

BONTOA

HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT
OCTOBER 1978

BONTOA HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

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

Epilogue

**CONSULTANTS
THE INSTITUTE OF CULTURAL AFFAIRS**

Box 108
Ujung Pandang, South Sulawesi
Indonesia

at work. The Human Development Project now being initiated coincides with a decision of the province of South Sulawesi to encourage comprehensive rural village development.

Ujung Pandang, the capital of South Sulawesi, is a port city located on the southwestern end of the island of Sulawesi. Facing the Straits of Makassar, it has been known as Makassar for hundreds of years. It is the fourth largest city in Indonesia, and has a population of 600,000. It is the largest and busiest commercial center in all East Indonesia. There are over 25 shipping companies in this port town, most of them located in the crowded streets around the harbor. Ujung Pandang is an export outlet for rice, tin, tobacco, nickel, copra, ratan, shrimp, cement, and coffee. These come from private and government lands to both national and world markets. Ujung Pandang is a big metalcrafts center where exquisite filigree Kendari style silverware is sold. Gewanese are known for their brilliant brasswork; the brass bells and candleholders from Kuningen look almost Tibetan. Women wear beautiful gold jewelry and much of a family's wealth is invested in women's jewelry. The Central Market contains spice stalls and colorful silk cloth as 85% of Indonesia's silk is produced in the province. Indonesians still pay homage at the tomb of Diponegoro, Indonesia's first nationalist leader who fought the Dutch on Java for five years (1830-1835), was tricked into negotiations and arrested, and sent to Ujung Pandang in exile until his death. Ujung Pandang is one of the major centers in Indonesia and serves as the gateway to the east end of the archipelago.

UJUNG PANDANG

The village of Bontoa is situated on a slight rise in the midst of the broad flood plain which stretches from the ancient limestone hills to the sea. The people are related to both Makasarese and Bugis ancestry and trace the history of the village back to the 16th century. The climate is hot and breezy the year around, but flooding and wind damage can occur during the November through March rainy season. The open shallow wells become salty and frequently go dry in the August to October dry months, requiring villagers to walk two to three kilometers for water. There are no structured sanitation facilities in the village although in recent years, the government has provided cement bases for pit toilets. The road to the village is rough rocks in clay for three kilometers while roads entering the village and within the neighborhoods are narrow clay roads which become impassable in the rainy season.

BONTOA

The village of Bontoa is located six kilometers north of the regional market town of Maros and one hour from the major city of Ujung Pandang. Its people live in traditional elevated homes made of bamboo and the fronds of the nipah palm, with wooden fronts appearing on many homes. Seven hundred and fifty people live in the village. Three hundred and fifty of them are over 16,

BASELINE

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PROLEGOMENA

I

THE LOCATION

The Bontoa Human Development Consultation was the initial step in a comprehensive development demonstration project. The name Bontoa means a higher place than surrounding land and in fact the ground of the village is on a slight knoll. The project involves dealing with both social and economic problems in a comprehensive development program. It was begun through a cooperative effort of village and government leadership in conjunction with the Institute of Cultural Affairs. Their intention is to establish structures and services now lacking, to develop a self-sufficiency economic base and to involve the creative potential of the residents. The project is seen as a pilot program, the methods of which can be reduplicated in other villages in Indonesia and in rural communities across the world.

BHDP

In 1969, the Republic of Indonesia, the fifth most populous nation in the world initiated the first "Five Year Plan" to stabilize its economy. In spite of enormous barriers and occasional setbacks, the country's natural wealth and resources began to be channeled into new productive development. Agriculture expanded, production of hydro-electric and steam power was substantially increased and new sources of oil were tapped. With the second five year plan of 1974, Indonesia has turned her attention to broadening the development effort, and so has demanded of herself a new self-reliance with the focus on the development of local leadership and the rural areas. With 80% of her 139 million people living outside major cities, responsible leaders stress the importance of village development of Indonesia's 55,000 villages, which can provide the enormous local energy and resolve needed to continue Indonesia's determined growth. The development of rural channels of participation and local incentive can be seen as a key to balanced economic development. At the beginning of the fourth decade of her nationhood, Indonesia is facing this challenge forthrightly. The nation's intensified efforts at social and economic growth and rural development are being closely followed by other ASEAN nations and the world at large, who are eager to witness Indonesia's slogan "Unity in Diversity" effectively

INDONESIA

and 60 are under six. Only 25% of the land is owned by the village. The average villager works about one and one-half hectares of land and a total of 200 hectares is cultivated in the village. Rice and sweet potatoes are grown and there are fish ponds where milk fish and shrimp are raised. Livestock such as water buffalo, horses, chickens, ducks and geese are housed on the ground beneath the houses. There are only a few village industries, three tailors employing seven people, and seven shops selling mostly snacks and cooking supplies. There are two rice mills in the village. Most products are bought in the town of Maros. Transportation to the villages is by bemo pick-up truck, horse cart or motorcycle. Open shallow wells provide the water for drinking. There is a mosque in the village. There are no schools in the village. The elementary school is in the next village of Panjanglingan, one kilometer away. About 15% of the village children attend. The high schools are in the town of Maros. Six Bontoa residents are in attendance: four in Junior High and two in Senior High. The medical facilities are also available in Maros.

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research training and demonstration group concerned with the human factor in world development. It has entered into agreement as an agency working with the Department of Social Affairs. The Institute has headquarters in Brussels, Bombay, Chicago, Hong Kong, Nairobi and Singapore. In addition, there are ICA offices in more than 100 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 federal, state and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1970, the Institute of Cultural Affairs has been working throughout Indonesia with people who are concerned for reformulation of community life at the local level. Consultant teams composed of Asian and non-Asian staff traveled through Java, Sumatra, and Sulawesi. In 1972 the ICA was urged to place resident personnel in the country in order to intensify training by working together with graduates of various programs such as the International Training Institute. In 1975, a group of these graduates, along with members of the international team of the Institute, began the research needed to locate a site for a pilot project which would demonstrate a comprehensive approach to community development. After giving

serious consideration to a number of possible locations for the project, the Kelapa Dua complex was chosen. In June, 1977, the first site selection trip was made into Sulawesi. Working in conjunction with the Department of Social Affairs, more visits were made across the island of Sulawesi. In April, 1978, a staff was joined by representatives from Chicago and Singapore to make final village choices. This selection was made in cooperation with many government departments, and in dialogue with the governor's staff. After conversation with village residents, the leadership drafted a letter of invitation to ICA symbolizing their desire to be a demonstration community.

The Consult took place in Bontoa on October 8-14, 1978. There were 200 consultants, many of them residents of the project area. Approximately 450 additional residents were indirectly involved through field work contacts. Each day Consult teams spent many hours visiting and talking with local people in their homes, around the community and at their places of work. The 70 non-resident consultants came from Java, Sumatra, South Sulawesi, North Sulawesi, Australia, Hong Kong, Sabah and Selangor in Malaysia, the Republic of the Philippines, Singapore, and the United States. Visiting consultants represented both the public and private sectors and attended the consult at their own expense. The expertise represented by these people covered a broad spectrum of skills. Specific professions included all aspects of education, business management, nursing, agriculture, land use, animal husbandry, law, banking, accounting, computer systems, construction, fisheries, public health, public works and sociology. The Bontoa residents attending also reflected a broad spectrum of expertise. These included teachers, village leaders, farmers, fish pond operators, carpenters, craftsmen, students and housewives. 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 Bontoa. Second, they discerned the underlying contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the Actuating Programs which would allow the application of the tactical systems. The time of the consultants was divided between work as teams in the field interviewing residents and investigating resources and studying alternative possibilities and working sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Bontoa in accelerating the impact and empowering the expansion of the project in the community.

PARTICIPANTS

DESIGN

IMPACT

The readiness of the village of Bontoa for the Consult was illustrated in several ways. In anticipation of the coming event, meetings were held each morning with the village leaders. Work was done in the village in preparation for the consult. A consult meeting hall was erected. Villagers came up with a plan so that it could be constructed with village labor. A community kitchen to be used in the consult was constructed. Village women planned menus and cooked food for the entire consult. The first toilet was dug by the villagers and cemented by the health department. Visitation teams throughout the consult week were guided by the community people. Three plots of land were donated for demonstration areas by villagers. A tractor was loaned to the village for a day to demonstrate dry plowing. At the end of the consult a villager said, "We will have the first preschool in Maros county. We will be a demonstration for all of Indonesia. We are ready to do it. We now know our task and role in Indonesia's development and its history."

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programs reported in this document. First, this will involve the on-going meeting of local leaders, Bontoa residents and other interested people to plan program implementation. Second, initiation of special training sessions will be needed for those who will bear responsibility for major aspects of the project. Third, gathering community consensus concerning all aspects of the project will be an on-going necessity. Fourth, project initiation requires that a catalytic staff reside in the community and begin training and building incentive that will raise community-wide participation.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community provides the elements required for a human development project. In the past 20 years, the work of the Institute of Cultural Affairs in inner city neighborhoods, suburban towns, and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in widely diverse

situations demonstrates the possibility of development in every local situation. Second, a potential location 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 required if the pilot is to function as a training base for replication forces.

Effective economic development at the local level rests upon five principles. First, the community must be imaged 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 focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people

ECONOMIC

SOCIAL
SOCIAL

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.

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

ACTUATION

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

DOCUMENT

of the consult. Subsequent paragraphs discuss the particular findings of each phase. Each part of the document also contains one or more holding charts which illustrate specific aspects of the narrative and provide an overview for the entire section. The concluding section offers insights and recommendations about matters such as project funding, phasing designs, staff requirements and replication possibilities and procedures.

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes, and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of the Bontoa people in practical decision making about their future. In so doing, the report itself is the incentive needed for actuation of the project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Bontoa putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PRACTICALITY

PART ONE

THE OPERATING VISION

I

VISION

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

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent the day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, services, social development and education. The teams covered the whole geography of the community, talked informally with people they met, visited local gathering places, surveyed community facilities and were invited into the homes of residents. Through these activities, the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally the 163 pieces of data from the five teams were ordered in the basic categories of the present model. Plate I gives rational, objective form to the Operating Vision that exists in the understanding of the people of Bontoa.

It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the consultation.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Bontoa. Section A, Toward Developing Economic Livelihood points to the understanding the residents have of the need to increase the productivity of the land, create new work positions and expand retail outlets. Section B, Toward Enhancing Living Environment indicates the desire to provide the needed public services and facilities for Bontoa. Section C, Toward Forming Social Well-Being reveals the deep longing for a viable way for the whole community to participate. The vision chart is further broken down into nine master categories in which 88 items are held in 22 components. It is in these that the practical substance of the vision is held. Three of the nine categories are related to Economic Livelihood. Business Expansion indicates the concern to provide in Bontoa the goods to be consumed here and the jobs necessary for its residents. Agricultural Technology expresses the desire for more profitable crops and livestock production. Commercial Support is the desire to operate as a group of farmers and businessmen with the required capital available. The next three categories are related to Living Environment. Preventative Health is the longing for sanitation facilities and medical services. Essential Services indicate the concern for roads, housing, electricity and drinkable water. Space Inventions points to the understanding of the need for careful use of space. The final three categories are related to Social Well-Being. Civic Identity is the desire for recreation and celebrative events. Adult Equipping indicates the desire of Bontoa to have the skills to function in this century. Youth Education points to the concern to provide comprehensive formal education for small children and adolescents.

SUSTENANCE

The residents of Bontoa are aware of the need to release the productivity of the land and the people. They see that this will require an increase in crop yields and upgraded management of animals. This will happen through cooperative operations of equipment, control of land and access to an enlarged capital pool. Finally, Enlivened Economy will depend on local industries that use the full potential of the residents and Bontoa businesses where supplies and services can be provided.

SUPPORT

Living environment is seen by the people of Bontoa as the key invention that releases both the economy and social well-being. Through medical facilities and services and through establishing a sanitation system the residents expect to increase their vitality. The vision includes improving the domestic water supply, introducing electric power and maintaining access with other villages with improved roads. The space of the community

is seen as an important practical concern. Creating the continuity of Bontoa will require the symbol of an ascetic design and adequate dwellings for families and for public assembly.

The community wished to rebuild its identity as a historically rooted thriving place to live. Residents see this happening through recreation activities and celebrations. Equipping the adults to function effectively in this time is seen as a part of the vision. The people see this will require vocational classes, functional skills drills and activities tailored for women. The motivity of Bontoa is seen as linked to the educating of the youth. They wish for the children to have more years in village-based formal instruction. Adolescents are seen as in need of both formal classroom and informal exercises that prepare them to participate fully in village life.

MOTIVITY

I. FUNDAMENTAL EDUCATION

ICA Consultants

B. Formal Settings Proposal

Plate 3B

3. PRESCHOOL CENTER PROJECT	9 Teachers' Preparation	building needed adolescent pedagogues
	10 Recruit Students	eliciting primary village support
	11 Indigenous Curriculum	transposing existing foundational manuals
	12 Colorful Decor	providing necessary impactful space
4. ELEMENTARY SCHOOLING PROJECT	13 Build Facility	making available local classrooms
	14 Provincial Certification	ensuring continuing advancement opportunities
	15 Supplemental Tutoring	broadening basic educational achievement
	16 Hire Teachers	maximizing quality instruction potential
5. ADVANCED COURSES PROJECT	17 Learning Materials	tapping provincial government sources
	18 Accredited Correspondence	initiating viable junior high level
	19 Village Tutors	encouraging ongoing localized assistance
	20 Testing Procedures	strengthening essential certification process
6. FUNCTIONAL PROWESS PROJECT	21 Religion Classes	channeling additional corporate initiative
	22 Upgraded Literacy	expanding basic communication wisdom
	23 Math Exercises	increasing practical purchasing power
	24 Current Periodicals	diversifying knowledge access base

I. FUNDAMENTAL EDUCATION

A. Employment Skills Proposal

ICA Consultants

Plate 3A

1. MANAGEMENT TECHNIQUES PROJECT	1 Bank Usage	developing responsible borrowing patterns
	2 Agriculture Records	documenting increased farm production
	3 Domestic Prowess	training effective household arts
	4 Local Faculty	utilizing existing Bontoa craftsmen
2. VOCATIONAL TRAINING PROJECT	5 Youth Jobs	expanding present income base
	6 Adolescent Activities	increasing regular farming engagement
	7 Applied Mechanics	creating local repair services
	8 Sewing Classes	preparing new industry workers

year-round irrigation system, and multiple cropping through hybrid seeds and rotation plans. Capital acquisition Proposal will procure the loans and establish a financial system that will allow loans to be repaid.

I
AGRICULTURE
EXPANSION

In a tropical climate community possessing over 200 hectares of land, expanding productivity would result in greatly assisting the stability of the economy. Marketable Animals Proposal will raise larger numbers of animals, start commercial poultry farms, and multiply the number, size and variety of fish. Intensified Crop Proposal will increase nutritious meals by establishing home gardens, and by upgrading rice production through hybrid seeds and spraying.

F
ESSENTIAL
SERVICES

The delivery of services to villages the size of Bontoa is critical and complex. This proposal will make services available in four ways. The Local Transport Proposal will improve the connecting roads and internal pathways and provide regular passenger bus and cargo services. The Sanitation Facilities Proposal will procure adequate domestic water and deliver it to the sites where bathing, laundry and toilets are located. The Health Practices Proposal will allow trained community caretakers to teach nutrition and assist the local doctor in the health clinic. Foundational Construction Proposal will erect the market site, training center, demonstration home and the new mosque.

III

ECONOMIC STABILITY PROPOSALS

One of the key elements in any community development effort is to demonstrate the fact that every local community has all the resources necessary to sustain a stable economy. In Bontoa the Economic Stability Proposals are designed to open the avenues for rapid development of the land and of human resources. This involves three specific proposals to systematically transform the present situation. The Commercial Activities Proposal will create small industries and retail stores that increase employment options and provide the basic goods that Bontoa Citizens can purchase. The Production Means Proposal will ensure that the land resources are most effectively used through the organizational schemes of land, machines, capital and labor forces. The Agriculture Expansion Proposal will increase the grain and animal products so that the surplus can be sold outside Bontoa.

G
COMMERCIAL
SERVICES

Communities around the world, particularly in rural areas are discovering the need to expand their business opportunities. Small Industries Proposal will provide assembly plants, wood processing and new manufacturing, with a building in which this can take place. Retail Businesses Proposal will expand the variety of items available for purchase, and sell items which have been produced in the village. This proposal will also provide vehicles to corporately structure use of the village human resources and the accumulated capital.

H
PRODUCTION
MEANS

Key to the economic stability of rural villages are the avenues that release production. Farm Implements Proposal will provide the machinery and smaller tools needed to effectively plant, harvest and market agricultural products. Farmer's Association Proposal will organize the labor forces, phase the time sequence to cultivate all the land, and promote the information and methods required for effective land management. Land Productivity Proposal will ensure a

II
I

SOCIAL FABRIC PROPOSALS
FUNDAMENTAL EDUCATION PROPOSALS

The transformation of a village's space and expansion of its services is key to the residents' depth of involvement. The Bontoa Identity Proposal will demonstrate four ways of implementation: through beautification events, fairs and recreational activities. The Citizen Involvement Proposal will provide opportunities for the community to work together, have access to the world's data, and develop relationships with outside sources that will be of value to village development. The Essential Services Proposal will make available the sanitation facilities, health measures, and construction and transport needed for community revitalization. The Bontoa Identity proposal will catalyze the basic images that allow people to experience their village as historically significant. The Community Beautification Proposal will brighten the visible impact by building decorative fences, painting homes, maintaining grounds and implementing an artistic village design. The Celebrative Events Proposal will create the new story through a council, a band and by reviving traditional dances. The Educational Fairs Proposal will stimulate ideas by bringing information and demonstration into Bontoa in both the social and economic arenas. Recreation Opportunities Proposal will provide the occasions for citizens of all ages to participate in active sports and in quiet games and conversations. The Prowess Proposal will teach literacy, practical math, religious Many rural villages are discovering that computer work and access to the personnel and knowledge the 20th Century offers is what releases the passion of their citizens to engage in community activities. The Work Day Proposal will schedule the available time so that the buildings, care and security of the community is maintained. The Information Access Proposal will secure the resources center and television space, provide a job agency and the extension catalogs. The Outside Relations Proposal will foster relationships with students, government bodies, specialized consultants and private companies that release personnel to work in Bontoa.

I

FUNDAMENTAL EDUCATION PROPOSALS

Across the world, equipping local people to tap the resources of this century requires innovative approaches. The Fundamental Education Proposal will fulfill this need. The Employment Skills Proposals will foster management and vocational prowess. The Formal Settings Proposal will insure the critical training of Bontoa citizens from preschool through adults. The Basic Images Proposal will provide the training and interchange that develops depth in community leadership.

A
EMPLOYMENT
SKILLS

One of the concerns in rural settings is broadening the base for employment. The Management Techniques Proposal will train a local faculty to give instruction in banking, agriculture, record keeping and household management. The Vocational Training Proposal will assist youth in obtaining skills farming and industrial work, and will assist adults in obtaining skills in mechanics and sewing.

B
FORMAL
SETTING

The foundation of grasping informal education opportunities is formal schooling. The Preschool Center Proposal will open early learning experiences for children under six. The Elementary Schooling Proposal will provide a certified facility in Bontoa. The Advance Courses Proposal will assist village residents in upgrading the volume of their academic wisdom. The Functional Prowess Proposal will teach literacy, practical math, religious catechism and current events.

C
BASIC
IMAGES

The Basic Image Proposal will enrich leadership breadth and depth. The Leadership Extension Proposal will form a youth association and train the village in workshop methods and give economic guidance. The Enrichment Trips Proposal will provide vehicles to enable dialogue with government agencies to take place through social events, agriculture demonstrations and visiting historical markings.

PRACTICAL PROPOSALS CHART

ICA Consultants

Plate 3

I FUNDAMENTAL EDUCATION PROPOSALS			II SOCIAL FABRIC PROPOSALS			III ECONOMIC STABILITY PROPOSALS		
A EMPLOYMENT SKILLS PROPOSAL	B FORMAL SETTINGS PROPOSAL	C BASIC IMAGES PROPOSAL	D BONTOA IDENTITY PROPOSAL	E CITIZEN INVOLVEMENT PROPOSAL	F ESSENTIAL SERVICES PROPOSAL	G COMMERCIAL ACTIVITIES PROPOSAL	H PRODUCTION MEANS PROPOSAL	I AGRICULTURAL EXPANSION PROPOSAL
MANAGEMENT TECHNIQUES PROJECT I	PRESCHOOL CENTER PROJECT 3	LEADERSHIP EXTENSION PROJECT 7	COMMUNITY BEAUTIFICATION PROJECT 9	WORK DAYS PROJECT 13	LOCAL TRANSPORT PROJECT 16	SMALL INDUSTRIES PROJECT 20	FARMING IMPLEMENTS PROJECT 22	MARKETABLE ANIMALS PROJECT 26
	ELEMENTARY SCHOOLING PROJECT 4		CELEBRATIVE EVENTS PROJECT 10		SANITATION FACILITIES PROJECT 17		FARMERS' ASSOCIATION PROJECT 23	
VOCATIONAL TRAINING PROJECT 2	ADVANCED COURSES PROJECT 5	ENRICHMENT TRIPS PROJECT 8	EDUCATIONAL FAIRS PROJECT 11	INFORMATION ACCESS PROJECT 14	HEALTH PRACTICES PROJECT 18	RETAIL BUSINESSES PROJECT 21	LAND PRODUCTIVITY PROJECT 24	INTENSIFIED CROPS PROJECT 27
	FUNCTIONAL PROWESS PROJECT 6		RECREATION OPPORTUNITIES PROJECT 12		FOUNDATIONAL CONSTRUCTION PROJECT 19		CAPITAL ACQUISITION PROJECT 25	

to economic stability for Bontoa and call for improving the commercial activities, delivering the means of production, and encouraging agricultural expansion. 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.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

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

PROCESS

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

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of twenty-seven proposals referred to as "projects." They are organized under nine master proposals which reflect decisional responses to major contradictions. The first three master proposals relate to the community's fundamental education and call for expanding the employment skills, intensifying the formal settings and the development of basic images. The next three master proposals call for strengthening of the social fabric through revitalizing the civic identity, increasing the citizen involvement and the augmentation of essential services. The remaining three master proposals relate

CONTRADICTION XIV

The Confining Schemes of Transport Services in Bontoa

The fourteenth contradiction is in the arena of transportation services. Expanding urban centers have increased the centralization of goods and services and have required that residents of rural areas of the world become more mobile than ever before. The people of Bontoa, however, continue to use systems of transportation that do not adequately meet the commuting needs of the village. The single lane of mud and rock into the village cannot accommodate a large amount of traffic. Bemos, pick-up trucks, the main vehicle for public transport is expensive and limited in its routing. The youth in Bontoa wishing to attend school must travel six kilometers to the high school in Maros. This means either meeting the expense of this form of transport or arranging for another method of travel. The road conditions during the rainy season become so poor that walking is an impractical alternative. Individual modes of travel remain ineffective as the village has no vehicle at its disposal. Until means are developed to allow the citizens of Bontoa to become more mobile, they will not be able to take full advantage of the benefits of urbanized life.

produce, stands as a testimony to the difficulties faced by the village in having such a strong dependency on conditional elements within the environment. Irregular external irrigation schedules mean that planting is totally reliant on the amount of rainfall received each season. Yet floods which are common during the rainy season are erratic and destructive. Each dry season the water supply of the community is depleted, which means that without any technological assistance, only one rice harvest is possible in a year. Furthermore, alternative dry-soil crops are not planted, and the land lies unproductive. Rice diseases have destroyed much of the crop, but the solution to this problem remains unknown to the village. Salt intrusion from the sea has ruined some soil and it has not been converted to fishponds. Unless a renewed effort is made to develop the existing resources of Bontoa, the residents will continue to be governed by the unreliable environmental factors while their own resources wait to be use.

CONTRADICTION XIII

The Restrictive Forms of Corporate Consensus in Bontoa

The thirteenth contradiction deals with the arena of corporate consensus. In a time when people everywhere are demanding a fuller voice in determining their own destinies, creating adequate structures for corporate decision making has become vitally important. Although the residents of Bontoa see its importance, there is no process enabling such total community involvement. At present, only a few villagers actively engage in the decision making affecting Bontoa. Working decisions made on such a narrow base tend to ignore any possibility of cooperative action. One resulting situation has been that development opportunities within the community remain unexplored. Local available resources are untapped due to the lack of village initiative. Government materials and services readily accessible to Bontoa are not obtained, as the particulars of what is needed cannot be firmly established. Furthermore, there is no means of implementing programs decided upon. The village fund is depleted by the indecision of the community to corporately replenish it. Until effective structures are built to create and determine the local consensus, serious development will be unable to move beyond inertia to creative action.

they get, producing products of marginal market value. Chickens and ducks lay small eggs for local consumption and produce inferior poultry products. Water buffalos and horses graze without restraint, often damaging crops and blocking second crop production. Fishponds are only dug near the edges limiting the quantity and size of fish produced. Government vaccinations, disease control and production training programs are accessible to local producers but have been mainly ignored. Unless scientific methods of livestock production are introduced into Bontoa, the community will be deprived of the income it needs to support its development plans.

CONTRADICTION XI

The Narrow Scope of Commercial Enterprises in Bontoa

The eleventh contradiction has to do with commercial enterprises in Bontoa. Communities around the world are learning that to be a self-sufficient entity, they must have their own industries which bring in monies from outside the community. Bontoa, however, produces no industrial products and few other products saleable to an outside market. Three tailors make custom clothing but do not have full-time employment. A cycle shop attracts some outside repair business but is not equipped for full motor-cycle service. At this time there are no defined investment opportunities in the village. Limited local buying discourages product experimentation for the larger surrounding market. Local businessmen are further hampered in developing a new industry by their unfamiliarity with regional markets. Until means are found to initiate new industrial and commercial development in Bontoa, the village will continue to be bypassed by outside capital investment which it needs to achieve its plans.

CONTRADICTION XII

The Neglected Planning for Land Utilization in Bontoa

The twelfth contradiction deals in the arena of land utilization. In local communities everywhere, the world is calling for a full and replenishable way of developing all natural resources. In Bontoa however, difficult environmental conditions compounded with little technical assistance have resulted in decreasing land quality. This reduces its potential usage. Rice, the major

the means are found to make needed goods and services available in Bontoa, money desperately needed for development will continue to be drained by outside commercial enterprises.

CONTRADICTION IX

The Individualistic Style of Village Work in Bontoa

The ninth contradiction lies in the arena of village care. The 20th century has seen local corporate structures emerging as an effective method for decision-making and achievement. Communities world-wide are discovering that a viable means of actuation lies in the power of corporate community effort. In Bontoa, however, individualistic attitudes prevail over any outside agencies and suppliers who have in turn become the source of community decisions and priorities. This absence of internal corporate structures has led to a neglect in village maintenance. Littered roads are overlooked. Community wells are not maintained. Bontoa's water system is inappropriate for meeting village demands. In the dry season, water is scarce and few wells supply water that is not salty. This common cooperation is further overlooked in the economic activities of the community. Commercial ventures are weakened by minimal group enterprises. Individual planting schedules have resulted in fragmented rice marketing. The opportunity is missed to sell corporately to large outside buyers for greater profit. On the whole, the failure of the village to create unifying corporate structures has stifled social and economic growth. Unless this individualistic outlook is expanded through corporate designs to the community's advantage, significant change will not take place.

CONTRADICTION X

The Obsolete Methods of Livestock Management in Bontoa

The tenth contradiction has to do with livestock management. It is found that the consumer quality standards for livestock products have escalated very rapidly in the past decade and producers now recognize that scientific production is required if you want to participate in this growing and profitable market. Yet in Bontoa, livestock of all types run loose through the village and fields foraging for the only food

CONTRADICTION VII

The Fragmented Design of Community Schedules in Bontoa

The seventh contradiction has to do with the fragmented design of community schedules. In this age of complexity, communities are discovering they can become self-reliant by creating disciplined structures to accomplish what is necessary. Yet in Bontoa, the absence of assigned responsibilities and regularly scheduled work allows essential tasks to accumulate until they become overwhelming. The maintenance of roadways and ditches has been neglected and the Mosque is in need of repair. Painting and grounds maintenance all of which can be done by local people has not been done. Farmers, fishermen and town workers all follow different daily time schedules, working days and annual calendars. Women are tied closely to the home and child care and live out of another time design. This makes scheduling of workdays and community training or celebrative events very difficult. The lack of scheduling even extends to local transport which operates randomly and on individual request. Until Bontoa decides its priorities and deals seriously with scheduling it will be unable to get the participation of the people necessary for the comprehensive community care which is envisioned.

CONTRADICTION VIII

The Difficult Acquisition of Essential Services in Bontoa

The eighth contradiction lies in the arena of essential services. In the midst of the dominance of regional marketplaces, many communities are deciding to regain their economic vitality by providing essential goods and services within the village. In Bontoa, there are no shops providing essential goods and services, forcing most consumer spending to leave the community. Residents must travel three to eight kilometers several times per week to buy essential food staples, vegetables and meat. Any construction, maintenance, farming, livestock or fishing tools and supplies must be purchased eight to thirty kilometers outside of Bontoa. Maros-based medical services and medicines are imaged as expensive by the majority of the community. The main road from Bontoa to Maros is in need of major repair, however, the cost of roadway gravel makes any action on the community's part difficult. Until

capital investment have not been made visible. There are no proven successful local enterprises to which funding agencies will make loans without collateral. Crop failures in recent years have led to loan defaults and the loss of their major collateral, the land. Buffalo and land are sold for expensive cultural ceremonies, leaving behind landless tenant farmers with no means to secure new capital. Some land owners are not able to secure government loans because they have not secured certificates for their land. Shops in Bontoa do not expand their inventories because their capital is tied up in credit sales which go uncollected. When families are unable to secure loans often it is spent for family necessities and does not produce the needed earnings for repayment. In this type of subsistence setting, villagers find it difficult to do any budgeting to generate significant savings. Until community priorities are articulated and viable investment projects are made visible, outside capital will not be attracted and the economy of Bontoa will remain static in the immediacies of subsistence living.

CONTRADICTION VI

The Subsistence Approach to Employment Alternatives in Bontoa

The sixth contradiction has to do with employment alternatives. Today every local community knows that it is necessary to provide stable skilled year-round employment within the village if it is to survive. The collapse of farm income in Bontoa has led to seasonal and marginal employment, creating a subsistence existence. Agricultural employment has declined due to rice crop failures and the flooding and salting of the land. Even when seasonal tasks are available the work methods are demeaning and avoided by the youth. Other occasional jobs which are available in the village pay very meager daily wages. In seeking outside employment, villagers find it very difficult to secure information on job openings. In fact, there is virtually no permanent employment available for youth in the region. The few jobs available to more experienced workers are nearly as poorly paid as village work. This fact, plus the subsistence level of life which requires daily earning, has become a block to skills training. It is said in the village, that vocational training does not pay off. Unless opportunities for gainful employment are created rapidly in Bontoa, the economic fabric will not be able to support the needed development effort.

CONTRADICTION IV

The Prevailing Indifference to Formal Education in Bontoa

The fourth contradiction is in the arena of formal education. There is a growing agreement in the world that education must prepare children, youth and adults to deal practically with the actual situations confronting them. Education is the fundamental requirement for participation in the 20th century. However, in Bontoa, the absence of 20th century symbols within the community decreases the relevance of existing educational structures. The available local schooling is operating at full capacity and ends at the sixth grade. The expense of traveling to Maros and Ujung Pandang makes additional schooling difficult for the majority of villagers. Local religious facilities exist but are inadequate. These facilities have not been improved, despite the expressed wish of villagers to pursue higher religious training. Bontoa, operating out of a subsistence economy, offers little to promote education. Literacy needs are largely unperceived. Only twenty percent of the population speak Indonesian. The majority speak a mixture of Bugis and Makassarese dialects. There are few ways to use outside training with the limited language skills of Bontoa residents. The only job opportunities available are those locked in traditional modes and they leave little time for learning advanced technical skills. Parents reinforce this indifference as they are bound to single-skill trades. The general attitude of indifference perpetuated by the community makes education pointless. Only when the relevance of a formal education is acknowledged within the community will the people of Bontoa be capable of responding effectively and positively to the challenges of developing their community.

CONTRADICTION V

The Bewildering Priorities for Capital Resources in Bontoa

The fifth contradiction lies in the arena of capital resources in Bontoa. Local communities around the world have observed that capital investments go to where there is success. Communities are creating imaginative new enterprises with their local labor and resources. These enterprises are attracting substantial capital from private corporations, foundations and government agencies. Yet in Bontoa, the priorities and models for outside

skilled local instruction blocks the quantity and size of fish harvested from the existing fishponds. There is no assigned coordinator or trained villagers to actualize village health care. Bontoa now has no local schooling, vocational courses or practical training because the leadership and instruction is not organized. Until Bontoa designs imaginative programs which call forth its capable people to assume the burden and responsibility of community leadership, the village will continue to lose its skilled citizens to cities and suffer a stagnation in its life.

CONTRADICTION III

The Debilitating Effect of Traditional Patterns in Bontoa

The third contradiction lies in the arena of traditional patterns. Communities of every culture are creating new ways of applying the values which have sustained their ancestors to the realities of the technological, urban world of the 20th century. However, in Bontoa, not only are traditional values deferring interactions with modern society, but the absence of their foundational meanings have turned them into meaningless, habitual patterns. The family trade of making atap building materials was once a valid means of family unification but is now merely perpetuating a subsistence life style. Villagers acknowledge the income limitations of their occupations yet are reluctant to risk change. Farmers, trained only in agriculture, find themselves now at an economic standstill having neither knowledge or modern technology nor an additional source of income to which they can turn. The haphazard system of accounting for livestock growth production is no longer effective in an age where precision enables profit. The few home-based shops found in Bontoa duplicate their merchandise and limit their inventory selection. Soliciting clientele is an unused alternative to the current low profit practice of allowing the customers to seek services.

The traditional customs providing the underlying meaning to Bontoa's life style are themselves endangered. The Orthodox Muslim revival ten years ago created a fission between religious and cultural beliefs. As a result, many practices symbolizing Bontoa's rich Makassarese and Bugis heritage, such as the traditional dances, are neglected in the community. Unless Bontoa is able to create the new patterns that hold the wisdom of the past and relates those forms to the modern demands of society, the community will remain in its unprofitable state of limbo.

CONTRADICTION I

The Minimal Development of Practical Skills in Bontoa

The first contradiction discerned by the consultants has to do with practical skills in Bontoa. In the complexity of today's world communities are seeing the necessity of having their citizen's equipped with a broader range of vocational and leadership skills than ever before. The people of Bontoa clearly see this need but have come to believe that 20th century skills can only be developed and utilized in urban centers and not in the village. There are few residents with modern management skills in agriculture, commerce or industry. This is an obvious impediment to rapid economic growth. Carpentry and repair skills are highly valued in the village but there are few tools and no source of expertise for supervision or instruction. This has led to a dependence on skilled labor from outside the village. Even in the primary employment of agriculture, the traditional skills have not been altered to keep up with changes needed in water supply and disease control. Mechanized methods and alternative crops which could enable second cropping have not been explored. Underlying all of this is the prevailing illiteracy of the village which is perpetuated by only a minority of the children now attending school. Until the needs of the village are focused in skill arenas which challenge residents to develop effective personal skills, participation in this century will remain narrow and human resources continue to go unused.

CONTRADICTION II

The Untapped Potential of Capable Leadership in Bontoa

The second contradiction confronting Bontoa lies in the arena of community leadership. After the urban exposure of the last 30 years, villagers around the globe are deciding that it is worthwhile to be a leader in developing their own small communities. The people of Bontoa know they are capable of developing their village but have not found ways to tap the needed leadership to guide the work. Some community tasks such as roadway maintenance, ditch cleaning, water resource tapping and sports team coaching are not operational because of the absence of trained leadership. Leaders are needed to organize the tasks, secure outside assistance, initiate tasks and maintain the ongoing structures. The business and farming enterprises are in need of guidance to create corporate structures. The absence of

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Plate 2

I THE MINIMAL DEVELOPMENT OF PRACTICAL SKILLS IN BONTOA	II THE UNTAPPED POTENTIAL OF CAPABLE LEADERSHIP IN BONTOA	III THE THE DEBILITATING EFFECTS OF TRADITIONAL PATTERNS IN BONTOA	IV THE PREVAILING INDIFFERENCE TO FORMAL EDUCATION IN BONTOA	V THE BEWILDERING PRIORITIES FOR CAPITAL RESOURCES IN BONTOA	VI THE SUBSISTENCE APPROACH TO EMPLOYMENT ALTERNATIVES IN BONTOA	VII THE FRAGMENTED DESIGN OF COMMUNITY SCHEDULES IN BONTOA	VIII THE DIFFICULT ACQUISITION OF ESSENTIAL SUPPLIES IN BONTOA	IX THE INDIVIDUALISTIC STYLE OF OF VILLAGE WORK IN BONTOA	X THE OBSOLETE METHODS OF LIVESTOCK MANAGEMENT IN BONTOA	XI THE NARROW SCOPE OF COMMERCIAL ENTERPRISES IN BONTOA	XII THE NEGLECTED PLANNING FOR LAND UTILIZATION IN BONTOA	XIII THE RESTRICTIVE FORMS OF CORPORATE CONSENSUS IN BONTOA	XIV THE CONFINING SCHEMES OF TRANSPORT SERVICES IN BONTOA
Little Technological Experience	Absent Cooperative Guidance	Inflexible Social Attitudes	Curbed Learning Incentives	Restricted Production Loans	Inaccessible Job Openings	Irregular Corporate Workdays	Unaffordable Medical Service	Isolated Commercial Activities	Animals Destroy Crops	Competitive Nearby Marketplaces	Seasonal Flooding Unpredictable	Narrow Based Decisions	Expensive School Travel
Restricted Local Communication	Inaccessible Fishpond Instruction	Resistance To Risk	Inadequate Training Facilities	Little Family Budgeting	Inadequate Farm Earnings	Infrequent Health Schooling	Inadequate Learning Tools	Fragmented Rice Marketing	Unmanaged Poultry Pens	Few Saleable Goods	Salty Soil Conditions	Outside Initiative Dependency	High Cost Commuting
Insufficient Management Skills	Construction Training Vacuum	Outdated Marketing Practices	Marginal Basic Skills	Misused Borrowed Funds	Meagre Daily Wages	Unscheduled Local Transportation	Extravagant Wedding Ceremonies	Littered Roads Overlooked	Fishpond Pest Control	Insufficient Maintenance Tools	Rainfall Planting Dependence	Minimal Community Consensus	Inaccessible Training Courses
Neglected Women's Schooling	Minimal Structured Leadership	Neglected Traditional Dances	Low Educational Priority	Unissued Land Certificates	Dehabilitating Labor Methods	Neglected Drainage Ditches	Costly Roadway Gravel	Irratic House Placements	Ignored Vaccination Programs	Limited Local Buying	Prevalent Rice Diseases	Overlooked Resource Availability	Limited Transportation Services
Unknown Preschool Possibilities	Isolated Health Skills	Obsolete Practical Skills	Religious Facility Inadequate	Difficulty Saving Money	Insecure Family Income	Dominant Home Involvement	Inaccessible TV Equipment	Individualistic Economic Concerns	Destructive Buffalo Feeding	Absent Repair Workshop	Irregular Irrigation Schedules	Depleted Village Funds	Individual Busing Schemes
Outside Labor Opportunities	Redidents Leaving Village	Mistrust Of Credit	Unperceived Literacy Needs	Lax Credit Practices	Low Education Rewards	Little Community Commitment	Expensive Building Supplies	Corporate Structure Absent	Traditional Poultry Farming	No Local Industries	Limited Market Transport	Absent Corporate Structures	Prohibitive Educational Expenses
Traditional Customs Endangered	Unused Local Trainers	Unproductive Work System	Inaccessible Middle School	Costly Landlord Demands	Insecure Family Income	No Scheduled Training	Difficult Water Sources	Expensive On-to-One Training	Primitive Work Equipment	Unknown Outside Markets	Reduced Water Supply	Utilized Government Materials	Distant High School
No Carpentry Apprenticeship	Qualifiend Faculty Shortage	Negative Community Story	Formal Schooling Indifference	Unprofitable Tenant Farming	Frozen Capital Circulation	Education Time Demands	Limited Housing Materials	Individual Planting Schedules	Remote Training Facilities	High Interest Rates	Wasted Dry Season	Neglected Cooperative Action	
Drainage Alternatives Unknown	Water Development Unassigned	Outmoded Inventory Methods	Restrictive Class Space	Collapsed Saving Habits	Unsaleable Vocational Training	Overlooked Mosque Maintenance	Prohibitive Medicine Prices	Well Maintenance Neglected	Inaccessible Veterinarian Services	Scarce Investment Opportunities			
Inadequate Family Budgets	Low Teacher Salaries	Traditional Customs Endangered	Distant Religious Instruction	Barter Inhibits Sales	Marginal Salary Levels	Inappropriate Class Times	Restricted Construction Alternatives	Inappropriate Water Design					
Fragmented Sanitation Efforts	Unrehearsed Elders Memory	No Local Artists	Negative Education Attitudes	Forced Property Sales	Restricted Earning Power	Ineffective Task Priorities							
Obsolete Agricultural Methods	Sport Coaching Absence	Status-Quo Life Patterns	Obsolete Teaching Methods	Unmotivated Landless Farmers	Few Youth Opportunities								
Scattered Programs Information	Teachers Employed Elsewhere	Remote Hospital Facilities	Discouraging Parental Influence	Inadequate Loan Collatera									
Subsistence Business Practices	Remote Vocational Classes	Frozen Occupational Designs											
Limited Sports Teachers													
Limited Housing Materials													
Few Trained Teachers													
Neglected Equipment Maintenance													
Fear Business Risks													
No Arts Education													
Unequal Female Training													
21	14	14	13	13	12	11	10	10	9	9	8	8	7
I			II			III			IV				

RESULTS

As the accompanying chart (Plate 2) indicates, fourteen foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. These contradictions are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the operating vision, but it is an informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first three contradictions stand together with 49 items which constitute slightly more than 30% of the 159 separate items on the whole chart. The next four contradictions combined drew 30% of the total responses. Contradictions VIII, IX, X, and XI taken together accounted for 24% of the total; the remaining three contradictions drew 16% of the responses. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping underlines the importance of building a broad base of skilled leadership with effective operating patterns. The second grouping stresses the necessity of finding practical ways for the residents of Bontoa to create alternative ways to schedule time, release resources both capital and personnel and open new employment options. The third grouping indicates the necessity to fully and wisely develop the work patterns and technological methods of management. The fourth and final grouping points out the need to stabilize the basic services available to Bontoa residents. The entire set of nine underlying contradictions provides a basis for creating practical proposals.

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

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

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 159 pieces of data were then organized into a comprehensive set of fourteen underlying contradictions facing the people of Bontoa.

A Summary of the Existing Operational Vision of the People Bontoa

A - toward DEVELOPING ECONOMIC LIVELIHOOD Foundational sustenance				B - toward ENHANCING LIVING ENVIRONMENT structural support				C - toward FORMING SOCIAL WELL-BEING human motivity										
BUSINESS EXPANSION I		AGRICULTURAL TECHNOLOGY II		COMMERICAL SUPPORT III		PREVENTATIVE HEALTH IV		ESSENTIAL SERVICES V		SPACE INVENTIONS VI		CIVIC IDENTITY VII		ADULT EQUIPPING VIII		YOUTH EDUCATION IX		
broadening RETAIL OUTLETS	Produce Market	increasing GROP YIELDS	Hybrid Rice	building CORPORATE OPERATIONS	Farming Cooperative	Home Toilets	supplying POTABLE WATER	Deep-base Well	providing SYMBOL CONTINUITY	Cemetery Clean-up	Traditional Dance	initiating VOCATIONAL TRAINING	Agriculture Courses	Primary School				
	Cycle Shop		Improved Fertilizers					Small Tractors					Bathing Rooms		Convenient Supply	Renovated Mosque	Community Fair	Marketing Techniques
			General Store					Horticulture Varieties					Utility Implements		Sewerage Planning	Additional Shafts	Music Presenta- tions	Sewing Arts
	Repair Workshop							Insecticide Application					Fishing Gear			Home Lights		
opening LOCAL INDUSTRIES	Additional Jobs	upgrading IRRIGATION SYSTEM	All-year Flow	establishing CAPITAL ACCESS	Land Ownership	Modern Clinic	erecting ADEQUATE HOUSING	Sturdy Structures	constructing CITIZEN FASILITIES	Playing Fields	Television Viewing	structuring WOMEN'S ADVENCE MENT	Marketable Skills	Junior High Grades				
			Brick Production					Fishpond Pumps					Simplified Certificates		Resident Doctor	Model Home	Meeting Hall	Movie Entertain- ment
	Sewing Factory	Duck Pens		Low-interest Loans	Family Planning	Low-cost Plan	Cultural Center	Children's Playground	English Classes									
			Chicken Farm			Credit Union			Regular Check-ups	maintaining PASSABLE ROADWAYS	Landscaped Grounds	Competitive Games	Religions Instu					
	Pond Management		Veterinary Visitations				Connecting Routes	Bus Stop					Religions Instru					
									Village Streets				Basic Knowledge					
								Walking Paths						Advanced Exercises				
								On-going Upkeep						Physical Fitness				

I. FUNDAMENTAL EDUCATION

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C. Basic Images Proposal

Plate 3C

7. LEADERSHIP EXTENSION PROJECT	25 Youth Association	using creatively adolescent gifts
	26 Workshop Methods	promoting effective meeting orchestration
	27 Economic Guidance	expanding present community cooperativeness
	28 Training Sessions	formalizing on-going information system
8. ENRICHMENT TRIPS PROJECT	29 Government Agencies	dialoguing over available services
	30 Agriculture Demonstrations	observing new production means
	31 Historical Markings	witnessing essential ancestral significance
	32 Social Events	providing broadened cultural awareness

II. SOCIAL FABRIC

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D. Bontoa Identity Proposal

Plate 3D

9. COMMUNITY BEAUTIFICATION PROJECT	33 Decorative Fences	erecting space demarkation structures
	34 Overall Design	discerning aesthetic functional patterns
	35 Grounds Maintenance	upkeeping essential public areas
	36 House Painting	devising colorful private dwellings
10. CELEBRATIVE EVENTS PROJECT	37 Leaders' Council	planning total village care
	38 Local Band	forming regular music entertainment
	39 Traditional Dances	reviving necessary historic culture
	40 New Story	motivating unique conscious affirmation
11. EDUCATIONAL FAIRS PROJECT	41 Arts Event	eliciting distinctive corporate pride
	42 Agriculture Competitions	showing homegrown farm products
	43 Education Day	revealing a diverse instructional aspect
	44 Trade Exhibition	displaying Bontoa's manufactured goods
12. RECREATION OPPORTUNITY PROJECT	45 Youth Sports	organizing unifying adolescent activities
	46 All-Age Games	providing leisure time interests
	47 Nodal Parks	capitalizing creative gathering places
	48 Playing Courts	building multi-purpose open facilities

II' SOCIAL FABRIC

ICA Consultants E. Citizen Involvement Proposal

13. WORK DAYS PROJECT	49 Farm Security	initiating corporate patrol system
	50 Building Crew	erecting needed village facilities
	51 Care Structures	enabling productive work scheme
	52 Practical Schedules	regularizing neighborhood team effort
14. INFORMATION ACCESS PROJECT	53 Job Agency	introducing employment seeking methods
	54 Extension Catalog	publicizing available resources locally
	55 Television Room	providing current events space
	56 Resource Center	housing essential periodical literature
15. OUTSIDE RELATIONS PROJECT	57 Student Sojourn	inviting work-study personnel participation
	58 Government Visits	reporting Bontoa progress regularly
	59 Specialized Consultants	eliciting specific skills needed
	60 Private Contributors	requesting initiative monetary assistance

II. SOCIAL FABRIC

ICA Consultants

F. Essential Services Proposal

Plate 3F

16. LOCAL TRANSPORT PROJECT	61 Bus Service	transporting advanced schooling students
	62 Maro Road	improving accessible services route
	63 Village Pathways	smoothing main pedestrian throughfares
	64 Products Trucking	hauling marketed manufactured goods
17. SANITATION FACILITIES PROJECT	65 Domestic Water	securing adequate drinking supply
	66 Bathing Room	providing cleanliness space needs
	67 Laundry Block	cementing well area surface
	68 Private Toilet	installing every house disposal
18. HEALTH PRACTICES PROJECT	69 Outpost Clinic	establishing permanent examination place
	70 Trained Caretakers	surveiling village-wide medical needs
	71 Nutrition Education	teaching good food habits
	72 Weekly Doctor	administering out-patient care regularly
19. FOUNDATIONAL CONSTRUCTION PROJECT	73 Market Site	selling essential Bontoa products
	74 Training Center	creating multi-purpose education structure
	75 Demonstration Home	erecting low-cost model house
	76 New Mosque	instituting on-going religion awareness

III. ECONOMIC STABILITY

ICA Consultants

G. Commercial Activities Proposal

Plate 3G

20. SMALL INDUSTRIES PROJECT	77 Assembly Plants	expanding the work incentive
	78 Production Center	building corporate craft space
	79 Wood Processing	capitalizing local resource opportunities
	80 New Manufacturing	widening Bontoa job positions
21. RETAIL BUSINESSES PROJECT	81 Credit Union	pooling available capital base
	82 Public Markets	providing corporate selling location
	83 Agriculture Supplies	establishing necessary support system
	84 Village Corporation	structuring essential cooperative efforts

III. ECONOMIC STABILITY

ICA Consultants

H. Production Means Proposal

Plate 3H

22. FARMING IMPLEMENTS PROJECT	85 Small Tractors	cultivating farm lands quickly
	86 Marketing Outlets	broadening possible sales location
	87 Chemical Appliers	increasing present crop yields
	88 Ancillary Machinery	preparing individual garden plots
23. FARMERS' ASSOCIATION PROJECT	89 Informative Brochures	promoting more productive agriculture
	90 Quality Goods	monitoring outgoing saleable products
	91 Planting Schedules	organizing workers' cooperative efforts
	92 Training Sessions	increasing farming methods base
24. LAND PRODUCTIVITY PROJECT	93 Crop Rotation	enabling continuous multiple harvests
	94 Irrigation System	increasing agricultural water availability
	95 Rationalized Planting	ensuring effective resource use
	96 Seed Varieties	selecting appropriate hybrid seeds
25. CAPITAL ACQUISITION PROJECT	97 Collateral Scheme	finding minimally backed loans
	98 Trusted Borrowers	developing prompt paying creditors
	99 Land Reform	securing government backed monies
	100 Borrowing Plan	purchasing essential farming implements

III. ECONOMIC STABILITY

ICA Consultants

I. Agriculture Expansion Proposal

Plate 3I

26 MARKETABLE ANIMALS PROJECT	101 Fishpond Technology	accelerating multiple profitability scheme
	102 Livestock Corrals	containing free roaming domestic beasts
	103 Duck Farm	structuring higher profit margin
	104 Chicken Houses	producing larger egg sizes
27 INTENSIFIED CROPS PROJECT	105 Home Gardens	supplying family nutritional needs
	106 Rice Spraying	killing crop eating insects
	107 Demonstration Plots	showing new farming options
	108 Hybrid Seeds	introducing fast growing new varieties

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

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

PROCESS

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

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, thirty-three basic tactics and 228 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are

described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Expanding Economic Base, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to stimulate both the agricultural and the commercial dimensions of the community's life in order to make Bontoa economically self-sufficient within two years. Suitable cash crops will be planted in all the plots worked by the people, so that the average yield can be increased three times. Nutritious gardens will be raised so that Bontoa becomes self-sufficient for its basic vegetable and carbohydrate needs. Profitable livestock will be initiated using advanced methods insuring a fixed and profitable market. Commercial fishponds will be improved so that increased income for the community is assured. Retail businesses will be stimulated through assisting residents to open a variety of different small outlets. Marketable stitching ventures will be started generating new revenues for the community. Small industrial enterprises will be launched and will employ residents at all levels of their operation. Adequate capital resources will be acquired so that Bontoa people could develop their business and agricultural efforts.

ARENA B

Tactical Arena B, Building Basic Community Structures consists of two paratactics and ten basic tactics. It is the intent of this arena to establish village construction within Bontoa and initiate basic services by transforming the village space and creating corporate structures which will care for the total community. Private dwellings will be cared for by building a demonstration home at low cost, using local labor and local resources, which can be replicated throughout the village. Public facilities will be built to provide space for economic ventures and working together, like the poultry buildings and a community hall for meetings and celebrations. The living environment will be beautified by painting houses, posting signs, planting shrubs and flowers around the public fences and community parks. A drainage system will be dug throughout the community to provide sanitary living space as well as necessary irrigation to the rice fields. Recreation spaces will be made for all to enjoy, including playgrounds, sports fields and a celebrational plaza. A modern utilities scheme will be installed providing Bontoa with potable water and electricity to all the homes. Health practices will be strengthened with the initiation of a Bontoa clinic and caretakers who will coordinate and maintain daily services. Economical transport will be established providing Bontoa with its own bus service. A cooperative equipment pool will provide all in the community a share in the necessary equipment to develop their community. A public maintenance force will be organized to care for the ongoing services that are to be installed to care for the community during work days.

ARENA C

Tactical Arena C, Implementing Comprehensive Village Education, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to release the latent talents of the people of Bontoa through broader practical training and formal schooling opportunities. Effective leadership roles will be broadened so that within two years the project can be fully catalyzed by local leadership. Disciplined local teachers will be equipped so that the preschool can be taught by local qualified teachers. Regular practical demonstration will be conducted as a way to broaden the agricultural and educational know how of the community. Common health methods will be enabled for the people of Bontoa so that a healthy community will emerge, and happy families can be created. Supplemental childhood skills will be initiated equipping all children with fundamental skills and motivating them to build a sense of community pride and responsibility. Village youth learnings will be extended so that all the youth in Bontoa have the opportunity to enter the high school education level. Basic literacy prowess will be taught to increase the possibility for the people of Bontoa to participate in the community development significantly. Local vocational courses will be organized, equipping residents for new job options.

ARENA D

Tactical Arena D, Designing Fulfilling Life Style consists of one paratactic and seven basic tactics. It is the intent of this tactical arena to heighten the participation of the residents of Bontoa in creating a new life style which symbolizes their decision to participate in the gifts of the 20th Century. Heritage recovery activities will be held to give form to the emerging community story that will be grounded in their past as the residents. Celebrative events will be held by highlighting religious festivals, celebrating at workdays, sponsoring sports events and holding ceremonies. Display exhibits will be created focusing on community accomplishments and planning. Information exchange will be encouraged by sending villagers of Bontoa to other similar projects and creating information boards reporting on activities being held in the community. Enrichment trips will be arranged to enable as many residents as possible to experience their own culture in Indonesia as well as visiting demonstrations of government and private enterprises that consider alternative practices and methods. The emerging Bontoa story will be told everywhere residents go and to visitors who come to Bontoa. External relations will be assured by enlisting outside expertise to share their skills and wisdom with the villagers of Bontoa and by keeping them informed of the communities' progress.

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Tactical arena A						
EXPANDING LOCAL ECONOMY BASE						
tactical arena B						
BUILDING BASIC COMMUNITY STRUCTURES						
tactical arena C						
IMPLEMENTING COMPREHENSIVE VILLAGE EDUCATIO						
tactical arena D						
DESIGNING FULFILLING LIFE STYLE						
paratactic IV						
AGRICULTURAL EXPANSION parataction I	VILLAGE CONSTRUCTION paratactic II	PRACTICAL TRAINING paratactic III	FORMIL SCHOLING paratactic V	ESSENTIAL SERVICE paratactic VI	COMMERCIAL DEVELOPMENT paratactic VII	
tactic 1 planting SUITABLE CASH CROPS	tactic 5 erecting SANITARY PRIVATE DWELLINGS	tactic 10 broadening EFFECTIVE LEADERSHIP ROLES	tactic 14 holding HERITAGE RECOVERY ACTIVITIES	tactic 21 inittating SUPPLEMENTAL CHILHOOD SKILLS	tactic 25 installing MODERN UTILITY SCHEME	tactic 30 stimulating RETAIL BUSINESS GROWTH
tactic 2 raising NUTRITIOUS GARDEN PRODUCE	tactic 6 Constructing FUCILITIES tactic digging COMPLETE	tactic 11 equipping DISIPLINED LOCAL TEACHER	tactic 15 structuring ENGANGING CELEBRATIVE EVENTS	tactic 22 extending VILLAGE YOUTH LEARNINGS	tactic 26 strengthening COMPREHENSIVE HEALTH CARE	tactic 31 starting MARKETABLE STITCHING VENTURES
TACTIC 3 establishing PROFITABLES LIVESTOCK PRACTICES	tactic 7 beautifying NEIGHBROHOOD LIVING ENVIRONMENT	tactic 12 conducting REGULAR PRACTICAL DEMOSTRATIONS	tactic 16 creating USEFUL DISPLAY EXHIBITS	tactic 23 teaching BASIC LITERACY PROWESS	tactic 27 launching NECESSARY ECONOMICAL TRANSPORT	tactic 32 opening SMALL INDUSTRIAL ENTERPRISES
tactic 4 improving COMMERSICAL FISH PONDS	tactic 8 digging COMPLETE DRAINAGE SYSTEM	tactic 13 enabling COMMON HEALTH METHODS	tactic 17 implementing FUNDATIONAL INFORMATION EXCHANGE.	tactic 24 fasilitaring BASIC LOCAL VOCATIONAL COURESS	tactic 28 forming COOPERATIVE EQUIPMENT POOL	tactic 33 acquiring ADEQUATE CAPITAL RESOURCES
	tactic 9 making MULTY -PURPOSE RECEATIONAL SPACE		tactic 18 arranging CULTURAL ENRICHMENT TRIPS		tactic 29 organizing PUBLIC MAINTENANCE FORCES	
			tactic 19 telling EMERGING BONTOA STORY			
			tactic 20 assuring INFORMED EXTERNAL RELATIONS			

TACTICAL ARENA A: Expanding Local Economic Base

Paratactic I: Agricultural Expansion

To increase the economic growth in Bontoa, agriculture will be expanded. Suitable cash crops will double the income through higher yields. Nutritious garden produce will lead the way to Bontoa's self-sufficiency in food production. Instituting new livestock practices will diversify their economic base. Improving existing fish ponds and growing new varieties of fish will create new incentives to develop a comprehensive agriculture base.

Tactic 1: Planting Suitable Cash Crops

Subtactics In order to provide an expanded base of profitable agriculture, suitable cash crops will be planted. Land measurement will be determined by designating three

- 1 hectares for a demonstration rice plot, 18 hectares for deep ploughing and 15 hectares of unfertile land for
- 2 soil improvement. Demonstration plots will be volunteered by present landholders. Soil tests will be conducted by
- 3 the Agricultural Research Institute of Maros on 15 hectares of unfertile land in the west and east sections
- 4 of Bontoa determining the proper fertilizers needed and the rice varieties best suited for that land. A land
- 5 map will be drawn of all the land in Bontoa which will then be used for creating an agricultural usage design.
- 6 Deep ploughing will be demonstrated on 18 hectares of land during the early part of the wet season and used
- 7 for rice cultivation. Rice varieties will be planted on villagers' land in strips. Provisions and supervision
- 8 will be coordinated with the Agricultural Research Institute of Maros. Suitable fertilizers will be
- 9 applied to experimental rice fields, carefully chosen, following soil tests. Insecticide application will be
- 10 initiated on one-tenth of a hectare using Furidan or Ekulox 3G or Diazinon 10G on land attacked by brown
- 11 plant hoppers last year. Double crops will be grown on three hectares of land using 75 kilos of IR rice
- 12 variety. Demonstration farms will be established on four hectares of land with tobacco, peanuts, soybeans,
- 13 and mungbeans. Experimental seeds will be provided and sought from multinational corporations. Fruit trees
- 14 will be planted by each family of Bontoa on their home-site. Tangerine, papaya, rambutan, and mangoes will be obtained from the Agriculture Department in Maros. Protective fencing will be erected around demonstration farms and rice fields using barbed wire. Alternative Second Cropping will select crops through evaluating

past growing successes in Bontoa and securing an assured market. This will be done by consensus of many farmers planting the same crop at the same time.

Tactic 2: Raising Nutritious Garden Produce

- Subtactics** In order to provide locally grown food in the community, nutritious gardens will be planted. Family gardens will grow tomatoes, chilies, tapioca, long beans, mung-beans, cucumbers and onions. A local nursery will be established with carrots, squash, cucumbers, onions, peppers, mangoes, corn, oranges, bananas, and soybeans.
- 15 School children will be trained to grow seedlings and the supply will be used for the school, community, and for family gardens. A community garden will be initiated, using seeds and seedlings from the nursery. The produce will be used for school meals, community functions and will also be sold in the community store.
- 16 A school plot will be grown, allowing students to experiment with new varieties of plants, fruits and cash crops.
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Tactic 3: Establishing Profitable Livestock Practices

- Subtactics** In order to increase the economic base of Bontoa, profitable livestock methods will be established. An Indonesian company will be requested to set up the initial demonstration with housing, chicken feed, building and marketing. A duck ranch will be established near the homes by fencing, feeding and expanding the number of ducks, with eggs being sold both inside and outside the village. Medical supplies will be stocked in the village storeroom and made available for regular and emergency use. A kerosene refrigerator will be obtained and used to store medicines. Disposable syringes will be used, ensuring easy application and guarding cross-infection. Livestock vaccinations will be administered on a regular basis by a Maros veterinary official who will train local villagers in treatment of all livestock, including ducks and chickens. Animal corrals will be built for containing water buffalos, chickens, ducks, geese, goats and horses.
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Tactic 4: Improving Commercial Fish Ponds

- Subtactics** In order to utilize the land more fully, commercial fish ponds will be improved. Pond Space will be deepened to one meter by digging, especially in areas near the dikes, enabling easier harvest of fish and lobster. Pest control will be started with treatment which controls fish pond insects. Shrimp varieties will be
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- 26 obtained from local hatcheries and distributed among
the village fish ponds. Assured markets will be es-
27 tablished with export agencies in Ujung Pandang. The
fish will also be sold in Maros markets and in the
Bontoa market place. An excavation scheme will be
28 devised so that digging of fish ponds can be a
corporate effort.

TACTICAL ARENA B: Building Basic Community Structures

Paratactic II: Village Construction

To create visible changes and provide corporate facilities, vil-
lage construction will be established. Erecting sanitary private
dwellings will elicit pride in community appearance and health
care. Constructing functional public facilities will create public
space for work gatherings and celebrations. Beautifying the neigh-
borhood living environment will give new form and intentionality to
the community. Digging a drainage system will improve rice yields
and provide sanitary conditions within the village. Making multi-
purpose recreation spaces will form corporate spirit and engagement.

Tactic 5: Erecting Sanitary Private Dwellings

- Subtactics In order to maintain the health standards of Bontoa,
sanitary private dwellings will be erected. A demon-
stration home will be constructed by revising existing
29 housing models from the government, preserving the
traditional design, and using local labor and materials.
It will feature a demonstration kitchen, toilet, laundry
30 space, storage areas, landscaping and drainage. Housing
loans will be secured with low-interest rates and long-
term pay back schedules from government and private
31 sources. Private toilets will be built in individual's
homes using the district health post free toilet bowls.
They will be attached to a cement sealed septic tank.
32 Storage space will be made for each household to store
grains and other equipment away from the house. A
demonstration storage space from Maros Public Works
33 will be used as a pilot design. Yard enclosures will
be erected on community workdays with local materials,
using a common design and paint scheme. They will be
one meter high.

Tactic 6: Constructing Functional Public Facilities

Subtactics In order to provide the buildings for community events, functional public facilities will be constructed.

34 Poultry housing will be built in the village in five neighborhood spaces using bamboo and atap, five by eight meters in an area, with a cement floor and protective screening. An education facility, with playground equipment will be erected in the village to house the pre-

35 school and elementary school, using local labor and funding. A training center will be constructed on community workdays with assistance from the Boy Scouts. Government agencies will be contacted about design,

36 equipment instructors, and materials. The center will provide space for skill training, resident student dorms, and a library. A community hall will be assembled on community workdays in a central place which will be a

37 multi-purpose information center with television. It will also have a space for the health clinic and the village leadership office. A market place will be

38 opened in Bontoa with site selection determined by the community, using the county office instructors from the Public Works Department. Public lavatories will be put in place on a ratio of one per twenty families. It will include a toilet, shower and a laundry facility.

39 It will be made from cement with proper drainage with a total space of six by ten meters, and will utilize the public water system. The maintenance of these facilities will be on a rotational scheme. Septic tanks will be

40 installed with cement closed tanks and constructed by the community at the locations of private and public toilets. An agricultural storehouse will be created with a cement floor and a tin roof on a workday, and

41 will serve as a storage place for agricultural supplies, fertilizers, seeds and harvest produce.

Tactic 7: Beautifying Neighborhood Living Environment

Subtactics In order to transform the visible impact of Bontoa, neighborhood living environment will be beautified.

42 A painting scheme will be initiated for all village homes using two to three kilogram cans of paint per house. Task crews in each neighborhood will be formed

43 as the labor force to paint houses. A space design will be made showing the projected change in the village. The designs will include landscaping schemes,

44 the community hall, the industrial complex, the market place, the sentry post, the entrance archway, drainage projections, demonstration farm plots, and the

45 bathing, toilet and laundry locations. House markings will be created with the family name, house number, and

46 pictures denoting neighborhood groups and work roles in
the community. Road signs will be erected in appropriate
places on workdays by the community. Information
boards will be constructed and placed at nodule points
with village announcements, work schedules and progress
47 charts. Landscape designs will be drawn and implemented
on community workdays with the assistance of landscape
artists, to level land, plant flowers and shrubs, and
48 create a corporate care structure for its maintenance.
Tree guards will be built out of bamboo strips to
protect and make visible seedling trees. Village
49 fencing will be installed around public buildings,
industrial sites, the cemetery and parks. Leisure
parks will be created in strategic places according
50 to the total community design, with flowers, rock
gardens, playgrounds, goldfish ponds and picnic areas.

Tactic 8: Digging Complete Drainage System

Subtactics In order to eliminate stagnant water and mud, a complete
51 drainage system will be dug. Access channels will be
built with instructions and authorization from the Maros
52 Public Works Department and by labor provided by the
villagers, connecting the Bantimurung system into the
53 Bontoa rice fields. Irrigation ditches will be dug
around the fields as needed. Sanitation drains will be
54 initiated by digging ditches around houses and along
pathways where there is stagnant water. Road drainage
will be started with drains along the main roads dug
during workdays.

Tactic 9: Making Multi-purpose Recreational Spaces

Subtactics In order to create leisure time places, multi-purpose
recreational spaces will be made. New sports will be
55 introduced including games for men and women of all
ages. A television room will be established in the new
56 community hall and be available for viewing in the even-
ing and on special holidays. A badminton court will be
57 constructed on the plaza and ball and racket equipment
will be procured. A library will be located in the new
58 training center by collecting books, brochures, pictures
and posters for display. A soccer field will be
59 created in the center of the community square of regula-
tion size with land preparation, goal posts and playing
60 equipment. A celebrational plaza will be created in a
central location with space provided for celebrations
and ceremonies. A public address system will be ob-
61 tained for use at such occasions. A children's play-
ground will be built with play equipment made by the
community, utilizing local resources.

TACTICAL ARENA C: Implementing Comprehensive Village Education

Paratactic III: Practical Training

To enhance the skills and latent talents of the people of Bontoa, practical training will be offered. Effective leadership roles will expand decision-making opportunities. Dedicated local teachers will create new confidence in local skills. Practical demonstrations will provide imaginal forms of learning new techniques. Regular health practices will form new village vitality.

Tactic 10: Broadening Effective Leadership Roles

Subtactics In order to widen the community consensus base, effective leadership roles will be broadened. A parents board will be formed and meet regularly to make policy decisions and support activities of the elementary and preschool classes. An education committee will be organized coordinating all education ventures. A training core will be selected from existing trained villagers to teach others within the community their skills. A farmer's association will be created providing bulk buying of seeds and fertilizers, holding veterinary clinics and creating bulk marketing schemes. A trade organization will be initiated by a group of villagers who will demonstrate new village production, create a community promotion brochure, and promote the business of Bontoa. Leadership meetings will be scheduled regularly with representatives from all community groups. Community assemblies be held quarterly reporting accomplishments, consensing on the next quarter's plans and celebrating the community's victories. A meeting formula will be used in all corporate gatherings beginning with songs, community ritual, and context. Workshop methods of brainstorming, gestalting, and reflection will be used. Town meetings will be held and training for Bontoa residents preparing to orchestrate town meetings in other villages will be initiated.

Tactic 11: Equipping Disciplined Local Teachers

Subtactics In order to expand educational opportunities in Bontoa, disciplined local teachers will be equipped. Elementary teachers will be trained by sending villagers to a three year training school in Ujung Pandang. Training events will be held. Sessions will be scheduled weekly for the teachers of all schools in Bontoa. New methods of education, imaginal decor and creative experience plans for the children will be discerned. Preschool leaders will be selected from interested volunteers and guided in instituting preschool methods and operations procedures.

Tactic 12: Conducting Regular Practical Demonstrations

Subtactics In order to provide effective skill assimilation, regular practical demonstrations will be conducted.

76 Equipment usage will be illustrated, teaching proper equipment handling and maintenance repair. Agricultural films will be shown in Bontoa including slides

77 and films from the agricultural department designed to precede growing seasons and dealing with specific

78 contradictions. Field trips will be organized in order to observe agricultural experiments in crops,

79 agro-business enterprises, fishponds and livestock development. Children's equipment will be built in

80 Bontoa using local carpenters and craftsmen. Learning tools will be constructed on community workdays, in-

81 cluding blackboards, bulletin boards, flannel graph boards, counting devices, puppet stages and educational

82 games. School implements will be created using youth skills in the vocational training center. Visual aids will be procured from government and private sources for all training and educational events, including movie and slide projectors.

Tactic 13: Enabling Common Health Methods

Subtactics In order to increase the vitality of Bontoa, common health methods will be taught in the village by the Public Health Department with demonstrations at the

83 end of the course and graduates commissioned by the community. Medical kits will be made available in the

84 health clinic for use by those commissioned as the first-aid team. Nutrition clinics will be scheduled

85 in Bontoa for mothers and youth, teaching basic food needs, and how to grow and cook green leafy vegetables,

86 legumes and fruits. Sanitation education will be offered at the health clinic, at health fairs and in the

87 schools. Home economics will be taught in the elementary schools, at the health clinic, and in the commu-

88 nity kitchen. Food storage will be constructed for each household through the health clinic creating a

89 demonstration model to be used in the community kitchen. Doctor training will be provided through arrangements with the Health Department who will in turn be invited to join the Health Caretakers team.

TACTICAL ARENA A: Expanding Local Economic Base

Paratactic VII: Commercial Development

To improve the income in Bontoa a variety of business ventures, markets and commerce will be developed. Retail business growth will be increased as new ventures are established. Marketable stitching products will provide an expanded job engagement for the women. Small industrial enterprises will create new usages of local resources and skills. Adequate capital resources will establish avenues for expansion in the economic development of Bontoa.

Tactic 30: Stimulating Retail Business Growth

Subtactics In order to strengthen the economic base in the community, retail business growth will be stimulated. Repair facilities will be expanded, providing bicycle and motorcycle repair services. A general store will be built in Bontoa distributing farm supplies and basic foods. Operating money will be pooled by securing low-interest loans without guarantee certificates. A management organization will be established encouraging managerial training, consultations and observations in all aspects of business managerial skills. A transportation service will be organized providing transport facilities for the people of Bontoa. Bulk buying will be initiated by all businessmen and farmers going together to buy their supply needs from a wholesale dealer. Basic inventory will be stocked, meeting the daily needs of most residents through the community store. Live-stock provisions will be inventoried in the community store, including animal feed and care supplies. Crop supplies will be included in the community store including fertilizers, insecticides and farming equipment. A petrol station will be installed selling petrol, kerosene, oil and other fuels available for purchase. A businessmen's organization will be started of small businessmen utilizing the programs and activities of the businessmen's cooperative.

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Tactic 31: Starting Marketable Stitching Ventures

Subtactics In order to expand cottage industry, marketable stitching ventures will be started. Yarn decor will be produced at a community workshop using existing sewing machines, producing table mats, decorated sheets and flowers. A piecework factory will be established producing plastic and cardboard linings

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157 a sophisticated capital and loan system. Extension
meetings will be attended; to learn necessary skills
158 such as brick making. Carpentry skills will be taught
by villagers, with supervisory assistance from govern-
159 ment agencies. Mechanical training will be initiated
by villagers with the supervisory help from the com-
160 munity Development Training Center. Cooking demon-
strations will be scheduled in the demonstration
161 kitchen. Agricultural courses will be attended at
the Agricultural Research Institute of Maros, and offered
in Bontoa by the Field Extension Service from Maros on
a monthly basis.

TACTICAL ARENA B: Building Basic Community Structures

Paratactic VI: Essential Services

To build a new foundation of community solidarity and corporate care, essential services will be established. A modern utility scheme will provide the whole community with the basic needs of water and electricity. Comprehensive health practices will create structures enabling health services to be operative in Bontoa. Economical transport will install necessary modes of travel from Bontoa. A corporative equipment pool will create an adequate supply of work material and equipment. Public maintenance forces will care for the daily appearance and services of the community.

Tactic 25: Installing Modern Utility Scheme

Subtactics In order to provide basic community services, a modern utility scheme will be installed. Public wells will
162 be drilled 15 meters deep, one per 15 households,
in coordination with the Public Health Department,
163 utilizing mechanical pumps. Purification treatment
will be initiated by placing 50 centimeters of gravel
164 at the base of the wells. Hand pumps will be installed
at each well by building a cement cover and placing
165 the pump over the well. PVC pipes will be laid from
the wells to each home, using 3 inch PVC pipes for
166 the main channel and 1 inch PVC pipes for the feeder
pipes. Water testing will be done regularly determining
167 the necessary purification methods. A village generator
will be obtained by securing a low-interest loan for
168 a 100 KVA generator. A rental system will be established
in Bontoa covering the cost of the generator, wiring
169 installation and regular maintenance. An electrification
survey will be obtained by writing a letter of request
170 to the Social Department and creating a rental charge
for private usage. Loud speakers will be obtained by
171 writing a letter of request to Social Department and
creating a rental charge for private usage. Rubberized

TACTICAL ARENA A: Expanding Local Economic Base

Paratactic VII: Commercial Development

To improve the income in Bontoa a variety of business ventures, markets and commerce will be developed. Retail business growth will be increased as new ventures are established. Marketable stitching products will provide an expanded job engagement for the women. Small industrial enterprises will create new usages of local resources and skills. Adequate capital resources will establish avenues for expansion in the economic development of Bontoa.

Tactic 30: Stimulating Retail Business Growth

Subtactics In order to strengthen the economic base in the community, retail business growth will be stimulated.

202 Repair facilities will be expanded, providing bicycle and motorcycle repair services. A general store will be built in Bontoa distributing farm supplies and basic foods. Operating money will be pooled by securing low-interest loans without guarantee certificates. A management organization will be established encouraging managerial training, consultations and observations in all aspects of business managerial skills. A transportation service will be organized providing transport facilities for the people of Bontoa. Bulk buying will be initiated by all businessmen and farmers going together to buy their supply needs from a wholesale dealer. Basic inventory will be stocked, meeting the daily needs of most residents through the community store. Live-stock provisions will be inventoried in the community store, including animal feed and care supplies.

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Crop supplies will be included in the community store including fertilizers, insecticides and farming equipment. A petrol station will be installed selling petrol, kerosene, oil and other fuels available for purchase. A businessmen's organization will be started of small businessmen utilizing the programs and activities of the businessmen's cooperative.

Tactic 31: Starting Marketable Stitching Ventures

Subtactics In order to expand cottage industry, marketable stitching ventures will be started. Yarn decor will be produced at a community workshop using existing sewing machines, producing table mats, decorated sheets and flowers. A piecework factory will be established producing plastic and cardboard linings

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157 a sophisticated capital and loan system. Extension
meetings will be attended; to learn necessary skills
158 such as brick making. Carpentry skills will be taught
by villagers, with supervisory assistance from govern-
159 ment agencies. Mechanical training will be initiated
by villagers with the supervisory help from the com-
160 munity Development Training Center. Cooking demon-
strations will be scheduled in the demonstration
161 kitchen. Agricultural courses will be attended at
the Agricultural Research Institute of Maros, and offered
in Bontoa by the Field Extension Service from Maros on
a monthly basis.

TACTICAL ARENA B: Building Basic Community Structures

Paratactic VI: Essential Services

To build a new foundation of community solidarity and corporate care, essential services will be established. A modern utility scheme will provide the whole community with the basic needs of water and electricity. Comprehensive health practices will create structures enabling health services to be operative in Bontoa. Economical transport will install necessary modes of travel from Bontoa. A corporative equipment pool will create an adequate supply of work material and equipment. Public maintenance forces will care for the daily appearance and services of the community.

Tactic 25: Installing Modern Utility Scheme

Subtactics In order to provide basic community services, a modern utility scheme will be installed. Public wells will
162 be drilled 15 meters deep, one per 15 households,
in coordination with the Public Health Department,
163 utilizing mechanical pumps. Purification treatment
will be initiated by placing 50 centimeters of gravel
164 at the base of the wells. Hand pumps will be installed
at each well by building a cement cover and placing
165 the pump over the well. PVC pipes will be laid from
the wells to each home, using 3 inch PVC pipes for
166 the main channel and 1 inch PVC pipes for the feeder
pipes. Water testing will be done regularly determining
167 the necessary purification methods. A village generator
will be obtained by securing a low-interest loan for
168 a 100 KVA generator. A rental system will be established
in Bontoa covering the cost of the generator, wiring
169 installation and regular maintenance. An electrification
survey will be obtained by writing a letter of request
170 to the Social Department and creating a rental charge
for private usage. Loud speakers will be obtained by
171 writing a letter of request to Social Department and
creating a rental charge for private usage. Rubberized

catchments will be built near public and private homes with tin roofing, using rubberized materials for drains and containers.

Tactic 26: Strengthening Comprehensive Health Care

- Subtactics
- In order to increase the vitality and energy level in Bontoa, comprehensive health care will be strengthened. A mobile van will be requested to make regular visits to Bontoa providing medical services, training, screening tests, and immunization of DPT, typhoid, small pox and tuberculosis, once every three months. The health care-takers will make this request to the health department.
- 172
- 173 The Bontoa clinic will be opened two hours each day for preventive medications, baby weighing, first-aid treatment, emergency hospital service, and will coordinate special clinics and visits with outside health services. Mother-baby care will be held regularly at the Bontoa clinic in coordination with the Public Health Department, providing pre-natal care, child nutrition, baby delivery procedures, post-natal care and family planning. Health caretakers trained in first-aid will operate the health clinic. They will represent each stake in the community. A demonstration kitchen will be started providing pre-school meals, workday teas, cooking classes and nutrition education. The food will be supplied by the community garden. Medical tests will be requested of the Public Health Department for doctor and nurse visits to Bontoa twice a month.
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Tactic 27: Launching Necessary Economical Transport

- Subtactics
- In order to have access to Maros and Ujung Pandang services, necessary economical transport will be launched. A transport service will be corporately owned by the community and operated on a daily schedule with fare necessary to cover vehicle purchase, operation and maintenance cost. A community bus will be purchased corporately by the community and used for events and trips. Emergency coordination will be started in the community. Horse carts will be painted, decorated and have their plate number posted. They will be made securely, equipped with stronger reins and chains. Hauling vehicles will be available in the community. Operational procedures will be formed and consensed upon, regarding the use of local transport vehicles. A transportation course will be organized by training a core of villagers in transport operations and maintenance. Bus stops will be constructed on community workdays at strategic locations where people can sit in a shelter while waiting for public vehicles.
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Tactic 28: Forming Cooperative Equipment Pool

Subtactics In order to maintain basic community services, a cooperative equipment pool will be formed. Agricultural equipment will be obtained by the community and made available for use on a nominal rental fee basis. A farm tractor will be provided and made available for improved plowing practices and for shorter field preparation time. Trucks will be secured for village use, providing a regular service for transporting goods and products to and from the village. Fishing boats will be constructed by the villagers. Materials will be purchased from outside for making 9 boats for use in harvesting from the fish ponds. Fire protection materials will be purchased by the community and installed in each house, including sand sacks, water buckets and fire extinguishers. Work tools will be assembled for workdays and on-going maintenance of public facilities.

Tactic 29: Organizing Public Maintenance Forces

Subtactics In order to enable effective care, public maintenance forces will be organized. Mosque improvement will be orchestrated on community workdays, including painting, fencing, roof repairs and the installation of a water catchment system. Drainage upkeep will be organized through community workdays, including the entrance to the village, around the wells, and along the main interior community pathways. The dirt will be used to elevate the pathways. Drains will be kept at one half meter deep at a minimum. Cemetery cleaning will be instituted, including resetting stones, tree guards, and fence building around the whole cemetery. Trash collection will be started with a regular schedule and the trash taken to a community dump. Rubbish bins will be obtained and placed throughout the community with the community grid and village name printed on each can. Road repair will begin with the community work force in coordination with the Public Works Department. House renovation will be initiated by neighborhood groups working together to replace broken boards, paint the exterior, build interior rooms, improve ventilation, build storage space, install toilets and dig drains. A maintenance crew will be organized within the community for maintaining the public water and electrical systems and garbage collections. Insect spraying will be systematized for regular eradication of flies and mosquitoes around the homes. Publication supplies will be procured, providing typewriters, mimeograph machine and spirit duplicator.

TACTICAL ARENA A: Expanding Local Economic Base

Paratactic VII: Commercial Development

To improve the income in Bontoa a variety of business ventures, markets and commerce will be developed. Retail business growth will be increased as new ventures are established. Marketable stitching products will provide an expanded job engagement for the women. Small industrial enterprises will create new usages of local resources and skills. Adequate capital resources will establish avenues for expansion in the economic development of Bontoa.

Tactic 30: Stimulating Retail Business Growth

Subtactics In order to strengthen the economic base in the community, retail business growth will be stimulated. Repair facilities will be expanded, providing bicycle and motorcycle repair services. A general store will be built in Bontoa distributing farm supplies and basic foods. Operating money will be pooled by securing low-interest loans without guarantee certificates. A management organization will be established encouraging managerial training, consultations and observations in all aspects of business managerial skills. A transportation service will be organized providing transport facilities for the people of Bontoa. Bulk buying will be initiated by all businessmen and farmers going together to buy their supply needs from a wholesale dealer. Basic inventory will be stocked, meeting the daily needs of most residents through the community store. Live-stock provisions will be inventoried in the community store, including animal feed and care supplies. Crop supplies will be included in the community store including fertilizers, insecticides and farming equipment. A petrol station will be installed selling petrol, kerosene, oil and other fuels available for purchase. A businessmen's organization will be started of small businessmen utilizing the programs and activities of the businessmen's cooperative.

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Tactic 31: Starting Marketable Stitching Ventures

Subtactics In order to expand cottage industry, marketable stitching ventures will be started. Yarn decor will be produced at a community workshop using existing sewing machines, producing table mats, decorated sheets and flowers. A piecework factory will be established producing plastic and cardboard linings

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- 215 for hats. A tailoring industry will be initiated
216 producing men's tailored shirts as ready-made
217 products for markets in Bontoa and Maros. Sarong
weaving will be started by producing woven sarongs
and mosquito nets. Embroidery production will be
created making sheets and pillow cases.

Tactic 32: Opening Small Industrial Enterprises

- Subtactics In order to provide engagement opportunities and
supplemental income, small industrial enterprises
218 will be opened. Pressed bricks will be made for low
cost building material use in Bontoa construction.
219 Apprenticeship forces will be developed equipping
the people of Bontoa with practical business founda-
tional skills in marketing and managing. Snack
220 foods will be produced from tapioca processed into
chips and fermented bits, then bagged and sold to
shops. Bamboo products will be started, providing
221 sieves and small baskets ready for sale in Maros and
Ujung Pandang markets. A construction company will
be organized for building the many community build-
222 ings like the chicken houses. A blacksmith shop will
be established producing scissors, knives and
machettes on the model built in Minasatene. They
223 will be sold to retailers.

Tactic 33: Acquiring Adequate Capital Resources

- Subtactics In order to strengthen the economic base of Bontoa,
adequate capital resources will be acquired. Non-
224 certificate loans will be secured providing loans for
business and agricultural expansion from governmental
225 and private sources. A credit union will be organized
providing non-certificate loans to members. Incentive
226 grants will be procured from private corpora-
tions willing to invest in such things as chicken
227 feed and buildings for initiating chicken farms.
Trade credit will be arranged from merchants provid-
228 ing the materials required for Bontoa industries. A
local treasury will be created for handling corporate
funds.

tactical arena A

EXPANDING
LOCAL ECONOMIC BASE

ICA Consultants

Plate 4A

paratactic I

Agricultural Expansion

tactic 1: Cash Crops

- 1 Land Measurement
- 2 Demonstration Plots
- 3 Soil Tests
- 4 Land Map
- 5 Deep Ploughing
- 6 Rice Varieties
- 7 Suitable Fertilizers
- 8 Insecticide Application
- 9 Double Crops
- 10 Demonstration Farms
- 11 Experimental Seeds
- 12 Fruit Trees
- 13 Protective Fencing
- 14 Alternative Planting

tactic 2: Garden Produce

- 15 Family Gardens
- 16 Local Nursery
- 17 Community Garden
- 18 School Plot

tactic 3: Livestock Practices

- 19 Chicken Farm
- 20 Duck Ranch
- 21 Medical Supplies
- 22 Livestock Vaccinations
- 23 Animal Corrals

tactic 4: Fish Ponds

- 24 Pond Space
- 25 Pest Control
- 26 Shrimp Varieties
- 27 Assured Markets

paratactic VII

Commercial Development

tactic 30: Business Growth

- 202 Repair Facilities
- 203 General Store
- 204 Operating Money
- 205 Management Organization
- 206 Transportation Service
- 207 Bulk Buying
- 208 Basic Inventory
- 209 Livestock Provisions
- 210 Crop Supplies
- 211 Petrol Station
- 212 Businessmen's Organization

tactic 31: Stitching Ventures

- 213 Yarn Decor
- 214 Piece work Factory
- 215 Tailoring Industry
- 216 Sarong Weaving
- 217 Embroidery Production

tactic 32: Industrial Enterprises

- 218 Pressed Brick
- 219 Apprenticeship Force
- 220 Snack Foods
- 221 Bamboo Products
- 222 Construction Company
- 223 Blacksmith Shop

tactic 33 Capital Resources

- 224 Non-certificate Loans
- 225 Credit Union
- 226 Incentive Grants
- 227 Trade Credit
- 228 Local Treasury

tactical arena B
BUILDING
BASIC COMMUNITY STRUCTURES

ICA Consultants

Plate 4B

paratactic II Village Construction	paratactic VI Essential Services
tactic 5: Private Dwellings	tactic 25: Utility Scheme
29 Demonstration Home 30 Housing Loans 31 Private Toilets 32 Storage Space 33 Yard Enclosures	162 Public Wells 163 Purification Treatment 164 Hand Pumps 165 PVC Pipes 166 Water Testing 167 Village Generator 168 Rental System 169 Electrification Survey 170 Loud Speaker 171 Rubberized Catchments
tactic 6: Public Facilities	tactic 26: Health Care
34 Poultry Buildings 35 Education Facility 36 Training Center 37 Community Hall 38 Market Place 39 Public Lavatory 40 Septic Tanks 41 Agricultural Storehouse	172 Mobile Van 173 Bontoa Clinic 174 Mother and Baby Care 175 Health Caretakers 176 Demonstration Kitchen 177 Medical Visits
tactic 7: Living Environment	tactic 27: Economical Transport
42 Painting Scheme 43 Space Design 44 House Markings 45 Road Signs 46 Information Boards 48 Tree Guards 49 Village Fencing 50 Leisure Parks	178 Transport Service 179 Community Bus 180 Emergency Coordination 181 Horse Carts 182 Hauling Vehicles 183 Operational Procedures 184 Transportation Force 185 Bus Stops
tactic 8: Drainage System	tactic 28: Equipment Pool
51 Access Channels 52 Irrigation Ditches 53 Sanitation Drains 54 Road Drainage	186 Agricultural Equipment 187 Farm Tractor 188 Acquisition Trucks 189 Fishing Boats 190 Fire Protection Materials 191 Work Tools
tactic 9: Recreation spaces	tactic 29: Maintenance Forces
55 New Sports 56 Television Room 57 Badminton 58 Bontoa Library 59 Soccer Field 60 Celebration Plaza 61 Children's Playground	192 Mosque Improvement 193 Drainage Upkeep 194 Cemetery Cleaning 195 Trash Collection 196 Rubbish Bins 197 Road Repair 198 House Renovation 199 Maintenance Crew 200 Insect Spraying 201 Publication Supplies

paratactic III Practical Training	paratactic V Formal Schooling
tactic 10: Leadership Roles	tactic 21: Childhood Skills
62 Parents Board 63 Education Committee 64 Training Core 65 Farmer's Association 66 Trade Organization 67 Leadership Meetings 68 Community Assemblies 69 Meeting Formats 70 Workshop Methods 71 Town Meetings	136 School Uniforms 137 Preschool Curriculum 138 Children's Survey 139 Scout Troops 140 Martial Arts 141 Organized Gymnastics 142 Art Classes 143 Heritage Training
tactic 11: Local Teachers	tactic 22: Youth Learnings
72 Elementary Teachers 73 Training Events 74 Teacher Sessions 75 Preschool Leaders	144 Education Fund 145 Elementary Material 146 High School Prep 147 Junior High Credit 148 Special Tutoring
tactic 12: Practical Demonstration	tactic 23: Literacy Prowess
76 Equipment Usage 77 Agricultural Films 78 Demonstration Trips 79 Children's Equipment 80 Learning Devices 81 School Implements 82 Visual Aids	149 Adult Literacy 150 Indonesian Language 151 English Basics 152 Religious Instruction
tactic 13: Health Methods	tactic 24: Vocational Courses
83 First-Aid Courses 84 Medical Kits 85 Nutrition Clinics 86 Sanitation Education 87 Home Economics 88 Food Storage 89 Doctor Training	153 Marine Management 154 Sewing Sessions 155 Bookkeeping School 156 Banking Procedures 157 Extension Meetings 158 Carpentry Skills 159 Mechanical Training 160 Cooking Demonstration 161 Agricultural Courses

paratactic IV

Life Style

tactic 14: Recovery Activities

90 Cultural Exhibitions	93 Elder Teachers
91 National Holidays	94 Community Story
92 Children's Performances	95 Youth Displays

tactic 15: Celebrative Events

96 Religious Festivals	
97 Village Theater	100 Arts Development
98 Drama Instructors	101 Public Ceremonies
99 Work Celebrations	102 Sports Competition

tactic 16: Display Exhibits

103 Sports Teams	107 Fencing Workdays
104 Women's Day	108 Health Fair
105 School Highlights	109 Workday Committee
106 Preschool Events	110 Farm Exhibitions

tactic 17: Information Exchange

111 Inter-project Exposure	115 Events Calendar
112 Agricultural Brochure	116 Statistics Board
113 Village Office	117 Information Posters
114 Project Reports	118 Bontoa Newsletter

tactic 18: Enrichment Trips

119 Local Consultants	123 Education Excursions
120 Pioneer Students	124 Cultural Trips
121 Special Tours	125 International Forays
122 Agricultural Visits	

tactic 19: Bontoa Story

126 Community Forums	128 Community Gatherings
127 Youth Expositions	129 Speaking Engagements

tactic 20: External Relations

130 Expertise Enlistment	133 Investment Opportunities
131 Sharing Methods	134 Government Expertise
132 Public Relations	135 Regular Reports

PART FIVE

THE ACTUATING PROGRAMS

PROGRAMS

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

PROCESS

The creation of Actuating Programs first involves organizing the large body of subtactics into rational programs that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to 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 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 timed implementaries, however, is not a task of the Consult but of the local forces themselves.

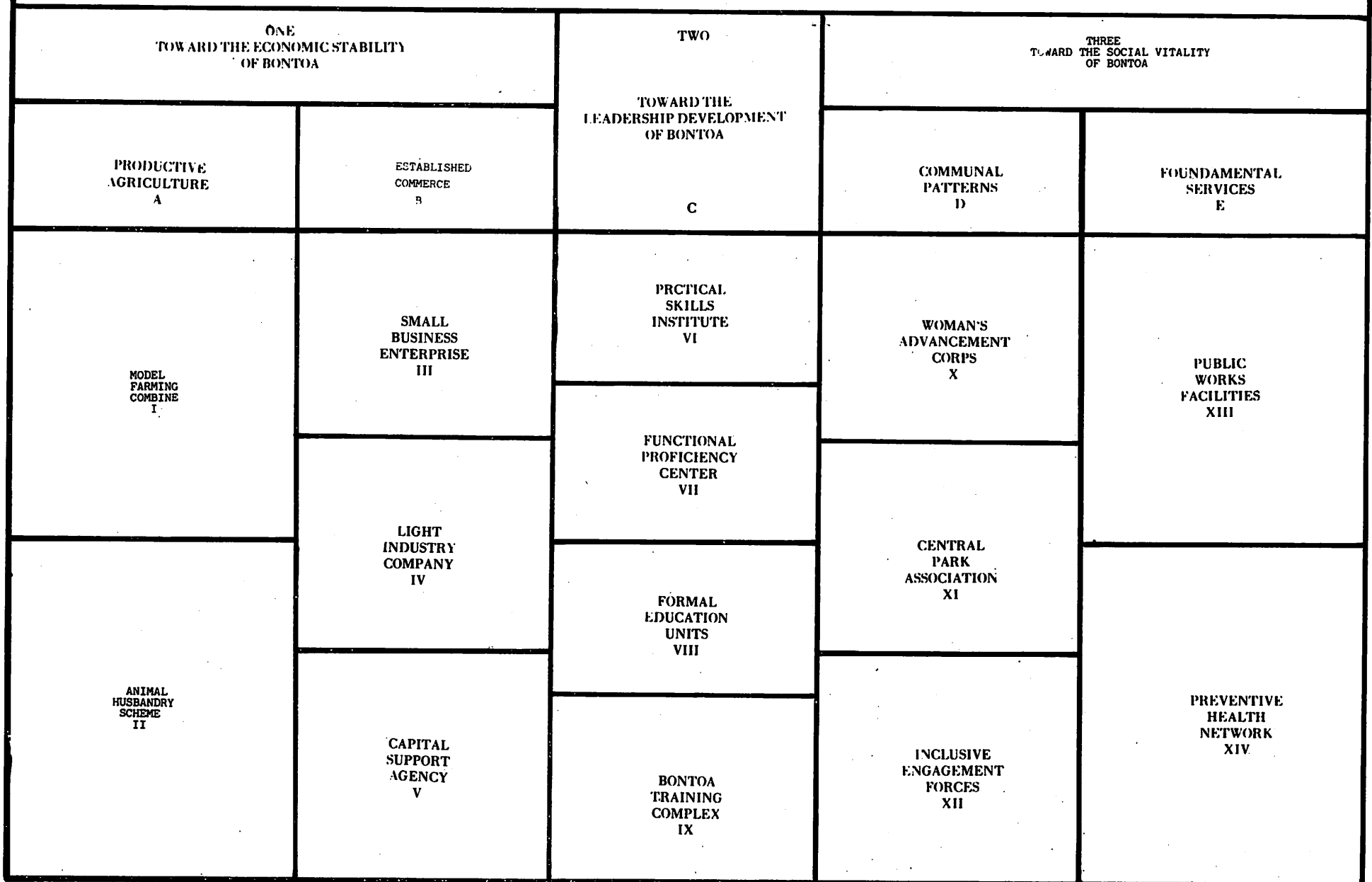
RESULTS

The Actuating Programs of the Bontoa Human Development Project shown on Plates 5 and 5A are 14 in number. Five of these are related to the economic stability of Bontoa. Two of the five relate to productive agriculture and three to established commerce. The productive agriculture arena includes Model Farming Combine and Animal Husbandry Scheme. The three programs relating to established commerce are the Small Business Enterprise, Light Industry Company and a Capital Support Agency. The second major programmatic division has to do with developing leadership in Bontoa.

The arena includes four programs which are the Practical Skills Institute, the Functional Proficiency Center, the Formal Education Units, and the Bontoa Training Complex. The third group of five programs relates to the social vitality in Bontoa. Three of the five relate to communal patterns and two to fundamental services. The communal patterns arena includes Women's Advancement Corps, Central Park Association and Inclusive Engagement Forces. The two programs relating to fundamental services are the Public Works Facilities and the Preventive Health Network.

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 relationship 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 timed implementaries of the sub-tactics mentioned earlier. The program summary, rather, points to the broad steps involved and this provides some feel after the practical feasibility of the program. Accompanying each summary is a four-year cost projection (Plates 5B-5D).



ONE TOWARD THE ECONOMIC STABILITY OF BONTOA		TWO TOWARD THE LEADERSHIP DEVELOPMENT OF BONTOA		THREE TOWARD THE SOCIAL VITALITY OF BONTOA					
PRODUCTIVE AGRICULTURE A		ESTABLISHED COMMERCE B		C		COMMUNAL PATTERNS D		FOUNDAMENTAL SERVICES E	
MODEL FARMING COMBINE I	Experimental Rice Program 1	SMALL BUSINESS ENTERPRISE III	General Store Program 9	PRACTICAL SKILLS INSTITUTE VI	Business Management Program 21	WOMAN'S ADVANCEMENT CORPS X	Service League Program 37	PUBLIC WORKS FACILITIES XIII	Electrical Power Program 49
	Double Cropping Program 2		Mechanical Services Program 10		Agricultural Techniques Program 22		Household Environment Program 38		Demonstration Home Program 50
	Multiple Pool Program 3		Cooperative Transport Program 11		Vocational Expertise Program 23		Profitable Production Program 39		Domestic Water Program 51
	Equipment Pool Program 4		Employment Apprenticeship Program 12		Government Extension Program 24		Regional Forums Program 40		Irrigation System Program 52
ANIMAL HUSBANDRY SCHEME II	Maximized Fish Donds 5	LIGHT INDUSTRY COMPANY IV	Diversified Sewing Program 13	FUNCTIONAL PROFICIENCY CENTER VII	Indonesian Literacy Program 25	CENTRAL PARK ASSOCIATION XI	Celebrative Events Program 41	PREVENTIVE HEALTH NETWORK XIV	Sanitation Utilities Program 53
	Gattle Ranch Program 6		Affiliated Construction Program 14		Conversational English Program 26		Local Arts Program 42		Medical Care Program 54
	Poultry Improvement Program 7	Forged Implements Program 15	Religious Learnings Program 27	Geographic Beautification Program 43	Basic Nutrition Program 55				
	Veterinary Clinics Program 8	Pilot Ventures Program 16	Information Node Program 29	Comprehensive Recreation Program 44	Drainage Excavation Program 56				
		CAPITAL SUPPORT AGENCY V	Credit Union Program 17	FORMAL EDUCATION UNITS VIII	Elementary School Program 30	INCLUSIVE ENGAGEMENT FORCES XII	Youth Scouting Program 45		
			Loan Qualification Program 18		Junior High Program 31		Residents Work Program 46		
			Marketing Team Program 19	BONTOA TRAINING COMPLEX IX	Secondary Preparation Program 32		Ambassador Interchange Program 47		
			Incentive Grants Program 20		Village Meetings Program 33		Consultant Residency Program 48		
					Speakers Bureau Program 34				
					Social Methods Program 35				
					Traine Dormitory Program 36				

ECONOMIC STABILITY: Actuating Program 2

ANIMAL HUSBANDRY SCHEME

It has been said that the world food crises would be solved if every village raised enough food for its own use. The Animal Husbandry Scheme will upgrade the quality of chickens, ducks, cattle and fish. The additional available meat products will increase the protein intake of the community. Improved strains and modern techniques provided by government assistance will help begin the program. The willingness of Bontoa farmers to broaden their agriculture base with additional animals demonstrates the possibility of viable animal husbandry.

Animal Husbandry Scheme consists of four components. First, Maximized Fish Ponds will enlarge present fishponds. Crustaceans will be introduced to expand the market scope. Marketing and expansion techniques will be learned. Second, a Cattle Ranch Program will provide organization and treatment for existing large livestock. New stock will be obtained as demonstration herds. Enclosures will be built and modern livestock techniques will be used. Third, Poultry Improvement Program will create organized farms. A demonstration chicken farm and duck farm will be established. Facilities will be constructed where raising methods and marketing procedures will be explored using techniques from large poultry industries. Fourth, Veterinary Clinics Program will be started, administering preventive and curative measures on a regular basis. This will service the cattle herds and poultry farms with required health standards.

In the first month of the project a chicken house will be constructed of bamboo and atap, five by eight meters in size with a cement floor and protective screening. A demonstration chicken farm will be opened in the first month of the project with 200 chickens and a five month's supply of feed and medicine donated by a commercial feedmill. A demonstration duck farm will begin with water areas and cages constructed during the first three months of the project, and enclosures built for kerbau and horses. Emergency and veterinary care will be taught and administered by Maros veterinary officials. The fish pond excavation scheme will improve and deepen the fish ponds. Pest control used for lobster and shrimp will be obtained from a local hatchery.

ONE TOWARD THE ECONOMIC STABILITY OF BONTOA		TWO TOWARD THE LEADERSHIP DEVELOPMENT OF BONTOA		THREE TOWARD THE SOCIAL VITALITY OF BONTOA					
PRODUCTIVE AGRICULTURE A		ESTABLISHED COMMERCE B		C		COMMUNAL PATTERNS D		FOUNDAMENTAL SERVICES E	
MODEL FARMING COMBINE I	Experimental Rice Program 1	SMALL BUSINESS ENTERPRISE III	General Store Program 9	PRCTICAL SKILLS INSTITUTE VI	Business Management Program 21	WOMAN'S ADVANCEMENT CORPS X	Service League Program 37	PUBLIC WORKS FACILITIES XIII	Electrical Power Program 49
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ANIMAL HUSBANDRY SCHEME II	Maximized Fish Donds 5	LIGHT INDUSTRY COMPANY IV	Diversified Sewing Program 13	FUNCTIONAL PROFICIENCY CENTER VII	Indonesian Literacy Program 25	CENTRAL PARK ASSOCIATION XI	Celebrative Events Program 41	PREVENTIVE HEALTH NETWORK XIV	Sanitation Utilities Program 53
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		Marketing Team Program 19		Village Meetings Program 33		Ambassador Interchange Program 47			
		Incentive Grants Program 20		Speakers Bureau Program 34		Consultant Residency Program 48			
			Sosial Methods Program 35						
			Traine Dormitory Program 36						

ECONOMIC DEVELOPMENT: Actuating Program 1

MODEL FARMING COMBINE

Strong agricultural development is one of the foundations of stability in any rural community. The health and economic growth of a community depends on diverse and high-yield harvests. The Model Farming Combine will provide the necessary structures and locations for experimentation and training in new agricultural techniques, utilizing government and private resources. It will offer local plans for improved farming. Where the economy of the village has before depended almost solely on rice production, the experiments with new crops and community and home gardens will provide more nutritional crops and marketable produce. This program will serve to expand and diversify the produce of the individual farmer and prepare the village for cooperative agriculture production.

Model Farming Combine consists of four components. First, the Experimental Rice Program will use twenty varieties of new rice to establish optimum choice. Survey and design will be conducted to determine proper balance and varieties. Suitable plowing, fertilizers and insecticides will be applied to provide maximum production. Second, Double Cropping Program will be initiated with demonstration farms, using fertilizers and other appropriate technologies. Third, Multiple Gardens Program will establish demonstration gardens throughout the community and in each home. A community nursery will be established to serve as a teaching tool for school children and also to provide seedlings for experimental crops. A community garden will be established for village needs and surplus marketing. Fourth, Equipment Pool Program will purchase equipment together, for expanded farming, including a storage and maintenance facility.

The last day of the Consult the village secured a tractor to begin deep plowing on dry rice land as a demonstration. Twenty new rice varieties will be planted in strips one and a quarter by five meters with provision and supervision from government agronomists. Demonstration farms, fenced with barbed wire, of second cropping of four hectares will be planted with tobacco, peanuts, soybeans and mung beans. Seeds and technology will come from a private company. Three fruit tree seedlings will be provided to each family of Bontoa. Home gardens will be planted, and a community nursery started by the preschool parents and teachers. A community garden will be planted with seeds from the nursery. Fertilizers and insecticides will be purchased in bulk.

ECONOMIC STABILITY: Actuating Program 2

ANIMAL HUSBANDRY SCHEME

It has been said that the world food crises would be solved if every village raised enough food for its own use. The Animal Husbandry Scheme will upgrade the quality of chickens, ducks, cattle and fish. The additional available meat products will increase the protein intake of the community. Improved strains and modern techniques provided by government assistance will help begin the program. The willingness of Bontoa farmers to broaden their agriculture base with additional animals demonstrates the possibility of viable animal husbandry.

Animal Husbandry Scheme consists of four components. First, Maximized Fish Ponds will enlarge present fishponds. Crustaceans will be introduced to expand the market scope. Marketing and expansion techniques will be learned. Second, a Cattle Ranch Program will provide organization and treatment for existing large livestock. New stock will be obtained as demonstration herds. Enclosures will be built and modern livestock techniques will be used. Third, Poultry Improvement Program will create organized farms. A demonstration chicken farm and duck farm will be established. Facilities will be constructed where raising methods and marketing procedures will be explored using techniques from large poultry industries. Fourth, Veterinary Clinics Program will be started, administering preventive and curative measures on a regular basis. This will service the cattle herds and poultry farms with required health standards.

In the first month of the project a chicken house will be constructed of bamboo and atap, five by eight meters in size with a cement floor and protective screening. A demonstration chicken farm will be opened in the first month of the project with 200 chickens and a five month's supply of feed and medicine donated by a commercial feedmill. A demonstration duck farm will begin with water areas and cages constructed during the first three months of the project, and enclosures built for kerbau and horses. Emergency and veterinary care will be taught and administered by Maros veterinary officials. The fish pond excavation scheme will improve and deepen the fish ponds. Pest control used for lobster and shrimp will be obtained from a local hatchery.

BHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5B

ICA Consultants

MODEL FARMING COMBINE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
			I	Equipment Cost	600
Capital Costs	Building Materials	500			
	subtotal - capital	1,100	600		
II	½ Auxiliary	900	900		
Pay and Allowance	1 Intern	432	432		
	Living Allowance	648	648		
	subtotal - pay	1,980	1,980		
III	Marketing Costs	1,500	1,500		
Current Expenses	Cultivation Supplies	1,800	1,200		
	subtotal - current	3,300	2,700		
	Total Program Costs	6,380	5,280		

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 2

Plate 5C

ANIMAL HUSBANDRY
SCHEME

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Ducks and Chickens	1,000	1,000		
	Chicken House	500	1,000		
	Fish Pond Cultivation	1,200	1,200		
	Fencing	800			
subtotal - capital		3,500	3,200		
II Pay and Allowance	½ Auxiliary	900	900		
subtotal - capital		900	900		
III Current Expenses	Marketing Costs	1,500	1,500		
	Feed and Supplies	1,300	1,300		
subtotal - current		2,800	2,800		
Total Program Costs		7,200	6,900		

ECONOMIC STABILITY: Actuating Program 3

SMALL BUSINESS ENTERPRISE

The economic survival of a village is dependent upon the liveliness of its commercial activity. The Small Business Enterprise will provide effective management, purchasing and marketing in a combined effort. A full inventory store, a wide-range of mechanical services, and systematized and expanded transport facilities will be the keys. To release the economic growth potential of the village, this program will create both local and regional outlets. It will also serve as a central ordering mechanism of needed goods at bulk rates. As Bontoa enters into this new phase of commercial development, the transport and freight system will be called forth into a new phase of effective delivery. As the village moves toward cooperative commercial efforts, the functional entity for these cooperative directions will come into being.

The Small Business Enterprise consists of four components. First, General Store Program will be established and stocked to accommodate essential needs and to redirect spending from outside the village back to the village. Also, nearby villages will buy from the store. Second, Mechanical Services Program will make available vehicle repair for bicycles, motor bikes, horse carriages, and a village minibus. Third, Cooperative Transport Program will systemize existing transport going beyond Bontoa, creating separate time schedules for persons and for marketable production. The road to Maros will be paved by the government. Fourth, Employment Apprenticeship Program will draw together the trained artisans of the village to teach apprentices new trades and new skills. Job placement will be a vital part of this program.

Within the first month the new general store with a growing inventory, will be opened. At first, ordered materials at lower prices will be delivered. Later, as items are regularly ordered, the store will assume sale of these items in the regular inventory. Farming supplies will be ordered resulting in savings and later becoming available through the store. The present cycle shop will expand to service motorcycles and motor repair. The overall transportation of the village will be structured through the economic commission and with all vehicle owners participating. Job placement through coordination with government agencies and with private employers will augment new village employment opportunities.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

ICA Consultants

SMALL BUSINESS ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building Materials	950			
	Store Inventory	700			
	Tools	500	500		
	Mini Bus	9,500			
	subtotal - capital	11,650	500		
II Pay and Allowance	½ Auxiliary	900	900		
	subtotal - pay	900	900		
III Current Expenses	Marketing Costs	2,000	2,000		
	subtotal - current	2,000	2,000		
	Total Program Costs	14,550	3,400		

ECONOMIC STABILITY: Actuating Program 4

LIGHT INDUSTRY COMPANY

Industry is a critical part of any developing community. New industry diversifies the economic base, generates other businesses and provides employment. The Light Industry Company will be launched by forging implements, affiliated construction of needed buildings and sewing industry, and opening new industries. The Bontoa market will have the residents of Bontoa as its first line of consumers. The company will become the umbrella whereby several industrial enterprises can combine and become viable. The company will begin immediately to secure the markets even as production and appropriate skills get underway. The village knows it must begin to operate corporately to succeed in rapid development.

The Light Industry Company will consist of four components. First, Diversified Sewing Program will include a shirt tailoring industry, a piece-work and embroidery industry and various home-crafts. Cooperative production of cloth goods will follow in a special facility. Second, the Affiliated Construction Program will pool skilled draftsman and those to be trained as builders to construct new village buildings. This organized team will also make their skills available beyond the community through formal contracts. Third, the Forged Implements Program will be established providing scissors, knives, and additional tools from scrap materials. Fourth, the Pilot Ventures Program will explore the feasibility, discern the procedures for, and catalyze the forces for beginning new industries.

In the first week a group of village tailors will meet to plan the shirt-sewing industry. Sewing machine companies in the city will be asked in conjunction with the government to assist in the equipment and training, initiating clothes sewing, embroidery and piece work. Some thirty women are ready to begin this home industry. Models of other demonstration industries will be visited, exploring brick, raw materials and blacksmith industries. Construction of schools, homes, community buildings, chicken houses, and training will call forth a new construction expertise. Carpentry, cement, basic plumbing and electrical work will be done by training construction company employees.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 4

Plate 5E

ICA Consultants

LIGHT INDUSTRY COMPANY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Sewing Machines	2,000			
	Tools	750	250		
	Building Materials	1,400	500		
	subtotal - capital	4,150	750		
II Pay and Allowance	I Intern	432	432		
	Living Allowance	648	648		
	Local Construction Force	2,000	2,000		
	subtotal - pay	3,080	3,080		
III Current Expenses	Marketing Costs	1,500	1,500		
	subtotal - current	1,500	1,500		
	Total Program Costs	8,730	5,330		

ECONOMIC STABILITY: Actuating Program 5

CAPITAL SUPPORT AGENCY

Effective development happens only in communities which gain the respect of society at large. The Capital Support Agency is designed as an extension of the agriculture, business and industry that will open access routes to a base of financial resources. A group of villagers have greater economic power collectively than individually. Creating this support system will encourage cooperation within village efforts to pool economic resources. Such power in the hands of local villagers will enable the kind of official recognition from government and other grant and funding sources needed to stimulate their capital injection.

The Capital Support Agency consists of four components. First, Credit Union Program will accumulate small units of unused money from the villagers in order to loan larger units. This will bring new discipline to money management in the village. Second, Loan Qualification Program will use the corporate decision power of the village to secure designated loans without collateral. Through these efforts the village will demonstrate disciplined repayment and negotiate larger loans for the future. Third, Marketing Team Program will draw together a team of auxiliary, villagers, government and private sector friends to explore visible markets for existing and emerging commercial ventures in Bontoa. Fourth, Incentive Grants Program will solicit small and large grants from individuals and public and private sectors as seed money for village programs.

Incentive grants will begin to come to Bontoa from the government and private sector within the the first month. Teams will present the Consult document to these sources with particular requests for initiatory grants. Both the public and private sectors would give assistance and grants for Bontoa development. Such initial injections of capital will pay long-range dividends for Bontoa and the other villages that observe this demonstration. More conventional loans to the village as a whole will come from the development bank. Late in the first year, the credit union will become operative.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5F

ICA Consultants

CAPITAL SUPPORT AGENCY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
			I	Capital Costs	
	subtotal - capital				
II	½ Auxiliary	900	900		
	subtotal - pay	900	900		
III	Marketing Costs	1,500	1,500		
	Grant Development	3,000	1,140		
	subtotal - current	4,500	2,640		
	Total Program Costs	5,400	3,540		

LEADERSHIP DEVELOPMENT: Actuating Program 6

PRACTICAL SKILLS INSTITUTE

Local people around the world are demanding Twentieth Century technological skills. With these new skills they can risk new steps in village development. The Practical Skills Institute is intended to massively expand the skills base of the villagers for employment purposes. This will broaden the economic base of the village as well as give the villagers methods training and encourage new leadership participation. The actual participation of all levels of the government and its departments in the Consult demonstrate their willingness to upgrade practical and formal education in Bontoa. Self-confidence that comes from such training will indirectly catalyze the total village development.

The Practical Skills Institute consists of four components. First, Business Management Program will train existing and emerging businessmen in basic bookkeeping and other related skills. Second, Agricultural Techniques Program will allow the farmers of Bontoa to use the many training and advisory resources at their disposal. Organizing for this resource flow is a crucial step to greater production. Third, Vocational Expertise Program will organize the needed and available vocational courses offered by the public and private sector. These courses will be held in the local training complex, and some will require residents to go for short term training in the province. Fourth, the Government Extension Program will screen the catalog and set up a full battery of training opportunities.

During the Consult, many government and private sector consultants gave valuable information that included where to go for special training, who to contact, and their own names to be used as introduction to the existing skills training in the area. A directory for available skills training will be compiled by the village to allow the most comprehensive use of training resources. A transportation scheme will be devised to get residents to free training classes. The education commission will meet within the first month to analyze and plan villager participation. Most practical skills courses will be taught in the Bontoa Training Complex. Local instructors will be trained outside the village in two to six weeks sessions.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5G

ICA Consultants

PRACTICAL SKILLS INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
			I		
Capital Costs					
	subtotal - capital				
II Pay and Allowance	½ Auxiliary	900	900		
	I Intern	432	432		
	Living Allowance	648	648		
	subtotal - pay	1,980	1,980		
III Current Expenses	Training Costs	2,000	1,000		
	subtotal - current	2,000	1,000		
	Total Program Costs	3,980	2,980		

LEADERSHIP DEVELOPMENT: Actuating Program 7

FUNCTIONAL PROFICIENCY CENTER

Proficiency in reading, writing and basic math is critical to release the rapid transformation of village residents in acquiring economic and social skills to carry out their own plans. The Functional Proficiency Center intends to facilitate these basic and crucial skills. A small percentage of Bontoa residents can communicate in the national language. As Bahasa Indonesia becomes the basic communication medium for all the villagers, greater economic and social development will occur. Bahasa Indonesia meetings and materials will begin to commonize and motivate a common language. Community consensus rests on a common system of communication.

The Functional Proficiency Center consists of four components. First, Indonesian Literacy Program will emphasize basic skills for the large percentage of villagers who speak the Makassarese or Bugis dialects only. They will also learn reading, writing, math and Indonesian history. Second, Conversational English Program will make available English speaking courses for the villagers to facilitate crucial dialogue in and outside of Bontoa. Third, Religious Learnings Program will call into being a formalized structure for the villagers to understand the richness of the Islamic faith. Fourth, Information Node Program includes a designated space for collecting and distributing practical printed materials, for printing and duplicating village publications such as the newsletter, and for compiling statistics and pictures on Bontoa's progress.

During the closing ceremonies of the Consult, ten sets of graded booklets were presented to the village which cover basic learning. Sessions will be taught by literate residents and the auxiliary staff. During the first month the village newsletter called the "Bontoa Voice", will be distributed to each family and to outside interested departments and persons. This will become a bi-monthly publication edited and printed by the village with its new information and printing office. The information node will continue in its present location until the appropriate space is built in the Training Complex. The public address system will call the people to the training sessions. The mosque is to be painted and refurbished in the first month. A local man will lead religious training classes. The English language course will be taught by auxiliary staff.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5H

ICA Consultants

FUNCTIONAL PROFICIENCY CENTER

years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
categories					
I Capital Costs	Building Materials	700			
	Information Node Equip.	1,000	1,000		
subtotal - capital		1,700	1,000		
II Pay and Allowance	½ Auxiliary	900	900		
	Outside Consultant Fee	400			
subtotal - pay		1,300	900		
III Current Expenses	Communication Costs	2,000	2,000		
subtotal - current		2,000	2,000		
Total Program Costs		5,000	3,900		

LEADERSHIP DEVELOPMENT: Actuating Program 8

FORMAL EDUCATION UNITS

Education opens new universes of thought, creativity and practical effectiveness for any group of people. Formal education has become a high priority in Indonesia, and Bontoa wants to participate more fully. The Formal Education Units of preschool, elementary school, junior high school and senior high school are the minimum requirements needed. Though Bontoa population is not large enough for a formal building for each of these units, the two lower level schools will have buildings, and the two higher units will be taught in an intentional setting by approved staff. Bontoa has decided it is time to be educated.

The Formal Education Units consists of four components. First, Preschool Building Program will create a formal, daily preschool for children ages three through six. This is the only preschool of its kind in the area. Auxiliary staff and villagers will teach this demonstration school, adapting tested curriculum from other such schools. Second, Elementary School Program will construct a building for children, first through six grades. This will be an accredited government school with teachers and materials furnished by the government. Third, Junior High Program will be an accredited three-year program taught by university students, using standard materials and tests. Fourth, Secondary Preparation Program will make it possible for Bontoa youth to favorably compete on tests for entrance to established senior high schools near Bontoa by providing tutoring.

The Bontoa Preschool registered 61 three to six year olds at the end of the Consult. They began the following Monday with formal curriculum writing and a short session. Uniforms will be made by parents. Already twelve women and three men have volunteered to be trained as teachers. The preschool building will be built by the local construction company with parents assisting. An Elementary School will be built within three months. Connected to this will be university students who must serve three months in the villages before graduation. They will lead the opening junior high classes, bringing learning material. These students will also prepare youth for competitive entry to senior high school. They will live in the dormitory of the Training Complex.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

ICA Consultants

FORMAL EDUCATION UNITS

years	categories	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I	School Buildings				
	Materials and Equip.	10,000			
	Capital Costs				
	subtotal - capital	10,000			
II	½ Auxiliary	900			
	6 Teachers	1,080	1,280		
	Pay and Allowance				
	subtotal - pay	1,980	1,280		
III	Training Costs	500	250		
	Current Expenses				
	subtotal - current	500	250		
	Total Program Costs	12,480	1,530		

LEADERSHIP DEVELOPMENT: Actuating Program 9

BONTOA TRAINING COMPLEX

Rapid visible transformation in a community happens when the residents acquire the skills to do their own development. Leadership training is one of the keys to village development. The Bontoa Training Complex is designed for rapid and in-depth leadership development. Over two hundred villagers struggled and succeeded with the sophisticated planning method for their village for the next years during the Consultation week. Leadership from all age levels began to noticeably emerge. As the villagers go out to other villages to tell their story and lead others in planning, new skills and breadth of Bontoa local leadership will be made manifest.

The Bontoa Training Complex consists of four components. This complex will be built under the sponsorship of the government for Bontoa and for other villages desiring a formal means of leadership development. First, Village Meetings Program will assign both established and emerging leaders from Bontoa to lead other villages in short planning forums. This will provide in-service training for leaders as well as actual printed plans for villages. Second, Speakers Bureau Program will send local leaders to neighboring villages and metropolitan groups to show pictures and explain the process of development taking place in Bontoa. Third, Social Methods Program will orchestrate the ongoing and special training sessions for villagers learning to lead the planning methods through group workshops. Fourth, Trainee Dormitory Program will build and maintain dormitory space for sixty persons. This will allow Bontoa to lead local and outside trainees in weekend and extended in-residence training programs.

The villagers learned formal social methods during the Consult and began to lead sub-groups during the week. Formal village leadership began meeting with the auxiliary staff daily and weekly. Quarterly local village assemblies will be held. Local leaders will begin to schedule speaking engagements with organizations, clubs and other villages, using before and after pictures. They will go by invitation to lead village planning meetings. The village will hold training sessions on workshop leadership methods. During the second year a six week in-residence Human Development Training School will be conducted in Bontoa. Ten villages will assign six to ten leaders to the in-residence sessions. Bontoa leaders will be key to this school.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

ICA Consultants

BONTIOA TRAINING COMPLEX

years	categories	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I	Building Costs	10,000			
	subtotal - capital	10,000			
II	1 Auxiliary	1,800	1,800		
	1 Intern	432	432		
	Living Allowance	648	648		
	1 Monitor			500	500
	subtotal - pay	2,880	2,880	500	500
III	Training Materials	600	600		
	Leadership Interchange	4,500	5,500	4,000	4,000
	Village Meetings	1,500	1,000	4,500	4,500
	Research Assembly	1,000	1,000	1,000	1,000
	subtotal - current	7,600	8,100	9,500	9,500
	Total Program Costs	20,480	10,980	10,000	10,000

SOCIAL VITALITY: Actuating Program 10

WOMEN'S ADVANCEMENT CORPS

Women across the world are forging new life styles of service and broadening their concerns to social issues beyond a domestic role. The Women's Advancement Corps is the vehicle to allow participation in a new and structural way. Women are being of more direct service to the local village through broadening their interests and education. The women of Bontoa have voiced their concern about significant engagement, domestic education, profitable common enterprises, and meeting with other women beyond the village. As their competence increases in home industries, they will make a larger contribution to the family income. Their concerns are for the health of the village and the education of children. The women of Bontoa are setting an example for the women of Sulawesi and Indonesia through their new style of engagement as a vital force in development.

The Women's Advancement Corps consists of four components. The first is the Service League Program which will provide avenues of community service for women of all ages. Second, Household Environment Program will give practical skills for women to enhance the home environment. It will include home management courses and demonstration events. Third, the Profitable Production Program will provide expanded vocational and economic adventures for the village women, including the women's craft industry and snack industry. Vocational skills and awareness of new techniques will be part of the training. Fourth, Regional Forums Program will be an avenue for the village women to plan their engagement and further their regional, national, and global consciousness. Forums for other villages will be held with Bontoa women speaking and coordinating the events.

During the first week after the Consult, the women became the core of the preschool parents association. Home economics training will allow labor-saving methods and health techniques in caring for their household. Cooking classes focused on nutrition will include business training for the food processing industry. Teacher training will prepare women and expand the leadership base in the community. Sewing skills will enable women to make a profitable venture. The first Global Womens Forum will be held during the first three months, with representatives from each family. Later, the village women will orchestrate forums in other villages. Additional vocational fairs and classes will be taught during the first six months with women from Maros and Ujung Pandang assisting.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 10

Plate 5K

ICA Consultants

WOMENS ADVANCEMENT CORPS

years	categories	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I	Home Industry Set-up	1,000	500		
	subtotal - capital	1,000	500		
II	½ Auxiliary	900	900		
	subtotal - pay	900	900		
III	Training Costs	500	250		
	subtotal - current	500	250		
	Total Program Costs	2,400	1,650		

SOCIAL VITALITY: Actuating Program 11

CENTRAL PARK ASSOCIATION

A sensitive transposition of the heritage of a people into relevant social forms so that its wisdom and gifts are used is key to effective development. The Central Park Association will play such a role in Bontoa by dealing most directly with the crucial arena of community symbols. The impact of the twentieth century on the village has made the practical recovery of the heritage of past centuries necessary. At the heart of this program is the creation of a swirl of community celebrations, fairs, games, songs, films, informal gatherings, drama, dances, space transformation and storytelling. Through this program the people will experience a sense of pride by creating powerful, unifying images for village development.

The Central Park Association consists of four components. First, the Celebrative Events Program will make conscious the celebrations of the life and work of the community regularly. Included will be focused events on the achievements of the village, educational fairs and symbolic occasions. Second, the Local Arts Program will reclaim the great heritage of the community; the Makassarese and Bugis people; and the nation, with music, dance, visual and written arts. Third, Geographic Beautification Program will include community design and landscaping, and home and building beautification. Outdoor and indoor nodes will be created for informal gathering. Fourth, the Comprehensive Recreation Program will include community sports facilities and events and a celebrational plaza. Community films and television will provide global enrichment.

In preparation for the Consult a community celebration hall was built. Local people joined in the closing celebrations with music and poetry. The Bontoa story told by the elders will be printed and the songbook of newly written songs will be distributed. A new music and drama group will perform in the theater celebrational hall. Local history and symbols will be painted on community signs. Education fairs will use resources in Maros and Ujung Pandang. The street name signs and the village entrance signs and information boards will be completed the first week along with demonstration program signs. An attractive fence will be built from bamboo during the first week. The mosque will be painted during the first week. During the Consult a community design model was completed. Neighborhood parks will be built and pathways decorated and repaired. The sports field will be lined, and during the first week, equipment will be procured and sports teams formed to begin playing nearby villages in competitive sports. This will be for men, women and children.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 11

Plate 5L

ICA Consultants

CENTRAL PARK ASSOCIATION

years	categories	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I	Building Costs	1,000			
	Equipment and Tools	1,000	1,000		
	Capital Costs				
	subtotal - capital	2,000	1,000		
II	I Intern	432	432		
	Living Allowance	648	648		
	Pay and Allowance				
	subtotal - pay	1,080	1,080		
III	Bontoa Annual Events	2,000	2,000		
	Maintenance Supplies	1,000	1,000		
	Current Expenses				
	subtotal - current	3,000	3,000		
Total Program Costs		6,080	5,080		

SOCIAL VITALITY: Actuating Program 12

INCLUSIVE ENGAGEMENT FORCES

Essential to village development is the effective engagement of groups in the village in meaningful work. Inclusive Engagement Forces is the means for such work being accomplished. The public and private property of the village requires maintenance work that can best be done by combined efforts of large groups for short periods. The task is to visibly transform the village. By using national organizations such as the scout program, more work can be accomplished. Calling on outside resources on a consistent basis will enhance the development efforts. As Bontoa interchanges its people and their expertise with other villages, this two-way flow of forces will have a catalytic effect.

The Inclusive Engagement Forces consists of four components. First, Youth Scouting Program will organize a full-scale scouting program in Bontoa. Various age groups of both sexes will participate in conjunction with the national and regional guidelines, training a crucial village manpower source. Second, Resident Work Program will be made up of all ages, focusing on ongoing necessary tasks. They will operate in the five village sectors and will be under assignment. Third, Ambassador Interchange Program will send Bontoa leadership to other village demonstration projects, both regional and national. They will learn much from such trips and deepen their commitment to the local village. Fourth, Consultant Residency Program will bring public, private, and extra-national consultants to work in Bontoa's implementation.

Neighboring scout groups came to Bontoa during the Consult to give manpower to the physical task. The scout leadership from Maros has promised to initiate scout troops in Bontoa, with the local tailor making the scout uniforms for nominal charges. Initiating the village work days every afternoon of the first week, the villagers will be divided into five teams to do visible tasks. Bontoa residents will go to other villages, to share what has practically worked in Bontoa. Many agencies have already consented to spend short periods of time in Bontoa to share expertise.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5M

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INCLUSIVE ENGAGEMENT FORCES

years	current FY budget	Future Estimated Costs		
		FY II	FY III	FY IV
categories				
I Capital Costs				
	subtotal - capital			
II Pay and Allowance	½ Auxiliary	900	900	
	subtotal - pay	900	900	
III Current Expenses	Exposure Trips	2,000	3,000	
	subtotal - current	2,000	3,000	
Total Program Costs	2,900	3,900		

SOCIAL VITALITY: Actuating Program 13

PUBLIC WORKS FACILITIES

One of the basic signs of a community deciding to care for itself is the effective distribution of community services to all its residents. The Public Works Facilities is intended to link Bontoa with basic modern services needed in any village. The village people expressed their desire for potable water, electricity, model homes and irrigation for their land. The public works project will support the work of the Preventive Health Network in providing potable water and crop irrigation to produce more food stuff. Model homes will preserve the traditional design of the homes of Bontoa and at the same time demonstrate viable alternatives to present living conditions. In keeping with the spirit of work days a team of local villagers organized by the residents work program will take responsibility for the varied construction of these basic needs.

The Public Works Facilities consists of four components. First, Electrical Power Program will install electricity through the use of a generator. This will provide lighting and electric power for the first time in the village. Second, the Demonstration Homes Program will revise, construct and design new demonstration homes to transform the living environment into functional and attractive modern housing based on traditional design. Third, the Domestic Water Program will include drilling public wells for potable water linked to a piped water system to every house in the village and to public facilities. The water system will include water catchment and water treatment. Fourth, Irrigation System Program will be built to link and increase the supply of the government system.

During the first week following the Consult the well pumps will be obtained and installed and cement enclosures and bases around wells will be poured. A demonstration water filter system will be set up and the public wells will be drilled 15 meters deep, one per twenty households. The water system will be installed with four centimeter pipes to the homes. The water catchment tanks will be built at all public buildings and at some private homes. A 100 KVA generator will be obtained through a low interest loan from a monthly rental system. The first electrical power will be used in the corporate television room. By the end of one year electrical power will be transmitted to all the houses. A village maintenance corps will be trained and wages provided through rent cost.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 14

Plate 50

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PREVENTIVE HEALTH NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	5 Toilet-Bath Combination	14,000			
	Equipment Rental	2,000			
	Building-Equip. Costs	1,500	500		
subtotal - capital		17,500	500		
II Pay and Allowance	I Intern	432	432		
	Living Allowance	648	648		
	Sanitation Engineers	500			
subtotal - pay		1,580	1,080		
III Current Expenses	Training Costs	440	300		
	Health supplies	500	500		
subtotal - current		940	800		
Total Program Costs		20,020	2,380		

EPILOGUE

ACKNOWLEDGEMENTS

Comments on the Consultation by the Institute of Cultural Affairs need to be prefaced by a work of appreciation to the number of private agencies, organizations, government departments and officials whose practical assistance and encouragement were crucial in the successful completion of the Consult. These include the Governor of South Sulawesi and his wife who opened the consultation with the ringing of the Provencial gong symbolizing the support of the province of South Sulawesi, the Bupati of Maros and his staff, the Camat of Maros Baru, the headman of Desa Marannu, all of whom provided practical assistance in explaining the project to the entire county, and the Department of Social Affairs where Mr. Sjamsul Bachri and his staff provided practical and moral support during the preparation period and the consultation. The Consult benefited from the assistance of International Nickel Co., Soroaco, P.T. Charoen Pokphand Indonesia Animal Feedmill Co., LTD, Baharuddin Abidin and Johannes Pattiasina. The following departments in South Sulawesi government: social affairs, agriculture, Bank Rakyat Indonesia, public works, central rice research station: Maros; (LPPM), department of religion, education and culture, internal affairs, village development, sanitation, teacher's college (IKIP) and agraria cooperatives assisted with expertise. A special thanks to Dr Nurdin of the Department of Health, Maros, for medical services and supplying six cement toilet forms. Special mention must be made of the gracious welcome and enthusiastic participation by the Bontoa residents themselves. They assisted in countless ways, and extended their hospitality to the visiting consultants. The following pages delineate recommendations, methods and findings which grew out of the Consultation as reported in this document.

ANTICIPATIONS

I

ACTUATION PHASING

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 Bontoa 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.

METHODS

The Operating Vision of Bontoa residents, summarized at the beginning of the week, indicated great concern for economic livelihood, living environment, and social well-being. The following day's work of discerning contradictions revealed special stress on Bontoa's incomplete access to the 20th century technological wisdom. Other issues included individualistic style and traditional patterns of operation. Wednesday's proposal work emphasized fundamental education, social fabric and economic stability. Citizen involvement was a key point. Tactical Systems to carry out the proposals were created on Thursday. Agriculture expansion and commercial development were suggested as ways to expand the economic base. Village construction and essential services were offered as vehicles to build community structures. Practical training and formal schooling were seen as ways to implement comprehensive education. The Consult further recommended designing a life style to release fulfilment. This final work of the Consult is shown in the Actuating Programs Charts. These fourteen programs indicate plans to make the land more productive, establish businesses, build effective leadership base, create community structures of operation and provide essential services. Critical to these programs are the educational opportunities to teach others what has been learned in Bontoa.

FINDINGS

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programs provide for the four year phasing of the model. During the year of initiation, emphasis will be placed on building vocational expertise, expanding the leadership base and opening joint economic ventures. 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.

II

PROJECT FINANCING

FUNDING

A comprehensive funding plan is required for social demonstration. While the community must move as quickly as possible to assume responsibility for the cost of its development, outside financial leverage is necessary to build momentum. The phasing would initially rely on private sources until actualized programs can call forth funds from the public sector. However, the project requires direct assistance from both public and private sources in the form of grants, long-term loans at favorable rates, lines of credit and in-kind contributions of goods, services, time and facilities. It is crucial to continue bringing delivery of existing services, while new external resources are brought immediately to the service of the community and maintained only for the period of time necessary for the generation of local economic activity.

COSTS

The fourteen 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 6A 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. With efforts aimed at devel-

oping 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 during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development 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.

COMMISSIONS

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

appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS

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

AUXILIARY

Finally, the Actuating Programs indicate the need for a motivating group, referred to here as the auxiliary. One of the indices of a dynamic Human Development Project is the presence of a catalytic group that brings dedication and methodological expertise to the task at hand. This group engenders motivity in the community at large, thus accelerating the implementation of programs and the emergence of new leadership. The staff of the Institute and key leadership of the community will fulfill this role. The presence of such a group provides a fresh perspective which enables the community to grasp its task in a creative fashion. When this perspective is added to the practical wisdom of long time residents, a reservoir of effective action emerges. In Bontoa today this group of people should include specialists in such fields as agriculture and soil conservation, education, health service, business management and construction. Each member of the auxiliary will be charged with the responsibility of equipping emerging local leadership in his area of expertise. These emerging leaders in turn, will then be prepared to assume responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

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

IDENTITY

Turning on to the road leading to Bontoa, our visitor is immediately aware that he has found himself on a smooth gravel road. The driver says this road improvement was done by the Welfare Guild. The professionally done sign announces to all that they are "Welcome to Bontoa". Entering the village our visitor is impacted by the colorfully painted porches, bamboo fences, shrubs and flowers giving uniqueness to each house. The carefully shellaced plaques on each house, with name and house number, further identify the houses. The demonstration house is complete with piped in water and electricity.

COMMERCE

Noticing a patch of green behind the homes, our visitor moves in for a closer look to discover the people have planted gardens of sweet potatoes, onions, green beans, cucumbers and egg plants. A neat bamboo fence protects the produce. The woman picking the beans and egg plants points to a clearing a short distance away, and our visitor sees a village market with many women carrying in vegetables and setting up their stands. Moving into the market area he is surprised at the variety of goods for sale. He sees fruits, vegetables, poultry products, and many kinds of handicrafts and sewing. Our visitor is so impressed with the needle work that he recommends exporting them outside Indonesia. He is taken next to a large general store where most of the daily supplies are available. A large red truck pulls into the village and he is told this is used to buy supplies for the stores and to transport extra produce to the Maros market.

WELFARE

Because it is Friday afternoon, a doctor from the Maros Hospital is arriving with his nurse to make his regular weekly visits to the health clinic to see residents who require care. Our visitor watches as the young girls file into the training center for a lesson in first-aid. Each of them is given supplies to be used in administering to the needs of their stake. Our visitor talks with the nurse. She tells how intensive health education for the whole community is going on through the rapid training of health care-takers who can provide on-going instruction in nutrition, hygiene and first-aid procedures to the total village.

STYLE

Knowing our visitor is ready for some refreshments, he is taken to the snack shop for coffee and banana bread. It's cool under the colorful canopy. Our visitor relaxes and comments on how alive the village seems with all its bright paint and many activities. Activity begins on the village plaza and it becomes obvious that a soccer game between Bontoa and a neighboring village is about to be played. The bright new orange uniforms and team spirit add to the competitiveness of the game.

COMMUNICATION

As he walks over to the training center the guide tells about the improvements in language including one-half of the villagers now being able to communicate in Indonesian. He is surprised when the small children stop and speak a few sentences in English. The big community bulletin board outside the center catches his eye. He sees the six guilds listed giving villager's names and tasks being done. He comments on all the scheduled meetings and is interested in seeing that the villagers are meeting with the district officers. The stakes have regular weekly meetings. There are guilds for many groups, including teachers, construction workers, and the shop keepers, who all have their regular meetings to plan what needs to happen each week.

EDUCATION

Our visitor is anxious to get inside the training center. Classes are in session teaching sewing, cooking and carpentry skills, along with English skills. Adults and youth are both enrolled. The adults attending the literacy classes are building word lists and writing stories for the community newspaper. Our visitor discovers a practice session of the traditional dance group who will be performing for the community assembly in a couple of weeks; a pleasure to observe. As our visitor walks along the plaza he notices there, in blue and white batik uniforms, some fifty preschoolers doing their exercises. Their voices, as they burst into song, exclaim their affirmation of life.

INDUSTRY

Our visitor takes a final walk through the village to see the new industries that have been started. He is glad to hear that many new job opportunities have been created. The improved rice mills are in fine looking buildings. The Nipah and Bamboo Industries are housed in an open sided nipah roof building where craftsmen meet to do their work. The sewing factory which is employing thirty women is making clothing sold in Maros. The baskets are being exported to all parts of Indonesia. The quality of the workmanship is particularly high.

SPIRIT

As the visitor leaves Bontoa, he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vitality and sureness of the youth in sports and their eagerness to participate in new activities. He senses the pleased look in the elders' eyes as they see the traditions of the Makassarese and Bugis people honored and remembered. He knows that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Bontoa. Perhaps he will say that the people display a new kind of community spirit. He wonders, "If this can happen in Bontoa, why not in other communities across Indonesia and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Bontoa Human Development Project is a pilot project on the island of Sulawesi. It is the third such project to be launched in Indonesia. Kelapa Dua near Jakarta was the first in August 1976. Bubun near Medan was the second in September 1978. This means that all three projects are designed for replication in other communities. Replication would involve six steps. The first step is the systematic sharing of the results of the project with other communities through speaking engagements by the auxiliary staff and residents from Bontoa. Second, a visitation program is designed whereby leaders and residents of other communities visit the project site. Third, one-day community meetings are held where people from prospective communities meet to discuss the challenges of their community and formulate working proposals. Fourth, concerned leadership is trained in the project methods through a Human Development Training School. Fifth, a Human Development Consultation is held in the communities deciding to participate, utilizing outside expertise, local participation and ICA staff. Finally, replication implementation is initiated with the assistance of residents of the other Indonesian projects and staff from the ICA.

NATIONAL

A replication plan of the Human Development model could be of significant value for the communities throughout the Provinces across Indonesia, as well as any rural community. It could provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication could benefit the country as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalization of rural areas. It could be a model for creatively developing community space, providing improved local services and engaging all residents in community decision making. It could develop methods of education which encourage citizens' participation. Finally, a Human Development Project demonstrates the revitalization of community as a fundamental need in our time. Practical replication steps would necessarily involve local people and solicit the support of the public and private sectors at all levels.

The work of the Institute of Cultural Affairs in 29 nations has built a foundation of support and responsiveness which could greatly facilitate a move to replication.

PERSONNEL

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

FINANCING

Through the structures of an ongoing Human Development Project, the Institute of Cultural Affairs would provide training resources at minimal cost for replication in other locations on the island of Sulawesi and across the country. Program budgets for each replication 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-range loans. Community residents could participate directly through contributions of time and effort as well as direct cash donations. Sources of support from the local area and beyond are greatly expanded by the successful accomplishments of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

BONTOA

For six months the Institute of Cultural Affairs surveyed over 100 villages in anticipation of establishing a pilot Human Development Project on the island of Sulawesi. The village of Bontoa was finally chosen for several reasons. First, although it is a rural community, it is located only 15 kilometers from Ujung Pandang airport, which provides easy access for visitors who wish to visit a demonstration project. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in cooperating with

such a village development effort. Fourth, the community is located in the county of Maros which is known as the gateway to the island of Sulawesi. The two major roadways flow north from this county. It is fitting that the vision of new community should be embodied in this place. Fifth, and perhaps most important, Bontoa residents and their village leaders are ready to move immediately towards the socio-economic development of Bontoa.

STAFF

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of Bontoa Human Development Project in the coming year. This means assigning staff to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the world. Assigned staff would continue to live in Bontoa 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 ICA stands ready to assist community leadership in procuring funds and in-kind contributions for programs 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 Bontoa through the gifts and grants of corporations, foundations and interested individuals. At this point in its history, it is necessary for the Project to depend on outside funding. Over the long term, however, the Project will lessen its dependence upon external funds.

CONCLUSION

The Bontoa Project is one of forty-eight local human development efforts initiated over the past three years in consultation with the Institute of Cultural Affairs in Australia, Brazil, Canada, Chile, Egypt, Federal Republic of Germany, Guatemala, Hong Kong, India, Indonesia, Italy, Jamaica, Japan, Kenya, Malaysia, the Marshall Islands, Nigeria, Republic of Philippines, Republic of China, Republic of Korea, United Kingdom, United States, Venezuela and Zambia. In the state of Maharashtra in India an experiment in systematic socio-economic development of a massive number of villages is in its second year of operation. The Institute of Cultural Affairs anticipates that the Bontoa Human Development Project will be of service to South Sulawesi and the country 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		
1 Model Farm Combine	1.10	1.08	.90		3.30	6.38
2 Animal Husbandry Scheme	3.50		.90		2.80	7.20
3 Small Business Enterprise	11.65		.90		2.00	14.55
4 Light Industry Company	4.15	3.08			1.50	8.73
5 Capital Support Agency			.90		4.50	5.40
6 Practical Skills Institute		1.08	.90		2.00	3.98
7 Functional Proficiency Center	1.70		.90	.40	2.00	5.00
8 Formal Education Units	10.00	1.08	.90		.50	12.48
9 Bontoa Training Complex	10.00	1.08	1.80		7.60	20.48
10 Women's Advancement Corps	1.00		.90		.50	2.40
11 Central Park Association	2.00	1.08			3.00	6.08
12 Inclusive Engagement Forces			.90		2.00	2.90
13 Public Works Facilities	20.00	3.00	.90		.50	24.40
14 Preventive Health Network	17.50	1.58			.94	20.02
Total	82.60	13.06	10.80	.40	33.14	140.00

BHDP

Plate 6B

PROJECT BUDGET

ICA Consultants

over four years

Key: 1.0 = \$ 1,000

years programs	I	II	III	IV	Total
	FY 1978	1979	1980	1981	Cost
1 Model Farm Combine	6.38	5.28			11.66
2 Animal Husbandry Scheme	7.20	6.90			14.10
3 Small Business Enterprise	14.55	3.40			17.95
4 Light Industry Company	8.73	5.33			14.06
5 Capital Support Agency	5.40	3.54			8.94
6 Practical Skills Institute	3.98	2.98			6.96
7 Functional Proficiency Center	5.00	3.90			8.90
8 Formal Education Units	12.48	1.53			14.01
9 Bontoa Training Complex	20.48	10.98	10.00	10.00	51.46
10 Women's Advancement Corps	2.40	1.65			4.05
11 Central Park Association	6.08	5.08			11.16
12 Inclusive Engagement Forces	2.90	3.90			6.80
13 Public Works Facilities	24.40	3.15			27.55
14 Preventive Health Network	20.02	2.38			22.40
Total	140.00	60.00	10.00	10.00	220.00

BHDP

PROJECT FUNDING FLOW CHART
toward local self-sufficiency

Plate 6C

ICA Consultants

Key: 1.0=\$1 000

items		years	year one	year two	year three	year four	Four Year
			launching	expanding	resolving	rendering	Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	80.00	40.00	10.00	10.00	140.00
		Private Sector	20.00	10.00			30.00
		Total	100.00	50.00	10.00	10.00	170.00
	Village Monies	Cash Contribution	10.00	10.00			20.00
		Loans Assured	30.00				30.00
		Total	40.00	10.00			50.00
Total Monies			140.00	60.00	10.00	10.00	220.00
Village Income Development	Village Annual Income	Current 70.00	140.00	210.00			
	Family Average Annual Income	Current .70	1.40	2.10			