

**HUMAN DEVELOPMENT REPORT**  
**THE JOURNEY OF THE CLUSTERS - PHILIPPINES**

I will report on the happening of this past year in the experiment of village clustering in the Philippines. It is hard to talk about how the model came about, because it is basically the result of an empirical method of finding out exactly what the next steps should be in the midst of facing a challenge head on. It represents a one year model of a journey that we actually traveled and it is the product of tremendous input from many people in Area Manila and Continent SEAPAC.

The first step was site selection, which began in October. We were looking for a way to "walk out of" Sudtonggan without really walking out. Sudtonggan, we knew, was finished, and had been for a long time in many ways. We told the people that we were no longer going to worry about Sudtonggan, nor should anybody else, because all of us in Sudtonggan were going to go out and do four more villages. To turn a village inside out, away from itself, is a terrible, painful experience after living in it as a project for three years. After that amount of time and expenditure, the local stakes and guilds are all that people think about. It was a phenomenal experience for Sudtonggan to go out and select other villages to become human development signs.

We made this shift a little too dramatically. In January our house burned down! That was one way to work a new beginning, though I would not recommend it. The fire happened during one consult, so the shift was doubly dramatic, as all of the consultants were there to witness it. It was a great experience to select four villages and begin to stand present to the possibilities that could happen. It really was not too difficult, because they all knew about Sudtonggan. Most of them had, in the past, asked us how they could do all the things that Sudtonggan was doing: getting and developing new industries. We always told them that we were working in a delimited geographic area and we could not go outside until one village became a demonstration. Because they had witnessed the demonstration in Sudtonggan, site selection was not much of an issue.

In November, we held the Human Development Training School with 10 villagers from each of the new villages in attendance. We also had the whole village of Sudtonggan through the school. It was a dramatic event for those people to figure out, in the midst of their own village, what from the programmatic chart they would replicate in each of the other villages and how they would do it. There were three major industries in Sudtonggan and we decided the buri industry was the one most appropriate to replicate. We had to figure out how we could develop a market four times the present size. We had to figure out how we could train people, get the tools, get the capital to set it up and build the buildings. Fortunately, the people who were buying our products agreed that they would do the whole thing.

In December, we began the Consult preparation. Can you imagine being a project director and being faced with implementing a Human Development Training School and preparing for a consult in the space of two months? I must admit we had tremendous back-up systems. The faculty who came for the training school were just jewels. In fact, the whole design for the time from October through July was a corporate decision. At every point, we hammered out the decisions about how this experiment could be applicable globally.

In January, we held the consults. We used what we called a one, one, two model. We did one consult in one village, one consult in another village, and then we did two consults simultaneously. We had 40 people in blue shirts on the road continuously going to one village after another. Then we split into two groups of twenty and each did two villages. At that point, the decision to actually do the villages was an awesome one. In February, we did the task forces. This involved selecting the four key programs to be initially done and doing them through a rotating taskforce dynamic. We had to make a decision at that point, about whether we were going to establish auxiliary and live on site. Having the people on site was a major decision in the cluster village. Finally we sent out our project directors with ten blue-clad villagers to be the auxiliary in the village. It was quite an experience for the project directors to have to move into a village with ten villagers and decide to do that whole village. We experienced difficulty, but we decided at the end of that first month that it was a great experience and we would recommend it.

It was an extremely difficult challenge to actualize the programs. We found it was helpful to put people on task forces. We had one task force working with the pre-schools and we sent them to all four villages, and they started pre-school. Another task force dealt with economics and all they did was establish buri industries. However, in the midst of employing the task forces we experienced a loss of corporate power. Therefore, the next month, we decided to pull them back into Sudtonggan and have them commute to their villages. They spent eight hours out in the villages on their job and then they came back in to report and reflect on the maneuver that they were engaged in. This re-maneuver helped us regain our corporate power. In the midst of all this we did the 222 Forums.

In April we decided that we needed to take the program chart-the economic, the social and the corporate patterns-and make each one of those elements a major maneuver in which all of the villages participated together. Part of the power of the cluster event is that five villages which have been moving together actually come together in a particular location. I want to read you a short paragraph which describes what happened at the end of the economic maneuver which was a cluster event.

"By 7:30 am on Sunday a number of Jeeps arrived at the training center in Sudtonggan from the other four villages. They delivered what seemed to be thousands of people dressed in blue, white, red, green, brown and yellow t-shirts. The sound system began to play marching tunes and residents from the five villages entered along with representatives from Mindanao. The participants of the training school formed in Olympic style. Each village was identified by a banner-size grid and marched in review before the others. The awesome nature of the event was obvious to all for all of this had happened in just six months. A flurry of announcements were directed toward the crowd indicating the two locations of activity for the morning as, the basketball court in Stake V and the Training School Volley Ball Court in Stake III. A quick switch was arranged when it was discovered that the new asphalt on the Stake I court was still wet from the previous day's work. The frantic last minute team practices attracted great audiences. Audience participation began even before the matches began. By lunch time, people were more than ready for food and gathered at the food booths where people wearing blue shirts were selling low priced rice and hot dogs and enough soft drinks to satisfy everyone's thirst. The championship match of the village basketball teams was scheduled immediately after wards on the now dry Stake I court. People ate and gathered for the game until there was a huge crowd of over a thousand (the total attendance that day was over 4000). The match was tensely exciting and the momentum of the game sent everyone to the afternoon games and contests in a mood of high expectation. There ensued a tug-of-war between teams of the 'Rock-cutters', there was the 'Crochet Industry Fashion Parade', a watermelon eating contest and a beer drinking contest. (The preparation for this event was really phenomenal) The competitions were all conducted with cheers and encouraging yells, more laughing and shouting of advice. The handicraft and brewery buildings were both opened up so people could view displays between events. Finally, that night, a great celebration was staged in Stake Four attended by the Regional Department of Youth Directorate who judged the village singing and dancing contests. Prizes were given to the winning teams from the day's competition by the President of Sudtonggan's Board of Directors. This was followed by flashing bulbs, handshakes and dancing far into the night. The victory had been won".

That was the end of a one-month maneuver on the economic. We recently completed another called the "Bionic Vitality Month" which focused on the area of health. For the month-end celebration we had a beauty contest, a fattest baby contest and a fattest person contest. In the midst of these events the meaning of human vitality in the village was raised. In July, the focus is Corporate Patterns. The ending celebration will be a Feast of Beginnings.

Remaining issues include how we are going to be out by July for we are insisting that these villages be totally self-supporting by then. The function of the village auxiliaries and how they are supported is another. We start out with a stipend base for them and slowly reduce it by 10 pesos a month until by July they are totally self-supporting. We called the stipend a training salary which allowed them to participate in the industries or in one of the social programs supported by the industries. If we can make this arrangement work it will be phenomenal.