formal instruction they have completed. Additional teachers will be placed in the village primary school to allow for anticipated enrollment
185 growth. Open-houses will be scheduled to foster parent-teacher interchange. School uniforms will be designed, made and distributed to all pupils. Awards days will be scheduled to occasion village

- 187 recognition of the children's scholastic achievement and regular attendance. A school shuttle will be arranged for use of the village van in transporting high school students to Silva Jardim.
- 188 Pupil housing will be secured with friends of the project in Silva Jardim to accommodate students who
- 189 choose to board there during the week.

Tactic 29: Providing Informal Supplementary Education

- 190 In order to maximize learning opportunities for children, informal supplementary education will be provided. Special tutorials will be provided
- 191 to help children having difficulty with basic skills. A children's chorus will be started to perform at festivals and celebrations. A physical
- 192 education program including exercises and organized games will be developed for use both during and
- 193 and after school. Nature studies will be conducted to acquaint children with local plant and animal life. Samba classes will be organized to teach
- 194 traditional and modern Brazilian dances. Educational games will be provided to reinforce principles and skills learned in formal instruction
- 195 sessions. A junior guildsmen's program will be offered for after school hours through which
- 196 village youth assist and receive training in the work of the village development guilds.

TACTICAL ARENA B: ENLARGING VILLAGE ECONOMIC RESOURCES

Paratactic VIII: Local Agriculture

The agricultural production base of Bananeiras will be expanded in order to foster community economic growth. Land reclamation will increase the amount of land available for agricultural use. New cash crops will diversify produce and open new markets. Crop productivity will be increased by application of new agronomy methods. Modern agricultural techniques will increase efficiency in handling crops from the planting to harvesting stages.

Tactic 30: Undertaking Agricultural Land Reclamation

- 197 In order to provide more suitable land for agricultural production, land reclamation will be undertaken. A land survey will be conducted including a topographical map and identification
- 198 of land ownership, unused land areas, water and
- 199 potential drainage and flood control areas. Rainfall patterns according to seasons will be re-

200 searched. A flood control program will be im-
201 plemented with retaining walls and flow chan-
nels, and possibly a small dam. Marsh drainage
will be carried out with owners' permission.
Erosion control using terracing, ground cover, and
trees will be practiced.

Tactic 31: Growing Diversified Cash Crops

202 In order to increase community income from agri-
culture, the growth of cash crops will be diver-
203 sified. Additional vegetables such as tomatoes,
onions, and cabbage will be raised. Cash legumes,
such as beans, peanuts, and soybeans will be
204 grown. Root crops including yams, sweet potatoes,
cassava and mandioca will be produced. Rice cul-
205 tivation will be introduced in low-lying areas near
the river. Papaya trees will be planted. Com-
206 mercial varieties of tested seeds will be used
207 to insure good return.

Tactic 32: Occasioning Improved Farm Productivity

208 In order to obtain maximum income from the exist-
ing principal crops of the district, especially
209 bananas, farm productivity will be improved. Land
conservation will be exercised, including recover-
210 ing unused land and enriching soil with fertilizer
and erosion prevention. Crop rotation will be
211 practiced. Disease resistant varieties of
bananas will be introduced to meet appropriate
212 market requirements. New techniques such as the
three stock method for continuous production will
be used. Insect control will be practiced using
pesticides and fungicides.

Tactic 33: Demonstrating Modern Agricultural Techniques

213 In order to introduce Bananeiras farmers to new
methods of farming which will produce more income
through better yields, modern agricultural tech-
214 niques will be demonstrated. A demonstration
plot will be farmed on a selected parcel of about
one hectare, divided into smaller sections for
215 different plants. New and little known seed
varieties will be grown to discover and demonstrate
suitable crops for Bananeiras conditions, especially
216 new vegetables and legumes such as peanuts or soy-
beans. Soil testing will be conducted for the
purpose of determining nutritive and water needs

217 of crops being grown. Disease control will be
218 maintained by spraying and other recommended
219 means. Regulated inputs such as fertilizers, and
220 pesticides will be used in measured quantities.
221 Available equipment will be employed to show
options for labor saving and mechanization. Tech-
nical advice will be secured from the Agricultura
Department of the State of Rio de Janeiro as guid-
ance for projects underway and to suggest new
trial projects. Farmer training will be provided
for local growers, using visits, fieldwork, dis-
cussions and classes. Accurate records will be
maintained to determine costs and profits.

TACTICAL ARENA A: CONSOLIDATING POSITIVE CIVIC IDENTITY

Paratactic IX: Community Life

Community life is an involvement of all the people of the vil-
lage. The public story will relate the history, heritage
and cultural gifts of Bananeiras. Identifying symbols will
forge new awareness of community unity and dramatize its new
resolve. Community celebrations will promote the participation
of the villagers. Recreational activities will encourage the
participation of all age levels. Social excursions will allow
visits to many points of interest to release creative energy
and enliven the everyday existence of the people of Bananeiras.

Tactic 34: Disseminating Bananeiras' Public Image

222 In order to nurture a sense of community identity
223 and to share the Bananeiras image with the world,
224 Bananeiras' public story will be created. A
225 folklore collection will be compiled as a histor-
226 ical record to remind the citizens of their heritage.
A community songbook will be compiled using folk
tunes and locally written songs. Group rituals
affirming the possibilities of the village's
present and future will be created for children
and adults. A pictorial essay of the Bananeiras
Human Development Project will be created. In-
formational materials will be developed to tell
the Bananeiras story.

Tactic 35: Creating Unique Identifying Symbols

227 In order to raise community consciousness and to
228 foster pride in being a citizen of Bananeiras,
identifying symbols will be created. Border signs
will be made and placed at mainroad boundaries

229 of Bananeiras. Street signs will be created to mark
streets. A welcome sign will be designed, painted
230 and placed at a focal point in the village. A
global montage, featuring Bananeiras will be drawn
231 and used as part of village decor. A community
grid will be drawn to delineate the geographic
232 area and to serve as a symbolic emblem of the com-
munity. A community map will be drawn and placed
233 in the plaza. Community symbols will be chosen
as components of the Bananeiras sign. Symbol
234 shirts will be designed and produced to express
community pride.

Tactic 36: Revitalizing Festive Community Celebrations

235 In order to recapture holidays and develop com-
munity unity, festive community celebrations will
be revitalized. A festival calendar will be created
236 to hold the scheduled celebrations for each quarter.
Community fairs will be scheduled to celebrate
237 special events. Community picnics will be held
to include all ages in the village. Birthday
238 celebrations will be held each month to mark the
unique life journey of village residents. The
239 national independence day will be reinstated
and observed in the traditional manner. An annual
240 June festival will be scheduled to recapture the
religious heritage of the three saints days.
241 The project anniversary will be scheduled to
celebrate the completion of the first year of
242 the project. The traditional pre-lenten carni-
val will be planned and implemented with rhythm
bands, costumes and dancing.

Tactic 37: Fostering Popular Recreational Activities

243 In order to release creative energy, enliven the
daily existence of Bananeiras residents and
build community spirit, a variety of recreational
244 activities will be organized. A series of artis-
tic programs by singers, musicians, artists and
245 actors of Bananeiras and nearby areas will be
developed. Regularly scheduled movies will be
246 shown at the community center. A theater group
will be organized to perform locally and in the
247 surrounding towns. Sports competitions in
soccer, horse racing, volley ball and other
248 activities will be organized. A quarterly
calendar reflecting scheduled activities for all
age groups will be posted. Global dinners will
be held to honor various cultures.

Tactic 38: Scheduling Varied Social Excursions

249 In order to enrich the lives and broaden the
horizons of Bananeiras residents, community ex-
cursions to cities near the village and to
250 other countries will be scheduled. Beach trips
for children and adults will be arranged at beaches
near Bananeiras. Educational trips will be
251 scheduled for children and adults to places of
interest in Rio Bonito, Rio de Janeiro and other
cities. Cultural excursions for all ages will
252 be offered to concerts, museums, art exhibits,
zoos and films in Silva Jardim, Rio Bonito, and
253 Rio de Janeiro. Global trips will be planned to
give Bananeiras residents an opportunity to visit
and work in development projects around the world.
Helicopter rides will be offered in the community
for a view of the mountains and surrounding
countryside.

CONSOLIDATING

ICA Consultants

POSITIVE CIVIC IDENTITY

Plate 4A

paratactic I: Community Relations	paratactic IX: Community Life
tactic I: Engagement Designs	tactic 34: Public Story
1 Neighborhood Units 2 Community Choir 3 Women's League 4 Youth Association 5 Elder's Club 6 Regular Visitation 7 Interchurch Gatherings	222 Folklore Collection 223 Community Songbook 224 Group Rituals 225 Pictorial Essay 226 Information Materials
tactic 2: Guild Network	tactic 35: Identifying Symbols
8 Task Force Groups 9 Methods Training 10 Leadership Workshops 11 Morning Collegium 12 Basic Curriculum 13 Accountability System 14 Guideline Budgets	227 Border Signs 228 Street Signs 229 Welcome Sign 230 Global Montage 231 Community Grid 232 Community Map 233 Community Symbols 234 Symbol Shirts
tactic 3: Citizens Forums	tactic 36: Community Celebrations
15 Planning Congress 16 Quarterly Report 17 Village Meetings 18 Youth Forums 19 Women's Forum 20 Community Council	235 Festival Calendar 236 Community Fairs 237 Community Picnics 238 Birthday Celebrations 239 Independence Day 240 June Festival 241 Project Anniversary 242 Pre-Lenten Carnival
tactic 4: Information Flow	tactic 37: Recreational Activities
21 Current Newspapers 22 Family Directory 23 Services Portfolio 24 Bulletin Board 25 Map Displays 26 <u>Bananeiras Voice</u> 27 Resource Library 28 Selected Periodicals	243 Artistic Programs 244 Scheduled Movies 245 Theatre Group 246 Sports Competitions 247 Quarterly Calendar 248 Global Dinners
tactic 5: Hospitality Arrangements	tactic 38: Social Excursions
29 Hospitality Volunteers 30 Visitors Book 31 Appointment Schedule 32 Visitor Exchange 33 Tourist Information	249 Beach Trips 250 Educational Trips 251 Cultural Excursions 252 Global Trips 253 Helicopter Rides

ENLARGING
VILLAGE ECONOMIC RESOURCES

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Plate 4B

paratactic II
Local Business

paratactic VIII
Local Agriculture

tactic 6: Adventure Tourism

tactic 30: Land Reclamation

- 34 Horseback Tour
- 35 Guided Tours
- 36 Commercial Brochure
- 37 Bus Connections
- 38 Hospitality Arrangements
- 39 Rates Schedule
- 40 Local Guides
- 41 Travel Agents

- 197 Land Survey
- 198 Seasonal Patterns of Rain
- 199 Flood Control
- 200 Drainage Plan
- 201 Erosion Control

tactic 7: Commercial Capacity

tactic 31: Cash Crops

- 42 Community Survey
- 43 Associated Buying
- 44 Enlarged Inventories
- 45 Special Sales
- 46 Gasoline Pump
- 47 Barber Shop

- 202 Additional Vegetables
- 203 Cash Legumes
- 204 Root Crops
- 205 Rice Cultivation
- 206 Papaya Trees
- 207 Tested Seeds

tactic 8: Light Industry

tactic 32: Farm Productivity

- 48 Furniture Factory
- 49 Sewing Industry
- 50 Village Bakery
- 51 Cottage Crafts

- 208 Land Care
- 209 Rotating Crops
- 210 Resistent Varieties
- 211 New Techniques
- 212 Insect Control

tactic 9: Agro Enterprises

tactic 33: Agricultural Techniques

- 52 Chicken Farm
- 53 Banana Processing
- 54 Marketing Co-op

- 213 Demonstration Plot
- 214 Seed Varieties
- 215 Soil Testing
- 216 Disease Control
- 217 Fertilizer Inputs
- 218 Available Equipment
- 219 Cost Records
- 220 Farmer Training
- 221 Profit Records

SHARING
FUNCTIONAL LIFE SKILLS

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Plate 4C

paratactic III
Basic Training

paratactic VII
Basic Education

tactic 10: Health Awareness

tactic 27: Early Learning

- 55 First-aid Training
- 56 Health Workers
- 57 Community Campaigns
- 58 Health Fair
- 59 Open Houses
- 60 Materials Packets
- 61 Hygiene Practices
- 62 Nutritional Data
- 63 Motherhood Classes
- 64 Midwife Training
- 65 Dental Health

- 172 Recruitment Campaign
- 173 Educational Consultants
- 174 Local Teachers
- 175 Teaching Aids
- 176 Comprehensive Curriculum
- 177 Playground Equipment
- 178 Decor Materials
- 179 Nutritious Lunches
- 180 Parent Meetings
- 181 Hygiene Standards
- 182 Roofed Structure

tactic 11: Domestic Management

tactic 28: School Enrollment

- 66 Budgeting Techniques
- 67 Meal Planning
- 68 Personal Hygiene
- 69 Household Sanitation
- 70 Sewing Classes
- 71 Family Meetings

- 183 School Census
- 184 Additional Teachers
- 185 Open House
- 186 School Uniforms
- 187 Awards Days
- 188 School Shuttle
- 189 Pupil Housing

tactic 12: Vocational Training

tactic 29: Supplementary Education

- 72 Faculty Recruitment
- 73 Instructional Materials
- 74 Necessary Equipment
- 75 Curriculum Plan
- 76 Apprentice Positions
- 77 Trainer Recognition
- 78 Placement Testing
- 79 Trainer Recognition

- 190 Special Tutorials
- 191 Children's Chorus
- 192 Physical Education
- 193 Nature Studies
- 194 Samba Classes
- 195 Educational Games
- 196 Junior Guildsmen

FORMING

WHOLESOME HUMAN ENVIRONMENT

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Plate 4D

paratactic IV
Physical Construction

paratactic VI
Physical Well-being

tactic 13: General Space

tactic 23: Sanitation Installations

- 80 Village Design
- 81 Central Plaza
- 82 Children's Playground
- 83 Recreational Fields
- 84 Swimming Area

- 145 Sanitary Survey
- 146 Indoor Toilets
- 147 Garbage Dump
- 148 Collection Service
- 149 Compost Pile
- 150 Disposal Vehicles
- 151 Trash Receptacles
- 152 Model Home

tactic 14: Village Beautification

tactic 24: Resident Nutrition

- 85 Home Improvement
- 86 Protective Fences
- 87 Flower Plantings
- 88 Shade Trees
- 89 Lined Streets
- 90 Litter Campaign
- 91 Vacant Lots
- 92 Street Contests
- 93 Ecology Studies

- 153 Nutrition Campaign
- 154 Model Garden
- 155 Balanced Meals
- 156 Nutritious Snacks
- 157 Infant Feeding

tactic 15: Systems Maintenance

tactic 25: Medical Services

- 94 Maintenance Plan
- 95 Youth Caretakers
- 96 Road Repairs
- 97 Storage Space
- 98 Service Crops
- 99 Community Workdays
- 100 Assignment Rationales

- 158 Health Records
- 159 Clinical Testing
- 160 Immunization Campaign
- 161 Local Dispensary
- 162 Scabies Screening
- 163 Well-baby Clinic
- 164 Emerging Transportation
- 165 Dental Services

tactic 16: Civic Facilities

tactic 26: Town Utilities

- 101 Community Center
- 102 Central Plaza
- 103 Cobblestone Streets
- 104 Septic Tanks
- 105 Drainage Ditches
- 106 Purification Plant
- 107 Water Reservoir

- 166 Home Electricity
- 167 Public Lighting
- 168 Filtration System
- 169 Clean Spring
- 170 Underground Piping
- 171 Public Telephone

paratactic V

Cooperative Outreach

tactic 17:

Consultant Expertise

108	Agricultural Consultant
109	Technical Advisors
110	Business Counselors
111	Legal Team
112	Education Advisors
113	Advisory Board

tactic 18:

External Relations

114	Land Contracts
115	Building Permits
116	Officials Colloquies
117	Social Worker
118	Bus Service

tactic 19:

Local Opportunities

119	Cooperative Registration
120	Credit Union
121	Working Loans
122	Financial Guidance
123	Savings Promotion
124	Financial Advisors

tactic 20:

Development Funds

125	Government Grants
126	In-kind Contributions
127	Initial Capital
128	Financial Proposals
129	Capital Contacts

tactic 21:

Working Tools

130	Garbage Equipment
131	Maintenance Tools
132	Rock-breaking Instruments
133	Road tools
134	Water tools
135	Agriculture Tools
136	Tool Sign-out
137	Tool Maintenance

tactic 22:

Heavy Equipment

138	Kombie Van
139	Community Tractor
140	Flat-bed Truck
141	Roto-tiller
142	Equipment Service
143	Cost-sharing Plan
144	Work Schedules

PART FIVE

THE ACTUATING PROGRAMS

PROGRAMS

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

PROCESS

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

RESULT

The Actuating Programs of the Bananeiras Human Development Project shown on Plate 5 are 14 in number. Five of these are related to building economic prowess in Bananeiras. The intent of these programs is to establish foundations for growing community self-sufficiency. Two of the five relate to community agriculture and three to community commerce. The agriculture arena includes a Local Agricultural Cooperative and a Domestic Farming Project. The

three programs relating to commerce are the Basic Industry Complex, the Commercial Enterprise Network and the Economic Development Corporation. The second major programmatic division has to do with building community unity in Bananeiras. This set of four programs includes the Bananeiras Community Center, the Community Exposure Project, the Village Environment Corps and the Service Resources System. The third group of five programs relate to the social development of the village. Three of these deal with community education and two with community services. The first group includes the Early Learning Center, the Formal Education Academy and the Practical Skills Institute. The second group includes the Health Services System and the Public Utilities Department.

SUMMARIES

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

THE FOURTEEN ACTUATING PROGRAMS
 Comprehensive Community Reformulation in Bananeiras

ONE TOWARD THE ECONOMIC SUFFICIENCY OF BANANEIRAS		TWO TOWARD THE COMMUNITY UNITY OF BANANEIRAS	THREE TOWARD THE SOCIAL DEVELOPMENT OF BANANEIRAS	
COMMUNITY AGRICULTURE A	COMMUNITY COMMERCE B	C	COMMUNITY EDUCATION D	COMMUNITY SERVICES E
LOCAL AGRICULTURAL ENTERPRISE I	BASIC INDUSTRY COMPLEX III	BANANEIRAS COMMUNITY CENTER VI	EARLY LEARNING CENTER X	HEALTH SERVICES SYSTEM XIII
	COMMERCIAL ENTERPRISE NETWORK IV	COMMUNITY EXPOSURE PROJECT VII	FORMAL EDUCATION ACADEMY XI	
	DOMESTIC FARMING PROJECT II	ECONOMIC DEVELOPMENT CORPORATION V	VILLAGE ENVIRONMENT CORPS VIII	
		LOCAL RESOURCES SYSTEM IX	PRACTICAL SKILLS INSTITUTE XII	

THE FOURTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Bananeiras

ONE TOWARD THE ECONOMIC SUFFICIENCY OF BANANEIRAS			TWO TOWARD THE COMMUNITY UNITY OF BANANEIRAS			THREE TOWARD THE SOCIAL DEVELOPMENT OF BANANEIRAS			
COMMUNITY AGRICULTURE A		COMMUNITY COMMERCE B		COMMUNITY EDUCATION D		COMMUNITY SERVICES E			
LOCAL AGRICULTURAL ENTERPRISE I	Land Reclamation Program	BASIC INDUSTRY COMPLEX III	Tourist Formation Program	BANANEIRAS COMMUNITY CENTER VI	Social Clubs Program	EARLY LEARNING CENTER IX	Infant School Program	HEALTH SERVICES SYSTEM XIII	Preventive Health Program
	Crop Productivity Program		Wood Products Program		Public Forums Program		Bananeiras Preschool Program		Medical Clinic Program
	Experimental Station Program		Banana Processing Program		Recreation Activities Program		Teacher Training Program		Dental Care Program
	Regional Marketing Program	Sewing Industry Program	Community Organization Program	Inclusive Curriculum Program	Dental Care Program				
DOMESTIC FARMING PROJECT II	Home Garden Program	COMMERCIAL ENTERPRISE NETWORK IV	Bakery Products Program	COMMUNITY EXPOSURE PROJECT VII	Cultural Exchange Program	FORMAL EDUCATION ACADEMY XI	Supplemental Primary Program	PUBLIC UTILITIES DEPARTMENT XIV	Community Kitchen Program
	Animal Husbandry Program		Bananeiras Hostelry Program		Performing Arts Program		Secondary Opportunities Program		Village Electrification Program
	Food Processing Program		Commercial Expansion Program		Community Symbols Program		Basic Literacy Program		Water System Program
	Village Market Program	Machine Repair Program	Village Celebrations Program	Extended Education Program	Village Sanitation Program				
		Credit Union Program	Plaza Development Program	Family Management Program	Road Improvement Program				
		Technical Services Program	Community Beautification Program	Women's Advancement Program					
		Financial Management Program	Public Construction Program	Apprentice Training Program					
		Equity Investment Program	Village Maintenance Program	Leadership Methods Program					
		Community Transport Program							
		Legal Assistance Program							
		Information Center Program							
		Communications Equipment Program							

ECONOMIC SUFFICIENCY: Actuating Program 1

LOCAL AGRICULTURAL ENTERPRISE

The Local Agricultural Enterprise is designed to provide a wide variety of agricultural alternatives that will release the dependence upon single crops and enable new economic possibilities. The benefits of crop diversification will readily be seen as new markets for agricultural products are located. The new crops will relate to the commercial and industrial development of the community as they are sold within the community and packaged for export. The whole community will experience a revitalization as new monies come in and as a greater variety of available foods directly affects local diets.

The Local Agricultural Enterprise is comprised of four components. First, the Land Reclamation Program will discern where additional planting areas are most available. The use of a tractor, irrigation and drainage systems as well as land deforestation and grading will offer the opportunity for more farmers to plant more crops. Second, the Crop Productivity Program will enhance the quality of bananas and oranges now grown by the villagers. Insecticides, herbicides, fertilizers and new seeds will be introduced. Third, the Experimental Station Program will be set up to illustrate methodological techniques for growing new crops such as cauliflower, green beans, and tomatoes. This station will also determine new methods of growing existing crops in the village. Fourth, the Regional Marketing Program will establish new markets in Rio Bonito, Silva Jardim, Cabo Frio and Rio de Janeiro as well as within a 40 km. radius of Bananeiras. Cash crops will be taken directly to the market by a community truck on the improved roads.

The Local Agricultural Enterprise will initiate a survey of the land in Bananeiras indicating land ownership and land use to determine which areas are most readily available for cultivation. An immediate and long range plan will be created for land reclamation. A back-hoe tractor and sufficient pumps will be obtained to drain flooded areas and irrigate dry areas as needed. Initially, one hectare will be reclaimed, expanding to five, and eventually to 20 hectares. Agricultural experts will be sought for advice on crop diversification with a special emphasis at first on fast growing crops such as green beans and radishes to generate immediate results. Fencing will be distributed to enable both crop and animal management. The agricultural guild will begin marketing research within the next month. The vehicle acquired for marketing will also be shared with the needs of other program areas.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5B

LOCAL AGRICULTURAL ENTERPRISE

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tractor & Disc Plow	4,500			
	Back Hoe	750			
	Fertilizer Spreader		270		
	Irrigation Piping	400	250	400	400
	Gasoline Power Pump	675			
	Fencing	215			
	Agricultural Hand Tools	185		75	
subtotal - capital		6,725	520	475	400
II Pay and Allowance	2 Community	1,000	1,000	500	
	2 Apprenticeship	1,000	1,000	500	
	1 Auxiliary	2,000	2,000	1,000	
	1 Agronomist Consultant	500			
subtotal - pay		4,500	4,000	2,000	-0-
III Current Expenses	Fuel	900	900	900	450
	Seeds	250	250	250	
	Fertilizer	100	400	400	
	Pesticides	100	200	200	
	Travel	500	500	250	
	Equipment Repair	500			
subtotal - current		2,350	2,250	2,000	450
Total Program Cost		13,575	6,770	4,475	950

ECONOMIC SUFFICIENCY: Actuating Program 2

DOMESTIC FARMING PROJECT

Effective community development provides access to adequate nutrition and increased family income. The Domestic Farming Project will undertake home farming and food processing to improve nutrition and provide supplemental family income. Villagers owning small animals or those desiring to own them will be encouraged in better feeding and caring of the animals for higher quality meats and eggs. Village women will be taught food processing methods for home consumption. The products from the Domestic Farming Project will be available for sale within the village. This will provide an opportunity for buying and selling locally produced foods, animals and homemade crafts.

The Domestic Farming Project consists of four parts. First, the Home Garden Program will enable residents to grow a wide variety of vegetables near their homes for their consumption and marketing. Second, the Animal Husbandry Program will seek the services of a veterinarian to give advice on the methods of animal care and reproduction for both large and small animals. A poultry farm will be initiated to sell both meat and eggs to Bananeiras and to market the meat for export. Third, the Food Processing Program will teach various methods and techniques of utilizing food for family consumption, such as the home production of jams, catsup and canned vegetables. Fourth, a Village Market Program will establish a Bananeiras market day each Saturday to sell the products grown and preserved to residents and weekend visitors.

To launch the Domestic Farming Project, the "Agoceres Horticeres" in Rio de Janeiro will be visited to obtain free seed for initiating home gardens throughout the community. Through the farmers' guild families will be trained in methods of raising plants and animal care to encourage them to start home production. Families initiating home gardens will receive further information in the diversity of possible crops and methods for preserving their products. A village owned roto-tiller will be secured for the family garden plots. Animal husbandry skills will be taught by the visiting veterinarian. The chicken farm will serve as a demonstration of how to raise poultry and will determine the most feasible markets. The community will focus the results of the Domestic Farming Project on the Saturday village market days, building an open air market that will be a festive place with decorations and entertainment and artfully displaying the sale of their food, animals and commercial goods.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 2

Plate 5C

ICA Consultants

DOMESTIC FARMING PROJECT

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Fencing	275	150	170	170
	Roto Tiller	1,800			
	Open Air Market	975	270	130	50
	Glass Jars	150	150	50	
	Animals (Chicks)	240	150		
	Pens & Coops	430	210	110	
	subtotal - capital	3,870	930	460	220
II Pay and Allowance	1 Community	1,000	1,000	1,000	500
	1 Apprentice	500	500	500	
	1 Auxiliary	2,000	2,000		
subtotal - pay	3,500	3,500	1,500	500	
III Current Expenses	Fuel	110	100	80	
	Seeds	59	50	30	
	Pesticides	145	100	50	
	Travel	300	300	200	100
	Fertilizer	190	150	90	
subtotal - current	804	700	450	100	
Total Program Cost		8,174	5,130	2,410	820

ECONOMIC SUFFICIENCY: Actuating Program 3

BASIC INDUSTRY COMPLEX

The economic development of a community depends upon the increase of money coming into the community from outside sources. The Basic Industry Complex will create new products, improve the skills of residents, increase income, add job opportunities and upgrade employment for the citizens of Bananeiras. Banana processing will bring an immediate economic benefit. It will also demonstrate the feasibility of food processing for other fruits and vegetables which are locally grown. The rustic atmosphere of Bananeiras, so close to Rio de Janeiro, has an appeal for urban visitors which is the basis for attracting tourists. With the increase of community visitors, there will be a larger market for the goods and services available and increased profit potential. As road and electricity resources are obtained, the electrical equipment needed for wood products will be possible. As job opportunities expand there will be an increase in the desire to obtain practical skills and equipment and thus use the increased creativity and potential of the community.

Basic Industry Development consists of four components. First, a Tourist Promotion Program will attract visitors to Bananeiras. This will be a specific program to exploit the unique horse-back trip over the mountains and to relate this to the current tourist interest in Freiburg. Second, the Wood Products Industry will make packing crates, wood products for industry and new consumer products such as chairs. Third, the Banana Processing Program will process a snack food from the local banana crop and market it in the immediate district. Fourth, a Sewing Industry Program will employ local women in making clothes and other useful items. Simple children's patterns will be made to introduce basic sewing techniques.

The Basic Industry Complex will launch a tourist industry by creating a package in consultation with a tourist agent in Rio de Janeiro and distributing it to interested tourist agencies. The itinerary will allow groups of 4-6 persons to travel in either direction over the mountains, with bus connections. A hostelry will be initiated and restaurant services provided. The wood industry will start with services to the bakery in making baking flats. Bamboo furniture will be begun, and plans will be made for importing wood for furniture manufacture when electricity and good roads are ready. An ancillary industry to furniture making will be the sewing industry. Initially it will make preschool uniforms and children's clothing, until the wood factory begins making chairs for which it will supply cushions and slip covers. Finally, the banana processing plant will start making chips for local marketing, using a simple home operation. The possibilities of expanding chip processing to potato, taro and bread-fruit varieties will be explored.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

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BASIC INDUSTRY DEVELOPMENT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Industrial Shed		4,000		
	3 Sewing Machines	785			
	6 Wood Work Machines	11,000			
	Food Process Equipment	1,475			
	4 Horses	1,200	600		
	Office Equipment	640			
	1 Used Truck	3,000			
	subtotal - capital	18,100	4,600	-0-	-0-
II Pay and Allowance	2 1/2 Community	2,500	2,000	1,000	
	2 Apprentice	1,000	1,000	500	
	1 1/2 Auxiliary	3,000	3,000		
	Consultant	500			
	subtotal - pay	7,000	6,000	1,500	-0-
III Pay and Allowance	Brochures/Propaganda	750	400	500	
	Transport	560	600	210	
	Development	600			
	Food & Accommodation	400	200		
	Materials & Utilities	1,340	875	100	
	subtotal - current	3,650	2,075	810	-0-
Total Program Cost		28,750	12,675	2,310	-0-

ECONOMIC SUFFICIENCY: Actuating Program 4

THE COMMERCIAL ENTERPRISES NETWORK

The Commercial Enterprises Network is designed to introduce new local businesses in Bananeiras in order to provide commodities and services which are not now available. This will have the effect of circulating more money in the community. A bakery providing fresh bread daily and a hostelry to serve visitors and the tourist industry are examples of new businesses which will stimulate the local economy. Many residents possess a variety of skills which up until now have had little or no opportunity to be profitably employed as a means of gaining income or serving their fellow residents. These skills will provide the foundation for a more secure economic base for Bananeiras.

The Commercial Enterprises Network consists of four components. First, the Bakery Products Program will create a functioning bakery. The products will be sold to local and area residents as well as to those who pass through the village. The baked products will include bread and rolls with a diversity of products that have a wider profit margin, including banana bread, cakes and cookies. Second, the Machine Repair Program will provide servicing, maintenance and repair of vehicles and the new machinery made possible by the installation of electricity in the village. A gas pump will be available to provide fuel needed by motor vehicles of the residents and visitors. Third, the Bananeiras Hostelry program will provide accommodation for guests arriving for short stays in Bananeiras. Fourth, the Commercial Expansion Program will expand the variety and selection of goods and services locally available to the community. Small new commercial services will be promoted including the services of a laundromat, restaurant, barbershop, tinsmith and blacksmith. The available goods of cottage crafts, shoes and clothing will also be sold through retail outlets in the village.

The Commercial Enterprises Network will begin within the first month to build a file of potential skills and expertise available in the village. A local carpenter has already indicated his interest in offering training sessions for others in the village interested in learning this skill. Technical training opportunities such as auto mechanics and machinery repair only available outside the village will be made feasible for local residents who show an aptitude in these fields. Classes in cottage crafts will be started to begin the accumulation of an inventory of these goods for sale. A barber and possibly a blacksmith shop will be started as a beginning of the expansion of services to the people. A former baker living in Bananeiras and the baker in Rio Bonito have offered guidance in initiating local bakery facilities. This will be secured within the next month. Experiments will be conducted using various methods of oven construction. A facility for the hostelry will be secured and basic furnishings will be purchased locally.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 4

Plate 5E

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COMMERCIAL ENTERPRISE NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Bakery Equipment	3,000	1,500	500	
	Gas Pump	740		500	
	Machine Repair Tools	235			
	Hostelry Equipment	830	450	780	
	Typewriter	100	150	100	
	subtotal - capital	4,955	2,100	1,880	-0-
II Pay and Allowance	2 Community	2,000	2,000	1,000	
	2 Apprentice	1,000	1,000	500	
	1/2 Auxiliary	1,000	1,000	1,000	
	subtotal - pay	4,000	4,000	2,500	-0-
III Current Expenses	General Supplies	650	200	100	
	Utilities	330	350	400	450
	Fuel	430	480	540	600
	Travel	310	320	340	390
	Maintenance	175	190	210	230
	subtotal - current	1,895	1,540	1,590	1,670
Total Program Cost		10,850	7,640	5,970	1,670

ECONOMIC SUFFICIENCY: Actuating Program 5

ECONOMIC DEVELOPMENT CORPORATION

The Economic Development Corporation will be a legally registered entity designed to provide a substantial financial base in Bananeiras. The credit union will serve as a source for residents to plan and initiate immediate and long range opportunities as it provides a structure for individual groups to save their income, take out loans and invest for further income returns. Since rapid change of a community is facilitated by large grants and loans, government and private organizations which have designated resources for rural development will be contacted. In order to discern the potential development of the community, both in terms of immediate and long range planning, financial consultants will be obtained to train individuals to responsibly and effectively manage the finances of the village.

The Economic Development Corporation consists of four components. First, the Credit Union Program will make small loans available to local residents to initiate and enable their businesses. It will also provide a savings service to local residents and stimulate better use of the economic system. Second, the Technical Services Program will supply consultant specialists in agricultural development, animal husbandry and business and industry. Their advice will be sought for market feasibility, quality control, packaging and advertising. Third, the Financial Management Program will provide a continuing comprehensive management system for businesses and industry in the community. It will include a basic accounting, bookkeeping and counsel in such areas as cash flow, analysis, accounts receivable, credit policy and pricing policies. Fourth, the Equity Investment Program will provide the necessary equity capital needed to begin and successfully operate a business or industry. The legal structure of the corporation will enable it to secure the necessary capital from government, private grants and investors.

The Economic Development Corporation will be initiated by the creation of a Board of Directors during the first month after the consult. It will determine the proper steps necessary to become legally registered and will follow through on the procedures. The Board of Directors will be composed of advisors from Rio de Janeiro as well as local businessmen and farmers. They will meet monthly to evaluate what has happened in the commercial sector of the community and to make plans for the coming month including plans on how to implement particular steps in establishing business methods training for local businessmen. In two months' time the foundation will be established upon which the Credit Union can be built. Interested local residents will be invited to join the Credit Union. Friends from the financial community of Rio de Janeiro will be enlisted to serve as consultants on credit issues.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5F

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ECONOMIC DEVELOPMENT CORPORATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Legal Incorporation	750			
	Typewriter	150			
subtotal - capital		900	-0-	-0-	-0-
II Pay and Allowance	1 Community	1,000	1,000	500	
	1 Apprentice	500	500	250	
	1/2 Auxiliary	1,000	1,000	500	
	Accountant	500	500	500	500
	Consultant Fee	500			
subtotal - pay		3,500	3,000	1,750	500
III Current Expenses	Promotion	1,400			
	Supplies & Printing	1,300	100	150	100
	Travel	275	200	100	100
subtotal - current		2,975	300	250	200
Total Program Cost		7,375	3,300	2,000	700

COMMUNITY UNITY: Actuating Program 6

BANANEIRAS COMMUNITY CENTER

The creation of the Bananeiras Community Center will provide a program which meets the needs of the elders, youth, men, women and families of the community. Recreational, educational and social activities will occur in and through the structures of the community center. The network of community organizations will find its anchor through this structure which will become the community gathering place. The whole community will sense a new understanding of how to care for its members as people come together time and again for various activities.

The Bananeiras Community Center consists of four components. First, the Social Clubs Program will enable specific community groups to plan and implement their own social, educational, cultural and recreational activities. The various groups will be encouraged to present programs for the benefit and enjoyment of the total community. Second, the Public Forum Program will conduct community-wide meetings on a broad variety of topics -- the new woman in society, the role of youth in the world, the challenge of building local communities. Third, the Recreation Activity Program will conduct a broad variety of recreational events for all ages and interest groups in the community. This program will include movies, theater, dances, musical talent shows, singing groups, folk-lore cultural heritage programs. The renewing of the football field by adding spectator space will also be part of the recreation program. Fourth, the Community Organization Program will provide structures that will enable the continued planning, evaluation and actuation of all the programs. Leadership training for the guild and neighborhood care representatives is part of this program, as well as techniques and style for soliciting donations and in-kind gifts for the various aspects of community development. Community assemblies will be regularly scheduled to celebrate past work as well as to plan for the future.

A steering committee will be formed in July to initially implement the beginning of the Community Center. A building will be constructed by the Village Environment Corps within the first six months of the project. Within two months a Community Forum will be held to begin the Social Clubs, using specific projects to motivate interest, such as Heritage Retrieval for the elders. Recreational activities will be planned and implemented by the various social groups. Also, the youth group will be assigned the task of renewing the **soccer** field. These Center activities will be planned for and leadership developed through a guild and neighborhood care structure.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5G

ICA Consultants

BANANEIRAS COMMUNITY CENTER

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Movie Projector	650			
	Recreation Equipment	375	300	200	
	Spectator Stands	110			
	Sports Equipment	75	50		
	subtotal - capital	1,210	350	200	-0-
II Pay and Allowance	1 Community	1,000	1,000	1,000	1,000
	1 Apprentice	500	500	500	500
	1 Auxiliary	2,000	2,000	1,000	
	subtotal - pay	3,500	3,500	2,500	1,500
III Current Expenses	Utilities	230	230	170	
	Training Supplies	176	95	40	
	Food	430	350	200	100
	Movie Rentals	60	50	40	30
	subtotal - current	896	725	450	130
Total Program Cost		5,600	4,575	3,150	1,630

COMMUNITY UNITY: Actuating Program 7

COMMUNITY EXPOSURE PROJECT

A community which has been isolated through distance, poor roads and lack of electricity, experiences itself as removed from the mainstream of life and permits itself to forget significant events locally and globally. The Community Exposure Project will provide significant opportunities for excursions to other parts of Brazil, Latin America and the world. The community symbol will play an important role in re-establishing a sense of community pride. The uniformed preschoolers singing songs of Bananeiras and the scheduling of community festivals and celebrations will foster a sense of oneness. The isolated nature of Bananeiras makes it particularly important that many events where people can gather to share cultural events and the news of the community and the world are available. Community gatherings for the performing arts and celebrations will provide additional opportunities for such interchange.

The Community Exposure Project consists of four components. First, the Cultural Exchange Program will include the hosting of guests from Brazil and other countries. Community trips will be planned to urban centers such as Rio de Janeiro, and eventually will be expanded to include international travel. Second, the Performing Arts Program will bring a variety of dramatic and musical presentations to the community experience in Bananeiras. Third, the Community Symbols Program will provide large, bright signs welcoming people to Bananeiras and will allow for the naming of streets, stores and program spaces. A community symbol will be hung in the community center and a song-book will be developed, including songs written especially for Bananeiras. Fourth, the Community Celebrations Program will highlight significant holidays by planning special events to signify the people's heritage and the relevance of various holidays for Bananeiras. Special focus will be placed on the month of June commemorating rural development. Different global cultures will be celebrated through cooking international foods and learning international songs and dances.

Within one month, planning and construction will begin for the erection of a large sign welcoming people to Bananeiras and indicating the nature of the project. In addition, appropriate street directional signs and the community symbol will be built during a community work day. As groups are organized, trips to outside areas will be arranged including travel to Rio de Janeiro and Brasilia. Upon completion of the plaza and the community center, celebrations will be held including performances by local artists or travelling groups. These celebrations will continue through the year and mark important national holidays, traditional events and the successful completion of programs of the Human Development Project.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5H

ICA Consultants

COMMUNITY EXPOSURE PROJECT

categories	- years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Signs Materials	175	50		
	Theater Equipment	570	300		
	Mimeograph	450			
	Typewriter	150			
subtotal - capital		1,345	350	-0-	-0-
II Pay and Allowance	1 Community	1,000	1,000	1,000	1,000
	1 Apprentice	500	500	500	500
	1 Auxiliary	2,000	1,000		
subtotal - pay		3,500	2,500	1,500	1,500
III Current Expenses	Paper & Office Supplies	190	190	100	
	Stencils & Ink	60	60	30	
	Food	450	480	300	
	Decor	95	95	50	
	4 H.D. Training	3,000	2,000	1,000	500
	Excursions	1,000	750	500	
subtotal - current		4,795	3,575	1,980	500
Total Program Cost		9,640	6,425	3,480	2,000

COMMUNITY UNITY: Actuating Program 8

VILLAGE ENVIRONMENT CORPS

The appearance of a community reflects the pride of its residents. Therefore, the Village Environment Corps will insure that the style of the community's surroundings illustrates that community pride. The construction of a central plaza will serve as a community gathering place for informal and special events, creating a focus for community life. The building of the Community Center will indicate the unity and progress of the community and create a new symbol of cohesiveness. There will be regular upkeep of the community's public areas as well as special workdays to do major clean-up. These activities will dramatize the community's dignity and pride for its total life.

The Village Environment Corps consists of four components. First, the Plaza Development Program will discern the most appropriate space for the construction of a community plaza. The architectural design of the plaza will include the construction of park benches and the planting of trees and flowers. Second, the Community Beautification Program will concentrate on creating an overall space design of the community and begin initial construction. Third, the Public Construction Program will design and build the new community center. Houses will be expanded and new housing will be constructed. Fourth, the Village Maintenance Program will devise a schedule for the maintenance of the community and post it on the community bulletin board. This schedule will include the community workdays and garbage pickup.

A community-wide meeting will be organized within two months to allow participation in the design of a community plaza. An architect will be secured to give guidance to insure an exciting and attractive plan. Youth will be organized to line the streets with stones. A housing survey will be initiated to determine which homes will be appropriate to expand to meet large family space needs. A home repair training program will be held within the first three months. The land for the center, donated by the owner during the consult, will be cleared during a community work day in July. An architect's services will be retained.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

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VILLAGE ENVIRONMENT CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Community Center	9,000			
	Furnishings	2,700			
	Plaza	2,180	1,560		
	Electrical wiring	1,050			
	Maintenance Tools	270	100		
	Paint	115	65		
	subtotal - capital	15,315	1,725	-0-	-0-
II Pay and Allowance	1 Community	1,000	1,000	1,500	2,000
	1 Apprentice	500	500	500	
	1 Auxiliary	2,000	1,000		
	Architect	500			
	Landscape Architect	500			
	community Labor	3,000			
subtotal - pay	7,500	2,500	2,000	2,000	
III Current Expenses	Fuel	240	250	120	
	Travel	400	400	400	
	subtotal - current	640	650	520	-0-
Total Program Cost		23,455	4,875	2,520	2,000

COMMUNITY UNITY: Actuating Program 9

LOCAL RESOURCE SYSTEM

A community that stands isolated from the rest of the world suffers in a way that most people in a media saturated world find difficult to comprehend. The Local Resource System will provide new means for Bananeiras' communication and transportation with the world beyond the village. It will include bringing in outside news and people, and will permit greater intentional circulation of local news. A strong effect on the community and its economy can be expected as more information of farming techniques is shared and as new markets for produce are located. The introduction of communications equipment will provide a direct link to the nation and the world and will be a sure sign of a new day in Bananeiras.

The Local Resource System consists of four components. First, the Community Transportation Program will make a vehicle available to provide school transport, marketing and emergency hospital services. Second, the Legal Assistance Program will provide the assistance of a lawyer for legal advice. A referral service will be set up to consult with residents on various legal problems and instruct them on filling out legal forms. Third, the Emergency Communication Program will set up a communication service available to everyone in the community in the form of a CB radio, shortwave radio and telephone. Fourth, the Information Center Program will hold a library and newspaper area, including the latest publication of the Bananeiras Voice. The media center will have records, films and tapes available for community education.

As soon as possible a team will be created to acquire a community vehicle that will be used to transport goods to markets. This truck will also serve as an emergency and community transportation vehicle. A modest scale of fees will be established to help pay for operating costs. An attorney in Silva-Jardim or Rio Bonito will be recruited to set up a Legal Assistance Program to help residents resolve existing legal problems. A part of this will be a general presentation at community forums which will educate residents in general form completion. During the first month of the project, an emergency communication method, using a short wave and a CB radio will be established. Initial steps will be taken to secure telephone service in the community. The information center will subscribe to local and Rio de Janeiro papers. This center will also acquire other media materials.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

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LOCAL RESOURCE SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Vehicle (Kombi)	6,000			
	Short-wave Radio	300			
	Library Equipment	670	320	280	310
	Records / Tapes	240	130	150	210
	Record Player	135			
	Tape Recorder	77			
	subtotal - capital	7,422	450	430	520
II Pay and Allowance	1 Community	1,000	1,000	1,000	1,000
	1 Apprentice	500	500	500	500
	1 Auxiliary	2,000	2,000	2,000	2,000
	Lawyer (Retainer)	500	500	500	500
subtotal - pay	4,000	4,000	4,000	4,000	
III Current Expenses	Subscriptions	190	200	240	260
	Library Office Supplies	210	220	230	250
	Maintenance	370	410	470	490
	Fuel / Oil	980	1,040	1,160	1,190
	Insurance	210	220	230	240
subtotal - current	1,960	2,090	2,330	2,430	
Total Program Cost		13,382	6,540	6,760	6,950

SOCIAL DEVELOPMENT: Actuating Program 10

EARLY LEARNING CENTER

When a community's population is largely under twelve years of age the importance of educational structures is magnified. The initiation of the Early Learning Center will provide engagement structures for both children and their parents. The building of curriculum will provide a context for teacher training and will also stimulate adults to secure further education themselves. One of the greatest contributions of this program will be the releasing of the time and energy of mothers to be employed as teachers or to engage in other community activities. This program will have far reaching implications in the community as it creates new images of family time, job opportunities and child care.

The Early Learning Center consists of four components. First, the Infant School Program will provide educational, social and care structures for children from infants to three years of age. Second, the Bananeiras Preschool Program will provide more extensive educational and social skills and experiences for the children ages three through six years. The Preschool will also be a sign of educational structures and methods that can be replicated in other educational situations. Third, the Teacher Training Program will provide training in skills of teaching and working with the infant and preschool children and will develop a community faculty for other educational programs. The teachers will be recruited from interested adults and will work closely with the Preschool director in planning curriculum events. Fourth, the Inclusive Curriculum Program will develop a comprehensive educational curriculum and will include the social, emotional, intellectual and physical needs of each child.

The Early Learning Center will begin within the first month of the project with the initiation of the preschool. A piece of land currently under consideration will be further evaluated in the light of the total village design and if deemed appropriate will be secured for the construction of the classroom facility. An initial faculty of six teacher aides will be recruited to begin working with one auxiliary member. Parents will be trained to serve as both full-time teachers and teacher aides. The school uniforms will be designed and bolts of green cloth procured and supplied to the Sewing Industry Program for the manufacturing of the preschool uniforms. Each family will be visited to determine the possible number of pupils and the parents will be invited to enroll their children. The school curriculum will be designed after careful research and visits to other preschools in the surrounding area. Nutritious lunches and snacks will be provided by the Community Kitchen.

BHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 10

Plate 5K

ICA Consultants

EARLY LEARNING CENTER

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Preschool Equipment	770	200	100	
	Playground Equipment	540			
	Infant School Furnishing	620			
	Preschool Building	2,800		600	
	Infant School Building	2,200		300	
	subtotal - capital	6,930	200	1,000	-0-
II Pay and Allowance	3 Community	2,000	3,000	3,000	
	3 Apprentice	1,000	1,500	1,500	
	1 Auxiliary	2,000	2,000	1,000	
	subtotal - pay	5,000	6,500	5,500	-0-
III Current Expenses	School Supplies	260	250	230	
	Child Care Supplies	310	280	250	
	Utilities	215	200	150	
	Food	560	450	400	
	Travel	400	400	400	
	subtotal - current	1,745	1,580	1,430	-0-
Total Program Cost		13,675	8,280	7,930	-0-

SOCIAL DEVELOPMENT: Actuating Program 11

FORMAL EDUCATION ACADEMY

The Formal Education Academy will serve as a bridge between the residents of Bananeiras and the essential skills and training offered in the educational structures outside the community. The Academy will build on the current opportunities available in and in closest proximity to Bananeiras. Additional classes will be offered to the primary grades in extracurricular arenas not now available in the community. Secondary opportunities will be more possible through the use of a community van for transport. Correspondence and other available technical courses will be utilized. Overcoming the previous barriers to learning opportunities will enhance both individual lives and that of the total community.

The Formal Education Academy consists of four distinct components. First, the Supplemental Primary Program will provide additional educational opportunities for the primary school children. These will include such extraschool activities as typing and cooking classes, leisure reading and a drama club. Second, the Secondary Opportunity Program will provide easier access to secondary education through the use of a van for school transportation. Correspondence studies and other available classes will be utilized for further education credits and for particular needed skills training. Third, the Basic Literacy Program will enable adults with limited skills in reading and writing to develop the basic proficiency in those areas. Both government literacy programs, alphabetization and advanced literacy will be used. Fourth, the Extended Education Program will enhance the reading, writing and mathematical skills of adults and post-school adolescents enabling them to develop the competence necessary for reading newspapers, conducting business and handling travel, legal and health arrangements.

The Formal Education Academy will begin during the first month to develop extra-curricular programs for the primary students. Local volunteers will be trained to coordinate a physical education program to take place before or after school. Consultation with the teacher will enable identification of children needing tutorial assistance, and tutors will be identified and trained. Aptitude testing of interested adults and post secondary young people will reveal the types of adult education courses most feasible for the community. The availability of correspondence courses will be publicized and classes in Silva Jardim will be promoted. Agricultural Field trips to demonstration farms in the state will launch the continued agricultural education program. The Silva Jardim office for government literacy programs will be contacted and students recruited in Bananeiras. An instructor for the literacy courses will be engaged and arrangements will be made to hold the classes in the evening at the school. The van will be procured within the first three months to begin the transportation of students to the secondary school.

BHDP

FOUR YEAR PLAN
PROGRAM BUDGET

Program 11

Plate 5L

ICA Consultants

FORMAL EDUCATION ACADEMY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Kombi	6,000			
	2 typewriters	300			
	Gas Stove	190			
	Cupboards	500			
	Pots and Pans	300			
	sub-total capital	7,290	-0-	-0-	-0-
II Pay and Allowance	2 Community	2,000	2,000	2,000	2,000
	2 Apprentice	1,000	1,000	1,000	1,000
	1 Auxiliary	2,000	2,000	1,000	
		sub-total pay	5,000	5,000	4,000
III Current Expenses	Kombi Gas/Oil	700	700	700	700
	Kombi Maintenance	200	300	400	500
	Kombi Insurance	400	400	400	400
	Books and Materials	800	400	400	400
	Bottled Gas	200	150	150	150
	Typewriter Materials	100	100	100	100
	sub-total current	2,400	2,050	2,150	2,250
Total Program Cost		14,690	7,050	6,150	5,250

SOCIAL DEVELOPMENT: Actuating Program 12

PRACTICAL SKILLS INSTITUTE

To intensify the development of a community, a new level of expertise is necessary for initiating new programs and improving the quality of programs already in existence. With the Practical Skills Institute, residents will be trained in home economics and family care as well as in skills that will help them to supplement their family income through small industries. When the women are given creative methods to deal with their families and communities, new creativity and responsibility will arise. As new industries, businesses and agricultural enterprises emerge, very specific training in techniques and skills will be offered. Most crucially, the motivation of the community to change, to work effectively as teams, and to creatively risk new ventures depend on leadership skills. The intensification of these practical skills will enable the capacity of all residents to deal with all programmatic areas.

The Practical Skills Institute consists of four components. First, the Family Management Program will provide skills training in personal hygiene, menu planning, child raising, basic sanitation, domestic economics and family health. Second, the Women's Advancement Program will provide opportunities to village women for developing skills and confidence to move into social and economic activities beyond the family. Third, the Apprentice Training Program will provide vocational and technical training skills allowing for the perpetuation of skills within the community, such as carpentry, sewing and typing. This will also provide for skills development which can become opportunities for employment. Fourth, the Leadership Development Program will provide structures and means of training local people in social and intellectual skills, including methods for conducting meetings and workshops.

The Practical Skills Institute will begin the first week of the project by a visitation to all the village homes to speak with the mothers about the community health programs and to motivate them on the importance of home care and hygiene as part of preventive health care. During the first month of the project a meeting of the village women will inform them of the new programs and will recruit volunteers for neighborhood health caretakers, preschool apprentice teachers, home gardening and food processing training. Within the first three months, a forum on the role of the new woman will be given. During this same time period a meeting of the men will inform them of the new opportunities in agriculture, commerce and small industries. People with special skills in carpentry, farming, and woodworking have been located and potential apprentices have indicated interest.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5M

ICA Consultants

PRACTICAL SKILLS INSTITUTE

categories	years	current FY budget	Future Estimated Gosts		
			FY II	FY III	FY IV
I Capital Costs	Carpentry Tools	140	100	80	
	Electrical Tools	225	200	100	
	subtotal - capital	365	300	180	-0-
II Pay and Allowance	1 Community	1,000	1,000	1,000	1,000
	1 Apprentice	500	500	500	500
	1 Auxiliary	2,000	2,000	1,000	
	subtotal - pay	3,500	3,500	2,500	1,500
III Current Expenses	Office Supplies	150	100	50	
	Printing	120	100	50	
	subtotal - current	270	200	100	-0-
Total Program Cost		4,135	4,000	2,780	1,500

SOCIAL DEVELOPMENT: Actuating Program 13

HEALTH SERVICES SYSTEM

The Health Services System is designed to dramatically and rapidly increase the physical vitality of the people of Bananeiras so that they experience new reserves of energy. Focused attention on community sanitation and parasite control will form the foundation upon which other practical health skills can be taught. The reopening of the Health Outpost will prove to be a revitalizing event because of the new sense of security that emerges through knowing there are regularly scheduled services. The procuring of dental care will be a major step in relating area health care services to the village. A new consciousness of nutrition will emerge as a result of the work of the community kitchen.

The Health Services System consists of four components. First, the Preventative Health Program will do basic training in health measures such as first aid and maternity care to people designated to be the regular health caretakers of the community. They will carry out a program of visitation to all the residents on a regular basis, giving health advice and keeping individual health records on every person in the village. Second, the Medical Clinic Program will provide professional doctors, nurses and other specialists on a regular basis to do treatment and diagnostic testing and immunizations. The clinic will include paramedic training, parasite control testing and pre-natal and post-natal education. Third, the Dental Care Program will obtain regular dental services. Dental hygiene will be taught and toothbrushes and toothpaste will be distributed. Fourth, the Community Kitchen Program will provide a community kitchen to be used for the preschool lunches, celebrations, workdays, basic menu planning and nutritional education for local residents.

The implementation of the Bananeiras Health Service will begin on Tuesday following the conclusion of the Consult when a doctor from Niteroi will come to reopen the Health Outpost. At the same time another doctor will be handling arrangements for other health needs including the testing of the water supply. Health care workers will be recruited during the first week of the project and trained in basic health care procedures. Children and adults will be educated in parasite control and prevention. The Community Kitchen will be constructed within the first two weeks and stocked in order to serve the preschool lunches. In six months the Health Services Program will be evaluated and procedures will be updated. Continual contacts with district and state medical facilities will be made to upgrade the services available to Bananeiras.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 13

Plate 5N

ICA Consultants

HEALTH SERVICES SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Medical Equipment	500	200	100	100
	Dental Equipment	300	100	50	50
	Kitchen Utensils	200			
	Stove & Refrigerator	675			
	Dining Tableware	87		50	
	Office Equipment	400			100
	subtotal - capital	2,162	300	200	250
II Pay and Allowance	2 Community	2,000	2,000	2,000	2,000
	5 Apprentice	2,500	2,500	2,500	2,500
	1 Auxiliary	2,000	2,000	1,000	
	Consultant	500			
subtotal - pay	7,000	6,500	5,500	4,500	
III Current Expenses	Office Equipment	150	150	100	150
	Dental Supplies	100	300	350	370
	Basic Medicines	250	100	120	140
	Fuel	50	200	300	400
	Food	245	60	70	80
	Travel	350	400	420	440
	subtotal - current	1,145	1,210	1,360	1,580
Total Program Cost		10,307	8,010	7,060	6,330

SOCIAL DEVELOPMENT: Actuating Program 14

PUBLIC UTILITIES DEPARTMENT

The Public Utilities Department has the capacity to create major shifts in village lifestyle. The installation of electricity will increase the number of hours available to individuals to participate in community life as well as make possible the use of technological tools needed for industrial development. A water system which provides pure water enables the health of the village and facilitates the expansion of agriculture. The creation of an adequate drainage system in the community enables both the community's health and its appearance. As the improvement of roads occurs, more markets will be accessible and a greater exchange of services will be possible in outlying areas. The creation and maintenance of these utilities will provide the means for rapid change.

The Public Utilities Department consists of four components. First, the Village Electrification Program will introduce electricity into Bananeiras. An integral part of the program will be the lighting of homes and streets. Second, the Water Systems Program will create a water purification system and an expanded network of water distribution for the community. Third, the Village Sanitation Program will construct adequate septic tank and drainage systems for every home. Trash collection and disposal will be organized. Fourth, the Road Improvement Program will expand, fill, grade and pave the village streets and access roads. This will also include bridge repair and replacement.

During the week of the Consult water samples were taken into Niteroi for analysis. The results of this analysis will be used in determining the most appropriate steps for building a water system that will provide potable water for Bananeiras. Fifty-gallon drums will be secured in kind from nearby petroleum dealers during the month after the Consult and will be cleaned and painted to serve as trash barrels for the community. The Bananeiras symbol will be painted on each barrel. Regular trash collection will begin in July with a horse and wagon collecting the trash from the entire community on a weekly basis. On community work days in July the village will be thoroughly cleaned and all trash disposed of. During the next six months the roads will be graded and filled. Crushed rock will be used as temporary paving material until the roads are permanently sealed.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 14

Plate 50

ICA Consultants

PUBLIC UTILITIES DEPARTMENT

categories	years	current FY budget	Future Estimate Costs		
			FY II	FY III	FY IV
I Capital Costs	Elec. Generator Syst.	15,000	400		
	Paint	150	130		
	Tools	430	200		
	Cement	400	400	200	
	Water System	4,000			
	Road Improvement	5,000			
	Drainage	1,000			
	subtotal - capital	25,980	1,130	200	-0-
II Pay and Allowance	1 Community	1,000	1,000	1,000	
	3 Apprentice	500	1,000	1,500	
	1/2 Auxiliary	2,000	1,000		
	Engineer Consultant	500			
	Community Labor	1,500			
	subtotal - pay	5,500	3,000	2,500	-0-
III Current Expenses	Travel	300	300	200	
	subtotal - current	300	300	200	-0-
Total Program Cost		31,780	4,430	2,900	-0-

EPILOGUE

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I

ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Bananeiras 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 Programs, together reflect the flow of the Consultation.

FINDINGS

The Operating Vision of Bananeiras residents summarized at the beginning of the week indicated a deep concern for community services and economic self-sufficiency. The following day's work of discerning contradictions revealed special stress on forms of village life. Other critical issues were the depreciating effects of community identity and the restricted delivery of essential services. Proposals developed on Wednesday highlighted economic stability, community identity and foundational education. Tactical systems were created Thursday to carry out the proposals. Functional learning was emphasized and included both practical training and formal education. Business and agriculture provided a dual focus as means to develop local resources. Again, local identity emerged as an emphasis supported by tactics in the arenas of social relations and community life. The Consult also recommended refurbishing the human environment of the village and cultivating support structures. The final work of the Consult is set forth in the Actuating Program Chart. These 14 programs include plans to develop the economic prowess of the village through five programs which include local agriculture, domestic farming, basic industry, commercial enterprises, and economic development. A second group of five programs, focused on the social development of the village, include early learning, formal education, practical

skills, health services and public utilities. Finally, four programs deal with the arena of community style and include the community center, community identity, the environment corps and service resource systems.

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in Bananeiras. The Actuating Programs provide for the four year phasing of the model. During the year of initiation emphasis will be placed on mobilizing broad community effort in the arenas of agricultural development, local commerce, village services, community education and the transformation of community space to project a recreated image of Bananeiras to its residents and to the world. By the end of the first year, all the actuating programs will have been launched. The dual emphases of the second year are program acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously, the number of local ICA staff is decreased. In effect, the new project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all the development programs.

PHASES

II

PROJECT FINANCING

An important aspect of the social demonstration is comprehensive funding. Any effort in socio-economic development in the rural area requires back-up assistance from both the public and private sectors. This assistance can be in the form of grants, long-term loans, lines of credit, in-kind contributions of goods, services, time and facilities. Eventually, a local community must be in position to assume responsibility for the costs of development. However, at this moment, a great deal of

FUNDING

financial leverage is needed to break the cycle of subsistence living in the rural village. Therefore, it is crucial to find ways to bring as many external and internal resources to bear on the community, over as short a period of time, as possible.

COSTS

The 14 Actuating Programs provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6 shows the estimated cost of the first year of each program and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project itself. As program actuation continues, costs will be absorbed into the ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs. The major share of this for the first year falls in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programs and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the project as the human and material resources of Bananeiras are applied to the socio-economic program efforts aimed at developing self-sufficiency and self-dependence. Over the four years increasingly less direct funding will be needed to support salaries as programs begin to generate their own incomes. Thus, direct costs are reduced in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the introduction of light industry, and an expansion of agriculture and services within the community, a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS

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

these citizens' groups would also do continuing planning and evaluation.

The 14 programs of the Bananeiras Human Development Project could be grouped in relation to a number of actuating agencies which might correspond to existing and new corporations of the Project. These agencies in turn could be organized in two groupings - one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The citizens so engaged could be designated as a guild assembly. It would include guild participants, other concerned residents, auxiliary staff and guardians. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating agencies and insuring that programmatic decisions reflect the concerns and needs of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the Human Development Project, and willingness to expend long hours for the sake of the community's development.

COMMISSIONS

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

GUARDIANS

Finally, the Actuating Programs indicate the form of the catalytic force referred to here as the auxiliary. A dynamic human development project requires the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. Functionally, this group engenders motivity in the community at large and continually seeds its imagination, enriching and focusing its understanding of the development task. It also provides an ongoing training dynamic, most of which will occur informally as people work shoulder-to-shoulder on a common task. Such training makes possible the continual growth of new leadership. The fresh perspective of the auxiliary, coupled with the practical wisdom of long-time residents, provides a reservoir of effective power and creative action. In Bananeiras such a force of people needs to include specialists in the fields of

AUXILIARY

education, business management, agriculture, nutrition, health care and construction. Each member of the auxiliary will teach his particular expertise to appropriate local persons, thus equipping the community to assume total responsibility for the project.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Bananeiras intends to be a signal village which people will visit as a demonstration of what can be done in any community. It is important, therefore, that an imaginal picture be drawn that describes some of the anticipated results of the project. The variety of things that a visitor might expect to see on a tour of the village in the future is presented below in a series of six brief sketches.

TRANSPORT

As the visitor approaches the highway turnoff approximately two hours northeast of the city, his attention is called away from the natural beauty of the area and is caught by a large colorful billboard indicating that the road to the left leads to the Bananeiras Human Development Project. He turns to his host, a village resident from the Bananeiras Ambassador's Guild, and learns that the newly improved surface of the road leading toward the village has greatly reduced the travel time which only a few months ago amounted to another hour over dusty clay and mud. His guide continues to explain that the road has made it possible to increase the frequency of bus service to the village and has facilitated the transport of goods in and out of the community. He learns that the series of indicators along the approach road which periodically point the way to the village were designed and built by the villagers who installed them as each successive length of the new road neared completion. The village kombi approaches a bridge and the visitor learns that before the painted guardrail and improved supports were installed by the Bananeiras public maintenance corps, this was the scene of a number of accidents. The last involved the overturning of a banana truck which lost control on the muddy approach hill. The visitor shifts position and appears pleased when his eye rests upon a signboard in the distance welcoming him to Bananeiras. To his right he notes a well-kept football field with freshly painted white benches lining both sides: to the left a group of cows are grazing and beyond the banana and orange trees he can see the rolling foothills of the great Brazilian Highlands.

The visitor is impacted by the sense of well-being that is present in the village as the kombi stops before the Health Outpost just below the village center. It is felt in the bustle around the community kitchen where women of the village are providing a demonstration of nutritious meal planning, modern cooking techniques and effective preservation methods. It is evident in the medical staff who are at work caring for the ill and teaching the children preventive health care and first aid by means of brightly designed posters. It is dramatized in the cobblestone streets and sidewalks and the whitewashed stones which mark the pathways leading up to homes and public buildings. The visitor appreciates the system of drains under construction along the curbside and the orange litter bins spotted throughout the area. As his eye catches the power lines along the main street he realizes that only a short time ago the people's activity was curtailed to the daylight hours.

SERVICES

As he approaches the school, he is impressed by the voices of children singing. Momentarily, a line of twenty preschoolers in green cotton uniforms move toward the kombi to catch the next shuttle for Silva Jardim. A teacher stops to greet him as the children climb into the vehicle and he learns that she is the mother of two of the youngsters. She is being trained while she is volunteering her time in the school. He learns that the school curriculum involves a special trip once a month, and that the most exciting one so far has involved a short helicopter ride over the village and surrounding hills. With the support of the village women the preschool now serves all the preprimary children in the community, many of whom are brought in on horseback from their homes in the outlying fazendas. Inside the school building the visitor sees older children studying in the attractively decorated classrooms and he is told that in the evening the adults meet here for classes in basic education and technical skills. His guide further informs him that a great number of youth now attend secondary school due to improved transport, and that a large degree of the practical education in the arenas of business, agriculture and the trades occur through an on-the-job apprentice program. The visitor quickly grasps that whether indirect or formal, continuing education is taken very seriously throughout the village.

TRAINING

He proceeds from the school to the fields just beyond to observe the agricultural experimentation being undertaken as part of the village's demonstration farm effort. Here on a two hectare plot, donated for corporate use by a village resident, a group of young men are cultivating a variety of vegetables. He learns that trial plantings of improved seeds are tested here and then are recommended for use in the

AGRICULTURE

family gardens which dot the yards throughout the residential area of the village. The men indicate that other cash crops now yielding double quantity because of improved techniques are located in fields farther out toward the hills, and they proudly point to the bright red tractor in the distance which is part of a common equipment pool maintained by the farmers. The visitor notices the pens and fenced areas nearby which contain various animals and his guide explains that not long ago the smaller animals roamed the village at will, often inhabiting villagers' houses. He learns that the diversification and upgrading of agriculture has necessitated larger scale export options and that the marketing of produce in Rio de Janeiro is now done directly by groups of community residents who use the village truck.

BUSINESS

The visitor moves on to view the development of local industry which he has been told has contributed to the increase in total village income. The women of the village, he learns, have begun a small scale sewing enterprise which currently involves the production of clothing and chair cushions. The wood product industry has given a number of men employment and skill in furniture making and chicken crate construction. These efforts, still largely located in small sheds on the individual residents' property, will be established in larger common facilities in the very near future. He continues up the road to view the banana processing plant under construction and is informed that the plentiful fruit supply will soon be used to make candy and banana chips. The aroma of freshly baked bread is evident in the air and his guide explains that the local bakery now supplies the needs of the whole village and has eliminated the need for importing bread from outside. The visitor observes the well-stocked general stores along the main plaza and learns that the bulk purchasing efforts of the Businessmen's Association has allowed for the expansion of product lines and more reasonable consumer prices. He hears about the local credit union and the development of investment capital which have assisted the expansion of industry and business.

The visitor's final stop brings him to the community center just north of the central plaza. The concrete, brick and tile building which is nearing completion is already being used by the people for a number of activities. A large information board to one side of the entrance displays a calendar of events as well as reports about the present progress of various community efforts. The visitor's guide points out a small office just inside the building where the community newspaper is published by local residents on a weekly basis. His inquiries further reveal that the Center is the meeting place for the community guilds which functionally relate to the socio-economic development of the

village. He learns that the people do their planning as well as their work together. Inside he sees that the main hall has been designed for a variety of purposes. The small stage permits the drama group to perform. The movable chalkboards function as dividers for smaller group sessions. The cupboards along the walls provide storage space for office materials, common tools and the dishes used when the community gathers for a meal or special celebration together. On one end of the main hall hangs the Bananeiras grid, the symbolic representation of the geography of the project. Below this in an attractive arrangement are photos depicting the work of the local residents here and in projects like this one elsewhere in the world. The visitor learns that songs and rituals have been created by the residents to affirm their village's participation in a global effort to renew local communities.

IDENTITY

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

IMPRESSIONS

V

REPLICATION SCHEMES

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

LOCAL

Replication of the Human Development Model could be of tremendous significance to rural communities across the nation as well. Emphasizing the move toward local responsibility

NATIONAL

for initiating social change, the model could benefit society as a whole by demonstrating a viable approach to rural socio-economic revitalization. It could disseminate methods that encourage wide community participation in decision making and improve both the number and quality of services available. In order to accomplish such replication a broad network of support and engagement would be required. This could be supplied by project residents and persons from the public and private sectors.

PERSONNEL

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

FINANCING

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

VI

SUPPORT SYSTEMS

BANANEIRAS

For many months the Institute of Cultural Affairs surveyed numerous villages within reasonable distance of Rio de Janeiro in anticipation of establishing a pilot Human Development Project in Brazil. The village of Bananeiras was finally chosen for several reasons. First, although it is a rural community, it is located within driving distance from the International Airport which serves the metropolitan area, thus providing access for visitors who wish to see a unique demonstration project in Brazil. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in collaborating with such a rural development effort. Fourth,

the village's location in the municipality of Silva Jardim sets it in a geographical context which has not yet received many of the service benefits of the rest of the State. It is fitting that a vision of renewed community for both rural and urban areas should be embodied in such a place. Fifth, and perhaps most important, Bananeiras residents and village leaders are ready to move immediately toward the socio-economic development of the community.

STAFF

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

SUPPORT

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

CONCLUSION

The Bananeiras Project is one of 96 local human development efforts initiated over the past three years in consultation with the Institute of Cultural Affairs in Australia, Canada, Chile, Egypt, Federal Republic of Germany, Guatemala, Hong Kong, India, Indonesia, Italy, Jamaica, Japan, Kenya, Malaysia, the Marshall Islands, Nigeria, Republic of China, Republic of the Philippines, Republic of Korea, United Kingdom, USA, Venezuela and Zambia. The Institute of Cultural Affairs anticipates that the Bananeiras Project will be of service to Brazil and Latin America as a whole, as one of many signs already present that local community is being renewed by local people.

BUDGET SUMMARY CHART

Fiscal Year 1978

ICA Consultants

Key: 1.0=\$1,000

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Local Agriculture Enterprise	6.7	2.0	2.0	.5	1.9	.5	13.6
2 Domestic Farming Project	3.9	1.5	2.0		.5	.3	8.2
3 Basic Industry Development	18.1	3.5	3.0	.5	3.7		28.8
4 Commercial Enterprise Network	5.0	3.0	1.0		1.6	.3	10.9
5 Economic Development Corporation	.9	1.5	1.0	1.0	2.6	.3	7.3
6 Bananeiras Community Center	1.2	1.5	2.0		.9		5.6
7 Community Exposure Project	1.3	1.5	2.0		3.8	1.0	9.6
8 Village Environment Corps	15.3	4.5	2.0	1.0	.3	.4	23.5
9 Local Resource System	7.4	1.5	2.0	.5	2.0		13.4
10 Early Learning Center	6.9	3.0	2.0		1.4	.4	13.7
11 Formal Education Academy	7.3	3.0	2.0		2.4		14.7
12 Practical Skills Institute	.3	1.5	2.0		.3		4.1
13 Health Services System	2.2	4.5	2.0	.5	.7	.4	10.3
14 Public Utilities Department	26.00	3.0	2.0	.5		.3	31.8
Total	102.5	35.5	27.0	4.5	22.1	3.9	195.5

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.0=\$1,000

years programs	I	II	III	IV	Total Cost
	FY 1978	FY 1979	FY 1980	EY 1981	
1 Local Agricultural Enterprise	13.6	6.8	4.5	1.0	25.9
2 Domestic Farming Project	8.2	5.1	2.4	0.8	16.5
3 Basic Industry Development	28.8	12.7	2.3	-0-	43.8
4 Commercial Enterprise Network	10.9	7.6	6.0	1.7	26.2
5 Economic Development Corporations	7.3	3.3	2.0	0.7	13.3
6 Bananeiras Community Center	5.6	4.6	3.2	1.6	15.0
7 Community Exposure Project	9.6	6.4	3.5	2.0	21.5
8 Village Environment Corps	23.5	4.9	2.5	2.0	32.9
9 Local Resource System	13.4	6.5	6.8	7.0	33.7
10 Early Learning Center	13.7	8.3	7.9	-0-	29.9
11 Formal Education Academy	14.7	7.0	6.2	5.3	33.2
12 Practical Skills Institute	4.1	4.0	2.8	1.5	12.4
13 Health Services System	10.3	8.0	7.0	6.3	31.6
14 Public Utilities Department	31.8	4.4	2.9	-0-	39.1
Total	195.5	89.6	60.0	29.9	375.0

PROJECT FUNDING FLOW CHART

ICA Consultants

toward local self-sufficiency

Key: 1.0 = \$1,000

			years	year one	year two	year three	year four	Four Year Totals
items								
Monies Injected and Stimulated	Outside Monies	Public Sector	National	20.0	20.0	16.5	—	56.5
			Internat'l	48.0	8.5	—	—	56.5
		Private Sector	Individual	12.0	6.5	—	—	18.5
			Corporate	38.0	18.0	—	—	56.0
		Total			118.0	53.0	16.5	—
	Community Monies	Monies Contributed	Cash	2.1	4.0	8.0	4.4	18.5
			Inkind	12.4	12.6	15.5	15.5	56.0
		Loans Assumed	Current	43.5	20.0	20.0	10.0	93.5
			Long Term	19.5	—	—	—	19.5
		Total			77.5	36.6	43.5	29.9
Total Monies			195.5	89.6	60.0	29.9	375.0	
Community Income Development	Community Annual Earnings	current	84.0	115.0	170.0	252.0		
	Family Annual Earnings	current	1.68	2.3	3.4	5.04		



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