

LANGUB

HUMAN DEVELOPMENT PROJECT



**CONSULTATION
SUMMARY STATEMENT**
January 1978

LANGUB HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

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

Epilogue

This is a publication summarizing the
Langub Human Development Project Consultation
which took place in
Bansang Langub, Tolomo District
Davao City
Republic of the Philippines
January 8-14, 1978
organized by
The Institute of Cultural Affairs
Davao City
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PROLEGOMENA

I

THE LOCATION

The Langub Human Development Consultation was the initiating step of a comprehensive demonstration development project by the people of Barangay Langub. Langub, meaning "cave," derives its name from a gaping cavern in a deep ravine which reputedly runs under Davao Gulf to Samal Island. The barangay is located 12 kilometers from Davao City center at the end of a dirt road branching off the Philippine-Japan Friendship Highway, running along the spine of a ridge overlooking Davao City and Mt. Apo. The Langub Human Development Project, like its parent project, Sudtonggan, located on Mactan Island, Cebu, is a cooperative effort involving both social and economic development. The project was begun by residents and concerned citizens of the Philippines with the encouragement of government officials and business leaders. The consultation drew upon the current intentions of Langub people to develop their agricultural and commercial base, provide for social well-being through educational and other community structures, and reconstruct the physical space by increasing services and facilities. The project is seen as a pilot program demonstrating methods which are adaptable to any village in the Philippines and is therefore replicable across the world.

LHDP

In recent years, the Republic of the Philippines has assumed a key leadership role among Southeast Asian nations as a member of ASEAN (Association of Southeast Asian Nations). The determination of the nation to care for its people is embodied in the New Society. Out of this concern has come an emphasis on protection of the natural environment, honest government, fiscal responsibility, peace and security, discipline in education, as well as an increased concern to reempower local man and local community. A major sign of the seventies is the Filipino search for individual and national self-identity. The cultures of the nation's many minority groups are not only a traditional way of life, but are also a mechanism for change as a natural part of the social process. The quest for modernization therefore grows out of infinite diversity and the blending of social and economic variety into a cosmopolitan nation. Throughout its history, the Spanish, Americans and Japanese have sought the natural gifts of the Philippines: sugar, coconut, logging, bananas, cattle, cereals, tobacco, abaca, fish and minerals. Efforts to redevelop the hardwood forests, upgrade agricultural

PHILIPPINES

practices and preserve such unique natural features as the chocolate hills of Bohol and rare marine and animal life are a challenge to the nation. The 7,083 islands of the Philippine Archipelago form three groups: the Luzon, the Visayan and the Mindanao groups. Its over 40 million people are commonly situated in municipalities of less than 50,000 inhabitants and the majority are literate and understand English. For the most part, heads of households have completed elementary school and are farm owners, tenants or laborers. Family income generally amounts to less than P2,000 annually. The recent history of barangay development has shown that plans to make the countryside more attractive to rural people will begin to reverse rural-urban migration. Particular focus on self-reliance has been enabled by the leadership that is emerging at the barangay level, the smallest political unit. The Filipino national traditions of self-reliance, communal sharing, unity, nationalism and human brotherhood coincide with those of the Human Development Project. There is now a new sense of pride and strength in a people who see they are in control of their own destiny.

Mindanao is the second largest island group in the Philippine Archipelago; shaped like an elephant's head, it constitutes 39 percent of the Philippine land mass. It lies in the southernmost part of the nation and includes the Sulu Archipelago, which stretches from the western tip of Mindanao to Kalimantan, Indonesia. The population has grown to twelve and a half million in 1977, a million more than two years ago. Until the Second World War, Mindanao had a strong reputation for independence. The Muslim tribes successfully fought Spanish domination for over 300 years and maintained an autonomous stance with the U.S. administration for another half century. Recently the pull of the city and the push from the rural areas has created migration out of the Visayas and Luzon and has contributed to the growth of the cities of Mindanao. Since the War, three-fourths of the present population of Mindanao has immigrated from other parts of the Philippines under the land grant program of the national government. Mindanao and other outlying islands fall within the category of industrially developing areas with the many rich and untapped resources of its forests and waters. Two-thirds of Mindanao's population is literate, with a high of 76 percent in Agusan Del Norte province in northern Mindanao and a low of 28 percent in Sulu. There are many colleges located in the cities, both private institutions and government schools. One of the most challenging aspects of Mindanao is the presence of over 30 tribes whose cultural and ceremonial life offer rich social diversity. At the same time, aboriginal traditions and customs are slowly losing their influence as more outsiders come to the region. The present role of Mindanao lies in the strong call to the entire Philippines to "go south," making Mindanao the land of promise. A great deal of the future of the Philippines lies within the rapid development now taking

MINDANAO

place throughout Mindanao. Only comprehensive social and economic development at the very local level can begin to reverse the heavy migration to the overcrowded urban areas and demonstrate rural self-sufficiency. For this reason the Langub Human Development Project promises to be of significance to the Philippines as a pilot effort in rural development in Mindanao.

Today Davao City is one of the country's most progressive commercial, industrial and agricultural centers. The second largest city in the world in terms of land area (244,000 hectares), it is populated by over 700,000 people. Tagalog, Chinese, Cebuano, Ilocano, Ilonge, Muslim and aboriginal tribes make up the population. Within the city boundaries are huge banana plantations, unexplored jungle, and a 10,000 foot volcano, Mt. Apo, the highest mountain in the Philippines and the home of the famous monkey-eating eagle. Site of towering waterfalls, rapids, cool sun-shaded and moss-covered forests, springs and mountain lakes that mirror the twin peaks of Mt. Apo, Davao was created out of a succession of "booms." It was first a base for the Spanish colonization efforts in Mindanao, then a settlement of early refugees of the Spanish regime. Japanese investment in the early 1900's brought a wave of skilled workers to build sprawling abaca plantations. The war years halted the area's development as a showcase of melting pot cooperation. However, a massive migration of homesteaders and economic adventurers from the Visayas and Luzon filled the gap created by the ravages of the war. It also opened up vast areas of agricultural land to accommodate the new population. The original Ata and Bagobo tribes who gave Davao its name, "Daba-Daba," meaning Land of Fire, have chosen to either assimilate or retreat to the high mountain areas in the wake of the post-war influx. Davao has a cultural minority proud of its past and confident of its future. During the last decade, both public and private sectors have been engaged in massive efforts to expand the range and capacity of urban services in preparation for an estimated population of one million in 1988. The challenge of simultaneous development of both rural and urban populations is the unique possibility before the people of Davao.

DAVAO CITY

The community of Langub, built on the hills east of Mount Apo, is a thirty-minute drive from the center of Davao City. The steep ridges of the barangay afford views of Davao City, Davao Gulf and Mount Apo and are covered with palms, banana trees and tropical plants. Langub, consisting of five sitios, is bordered on the south by the Philippine-Japanese Friendship Highway and runs along a mountain ridge to a narrow point where it meets the barangay of Magtuod. The eastern boundary is a small stream; the western boundary is the Matina River. Original inhabitants of the area were Bagobos, who moved further north during the early decades of the 20th century when logging concessions were granted by the national government. In the 1950's, logging and farm

LANGUB

development were accelerated by increased immigration from Cebu, Leyte and Bohol, and Langub reached its present form and size. The name Langub, given when the barangay boundaries were defined, means "cave" and refers to a large natural cavern filled with bats and small crabs. The project area is located 18 kilometers from the Davao City Airport. The single access road from the highway is narrow, steep, winding and unpaved; frequent rains make driving extremely hazardous. There is no telephone, electricity or public transportation service. Although Langub has a centrally located elementary school, difficult terrain and distance discourage attendance and children in outlying areas attend school in neighboring barangays. Twenty adults in the community have a secondary education and 25 students are currently enrolled in high schools and colleges outside the village. Adequate sanitation is hampered by an undependable water supply. Most families have water tanks to collect rainwater; supplementary water sources are located in a few widely scattered springs. A few houses have galvanized metal roofing which is better for catching rainwater. Houses are usually two or three rooms built of bamboo and lumber with grass roofs. The community has many pit toilets. The barangay's three sari-sari stores stock a limited supply of basic necessities and snacks. The barangay has small chapels in each sitio, a dance hall and a basketball court in the barangay center, and a recently constructed barangay hall. The 891 residents of Langub are primarily engaged in small-scale farming of corn, papaya, pomelo, bananas, coffee, cacao and vegetables. Mean income is approximately ₱1,800 per year. Seventeen people work in Davao City and a number of families supplement their income through the production and sale of bamboo barbecue sticks. One third of the families own their land; the rest are tenant farmers. Although the land is potentially highly productive, much of it lies idle. Carabao are used for all phases of farming including transport of goods to the market in Davao City.

BASELINE

II

THE CONSULTATION

The Institute of Cultural Affairs, convinced that effective human development begins at the local level, is an intra-global research, training and demonstration group concerned with the human factor in world development. It is incorporated in the Republic of the Philippines as a not-for-profit corporation. 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 24 nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the national, provincial

AGENT

and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1967, the Institute of Cultural Affairs has been working in the Philippines with people concerned with the revitalization of local communities. Its activities include seminars, training programs and one-day community forums throughout the nation. Participants from the Mindanao region were sent to four International Training Institutes held throughout Southeast Asia, as well as the global research assembly held in Manila in 1975. In May, 1976, the Sudtonggan Human Development Project was begun on Mactan Island, Cebu, as the initial demonstration project in comprehensive socio-economic development in the Philippines. The readiness of the people to host a similar project in Mindanao has been indicated by a number of events. Local government representatives and businessmen participated in the LENS Seminars (Living Effectively in the New Society) held in Davao between 1973 and 1976. Representatives from 62 different government agencies also attended the primal community training school in Nabunturan, Davao del Norte, to initiate a government pilot barangay project. Of the 33 community forums held in Davao and neighboring provinces in 1977, the forum in Nabunturan had an attendance of 1600, necessitating the use of a sports arena and 62 workshop leaders trained from the community. Several communities met the requirements of social and economic need, geographic isolation and readiness for development. They were also representative of most communities in Mindanao. After a community forum in November, 1977, Langub was chosen as the site for the pilot project. This was done in consultation with the residents of Langub and at the invitation of the barangay captain with the complete authorization and support of the Davao City Government. Subsequently, ICA staff members were invited to take up residence in the barangay to begin preparation for the consultation.

PARTICIPANTS

The Consult took place in Langub, January 8-14, 1978. There were a total of 150 consultants, many of them residents of the project area. Approximately 300 additional residents were indirectly involved through field work contacts. Each day consult teams spent many hours visiting and talking with local people in Langub and with private and public sector representatives in Davao and outlying areas. The 83 non-resident consultants came from seven nations, including Japan, the Republic of China (Taiwan), Hong Kong, Canada, the United Kingdom, the Republic of the Philippines and the United States of America. In addition, five Human Development Projects were represented: Sudtonggan in the Philippines; Hai Ou, Taiwan; Inyan Wakagapi, North Dakota, U.S.A.; Lorne de L'Acadie, New Brunswick, Canada; and Fifth City, Chicago, U.S.A. Visiting consultants represented both the public and private sectors and attended the consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and

experience. Specific professions included education, business management, medicine, nutrition, agriculture and agronomy, veterinary medicine, home economics, radio broadcasting, civil service, library science, barangay workers and farmers, engineering, community development and service, laborers and clerks. Expertise from Langub included farming, teaching, domestic science, village leadership, driving services, home industry, carpentry, butchering and sports.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Langub. 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, investigating resources and studying alternative possibilities. In workshop sessions and plenary gatherings 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 Langub in accelerating the expansion of the project and empowering its impact on the community.

IMPACT

The Langub Human Development Consultation demonstrated the willingness, enthusiasm and cooperation of the local residents. The people of Langub took an enthusiastic part in preparing for and hosting the Consult. Two weeks prior to the opening, village men began constructing the barangay hall, a large wood and bamboo building with a pitched, thatched roof. They also built 60 tables. Members of the PBL government task force (Rural Service for the New Society) worked long hours to construct toilets and showers, expand the kitchen facilities, and create gravelled walkways. Immediately following the closing celebration, they set up a rig and began drilling a well in the school yard. Village women volunteered to prepare meals and the kitchen was a beehive of activity all week, demonstrating good nutrition and cleanliness. The menu was enhanced by a 200 kilogram hog, which arrived live the night before the opening and was prepared in an all-night butchering session by the village men and consultants. A potentially serious water shortage was averted by deliveries of water and Coke by Coca-Cola and the city water truck. Langub residents graciously offered their finest rooms as housing for consultants, often severely crowding themselves to ensure comfort for their guests. The 300 people who attended the opening feast experienced first-hand the problems of transportation as a hard rain made it impossible for many residents of Davao City to drive

home. During the week teams of consultants slogged through the mud up and down steep ravines on carabao trails to meet local people and talk to them about Langub's dreams and problems. The urgency of the project was demonstrated by the attendance of all the Langub elementary school teachers. Nearly one hundred children from four months to seven years were on hand to launch the first activity of the day school held during the closing celebration. Comments of both residents and outsiders indicate that the effects of this consultation were deeply felt. One consultant noted that the purpose of the Consult was to bring the government and the people closer together. Another was struck by the methods which he felt would encourage self-reliance in the local people. The barangay captain's wife commented, "Now is the time for the village people to be awakened." It was clear by week's end that everyone, from villagers to government officials and other consultants expected Langub to produce remarkable results before the project's first two years were over.

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 ongoing meeting of the local leaders, the Langub residents who participated in the consult and other interested people of the community to plan the program implementaries. Second, the initiation of special training sessions will be needed for local residents who will bear the responsibility for major aspects of the project. Third, gathering community consensus concerning all aspects of the project will be a necessity. Project initiation will require continuing and expanding relations with the public sector. It will also be necessary to develop support systems in the private arenas with the business community of Mindanao and with professional business contacts beyond the Philippines. Finally, project initiation requires that a catalytic staff reside in the community to begin training and building incentive that will raise a community sign.

FOLLOW UP

III

THE PRESUPPOSITIONS

Virtually any local community contains 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 comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local

FORMATION

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

EFFECTIVE ECONOMIC DEVELOPMENT AT THE LOCAL LEVEL RESTS UPON FIVE PRINCIPLES. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using state and federal funds and, in some instances, by soliciting special cash grants and donations in kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, district, 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

SOCIAL

life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project; thus, they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a human development project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agents 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 agents 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. Fifth, although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby served to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

The Consultation Summary Statement is the tangible product of the consult. It is designed to reflect and interpret the research findings. The Prolegomena or introduction to this document pro-

DOCUMENT

vides an inclusive overview of this consult. The document then delineates in five major sections the five phases or methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the people of Langub live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human progress in the community. The third reports the Practical Proposals which serve as a model for future operation in light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programs which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of project funding, phasing designs, staff requirements and replication possibilities and procedures.

PRACTICALITY

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

PART ONE

THE OPERATING VISION

I

VISION

The first task of the consult consisted in objectifying the Operating Vision of the future shared by the people of Langub. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All these form who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to that vision can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community, by itself, can grasp its own vision. It was only when the subjectivity of the residents of Langub 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 a whole 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: social development, agriculture, business, services 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 92 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational, objective form to the Operating Vision that exists in the understanding of the people of Langub. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the consultation.

The Operating Vision Chart (Plate I) is the result of the first

RESULT

phase of the consult. The three overarching sections indicate the major arenas of the vision of Langub's residents. Section A, Toward Developing Economic Base, points to the people's understanding of the basic role that new business, industry and improved agriculture play in an economically self-sufficient community. Section B, Toward Providing Social Well-Being, reveals the deep desire for comprehensive education as well as cultural cohesiveness and improved health and security systems for the entire village. Section C, Toward Reconstructing Physical Space, indicates the longing to expand necessary services throughout the Langub area, renovate present structures and build new facilities. The Vision Chart is further divided into seven master categories which include 23 components. These components are further subdivided into 92 items, each of which represents a specific dimension of the community's operating vision. These items form the substance of the vision held by the people of Langub. Two of the seven master categories are related to the economic base and call for the development of new enterprises: Local Production and Village Commerce. The central three categories, dealing with Educational Structures, Community Identity and Citizen Care, call for new schools, organization and health structures. The remaining two categories, Modernized Services and Physical Construction, deal with basic public facilities and services.

ECONOMICS

A major theme in the operating vision of the people of Langub is their decision to develop self-sufficiency in local economics. During the consult, residents expressed the desire to modernize their farming methods, gain ownership of the land and raise diversified livestock more profitably in order to rapidly increase their yearly income. They also wish to exploit their resources of agricultural products, clay and the cavern to begin new village industries. The community hopes to expand their few Sari-Sari stores into more commercialized ventures such as new shops, quality clothing stores, a tourist hotel and a restaurant. They dream of increased income from setting up their own local markets both in Langub and Davao City. A great desire of the residents is to establish their own base of capital by creating cooperative enterprises within the village, setting up a local credit union and more effectively utilizing banking facilities for long-term loans. Creating job opportunities beyond the usual family agricultural concerns, such as diversified industries for full or part-timework for the working members of their families, especially the youth, emerged as a strong hope among the residents.

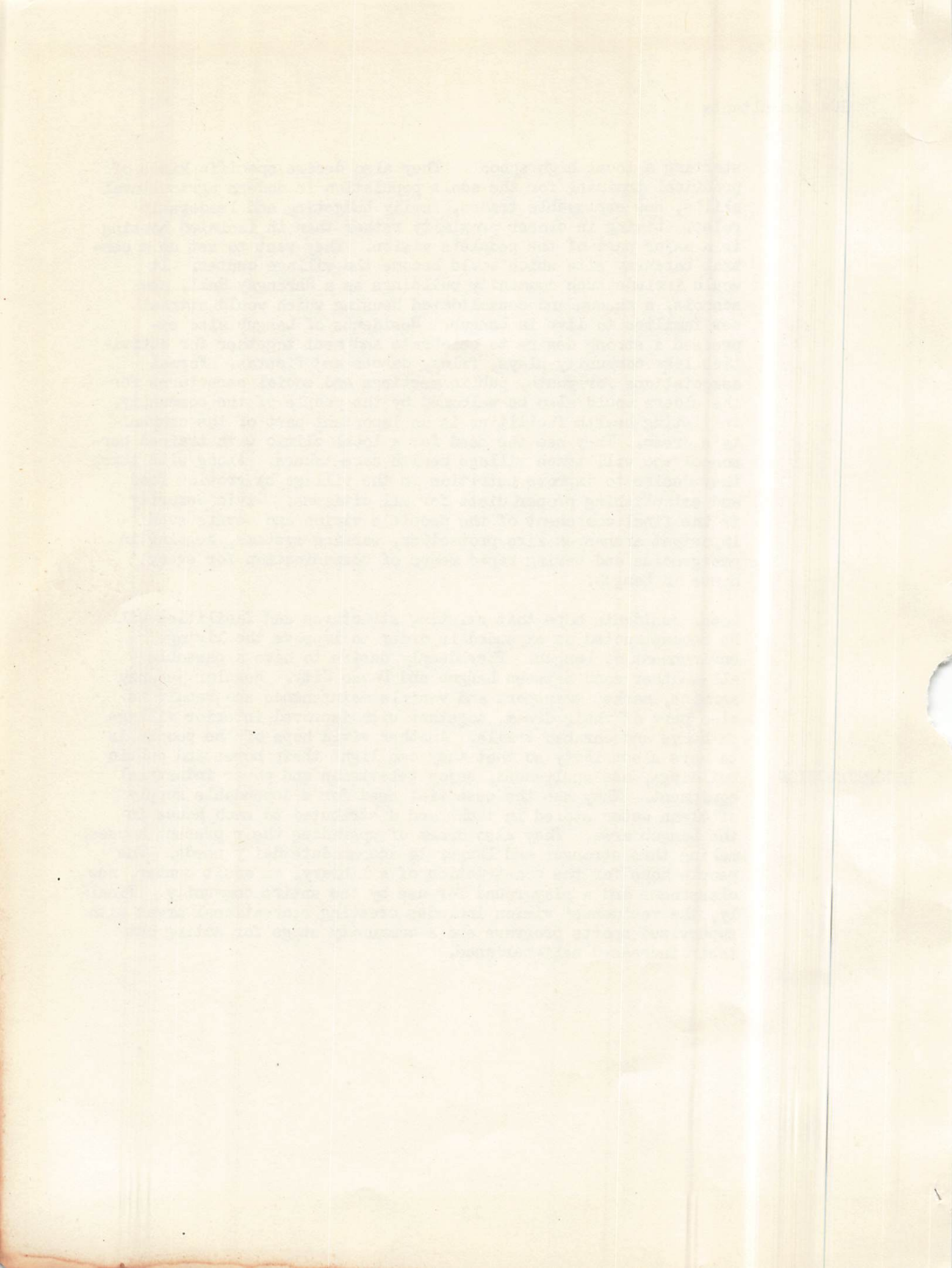
WELL-BEING

The people of Langub realize that redeveloping their community depends on providing structures of social care for all residents which will allow them to enjoy a new style of community life. In particular, the citizens sense the need for comprehensive educational structures that would include beginning a pre-school, training village teachers, expanding the elementary school and

starting a local high school. They also desire specific kinds of practical training for the adult population in modern agricultural skills, new employable trades, family budgeting and leadership roles. Living in closer proximity rather than in isolated housing is a major part of the people's vision. They want to set up a central barangay site which would become the village center. It would include such community buildings as a Barangay Hall, new schools, a museum and consolidated housing which would attract new families to live in Langub. Residents of Langub also expressed a strong desire to celebrate and meet together for activities like community plays, films, dances and fiestas. Formal associations for youth, public meetings and social structures for the elders would also be welcomed by the people of the community. Initiating health facilities is an important part of the community's dream. They see the need for a local clinic with trained personnel who will teach village health care-takers. Along with this, they desire to improve nutrition in the village by growing food and establishing proper diets for all citizens. Civic Security is the final component of the people's vision and covers such important arenas as fire protection, warning systems, helping in emergencies and having rapid means of communication for every house in Langub.

Local residents hope that existing structures and facilities will be reconstructed or expanded in order to improve the living environment of Langub. They deeply desire to have a passable all-weather road between Langub and Davao City. Regular jeepney service, market transport and vehicle maintenance and repair is also part of their dream, together with improved interior village pathways and carabao trails. Another vivid hope of the people is to have electricity so that they can light their homes and public buildings, use appliances, enjoy television and power industrial equipment. They see the essential need for a dependable supply of clean water stored in tanks and distributed to each house in the Langub area. They also dream of upgrading their present houses, making them stronger and larger to accommodate daily needs. The people hope for the construction of a library, an adult center, new classrooms and a playground for use by the entire community. Finally, the residents' vision includes creating recreational areas with supervised sports programs and a community stage for acting out their increased self-reliance.

RECONSTRUCTION



OPERATING VISION CHART
A Summary of the Existing Operating Vision of the People of Langub

A – toward DEVELOPING ECONOMIC BASE foundational self-sustenance				B – toward PROVIDING SOCIAL WELL-BEING awakened self-confidence				C – toward RECONSTRUCTING PHYSICAL SPACE structural self-reliance					
LOCAL PRODUCTION I		VILLAGE COMMERCE II		EDUCATIONAL STRUCTURES III		COMMUNITY IDENTITY IV		CITIZEN CARE V		MODERNIZED SERVICES VI		PHYSICAL CONSTRUCTION VII	
increasing CROP PRODUCTION	Scientific Methods	extending COMMERCIAL ESTABLISHMENTS	Diversified Merchandise	supporting YOUTH SCHOOLING	Community Preschool	designing BARANGAY SITE	Land Procurement	initiating HEALTH FACILITIES	Medical Clinic	coordinating TRANSPORTATION SERVICES	Jeepney Service	renovating PRIVATE HOUSES	Family Toilets
	Economical Fertilizers		Quality Clothing		Elementary School		Village Center		Trained Personnel		Repair Facility		Inexpensive Design
	Demonstration Farm		New Stores		Non-formal Education		More Families		Continuous Service		Freight Transport		Quality Material
	Land Ownership	Tourist Facilities	Teacher Recruitment		Consolidated Housing		Family Planning		Regular Schedule		Housing Project		
raising DIVERSE LIVESTOCK	Breeding Stock	developing PROFITABLE MARKETS	Neighborhood Handicrafts	starting HIGH SCHOOL	Day Classes	operating CULTURAL CENTER	Heritage Dramas	improving BASIC NUTRITION	Food Crops	upgrading ROAD SYSTEMS	Paved Road	building EDUCATIONAL FACILITIES	Public Library
	Low-cost Production		Farm Products		Night Sessions		Popular Movies		Family Diets		Safe Bridges		Adult Center
	Animal Care	Davao Stall	Cooperative Enterprises		Classroom Facilities		Social Dances		Improved Pathways		Expanded Classrooms		
	Adequate Feeding	Trading Day	Credit Union		Vocational Curriculum		Barangay Fiestas		Carabao Trails		Children's Playground		
introducing VIBLIE INDUSTRIES	Home Industries	establishing CAPITAL BASE	Banking Facilities	broadening ADULT TRAINING	Planning Methods	enabling COMMUNITY ORGANIZATION	Youth Association	guaranteeing CIVIC SECURITY	Menu Information	installing ELECTRICAL POWER	Home Lighting	providing RECREATIONAL AREAS	Recreation Center
	Clay Products		Outside Funding		Agricultural Skills		Pubic Meetings		Baby Weighing		Television Access		Playing Fields
	Agricultural Processing	Diversified Industries	Family Management		Elder Care		Fire Protection		Food Preservation		Community Stage		
	Cave Tourism	Supplemental Income	Vocational Trades		Social Services		Emergency Service		Industrial Use		Sports Programs		
		creating JOB OPPORTUNITIES	Youth Employment							supplying CLEAN WATER	Bath Facilities		
			Local Occupations								Water Storage		
											Dependable Supply		
											Total Distribution		

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the consult was to locate the basic social contradictions in Langub. 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 139 pieces of data were then organized into a comprehensive set of twelve underlying contradictions facing the people of Langub.

RESULTS

Twelve foundational contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these twelve contradictions are subsumed all the specific irritants, deterrents and socio-economic blocks identified in Langub by the consultants. The chart's

priorities read from left to right according to the number of items listed under each contradiction. This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision. It is, however, an informative way to view the whole matrix of contradictions operating in a given situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects the three overarching groups of contradictions. These figures are an additional aid to contradiction analysis. There are 139 items listed on the whole chart. The first three contradictions with a total of 64 items constitute 46 per cent of the items on the chart. The next five contradictions combined drew 39 per cent of the total responses. Contradictions nine through twelve, taken together, accounted for 15 per cent of the total. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping indicates the need to build procedures for community planning which would provide direction for increased agricultural production and practical revision of basic transportation service. The second group of contradictions exposes the desperate need to develop additional land, health and capital resources as well as more intense training of the adult population, Langub's most important resource. The last group of contradictions points out the importance of local control of marketing and labor along with development of education and cultural patterns. The entire set of twelve contradictions provides a basis for future proposals. The following pages contain a concise, one-paragraph statement of each contradiction.

UNDERLYING CONTRADICTIONS CHART

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Plate 2

I THE UNDERPRODUCTIVE METHODS OF AGRICULTURAL MANAGEMENT IN LANGUB	II THE FRAGMENTED PATTERNS OF COMMUNITY ORGANIZATION IN LANGUB	III THE DIFFICULT MEANS OF VILLAGE MOBILITY IN LANGUB	IV THE COSTLY DELIVERY OF ESSENTIAL SERVICES IN LANGUB	V THE RESTRICTIVE USE OF AVAILABLE LAND IN LANGUB	VI THE NARROW SCOPE OF BASIC HEALTH IN LANGUB	VII THE SUBSISTENCE APPROACH TO CAPITAL RESOURCES IN LANGUB	VIII THE MINIMAL OPPORTUNITIES OF ADULT TRAINING IN LANGUB	IX THE ARRESTED DEVELOPMENT OF LABOR POTENTIAL IN LANGUB	X THE SURRENDERED CONTROL OF MARKETING SYSTEMS IN LANGUB	XI THE NEGLECTED DEVELOPMENT OF FORMAL EDUCATION IN LANGUB	XII THE SCARCE OPTIONS OF CULTURAL INVOLVEMENT IN LANGUB
Underdeveloped Farming Land	Untargeted Educational Goals	Unfeasible Goods Transport	Costly Electrical Connection	Limited Housing Materials	Unbalanced Family Diets	High Credit Risks	Neglected Skills Training	Preoccupying Child Care	Landlord Controlled Marketing	Limited High School Candidates	Unused Evening Hours
Rugged Crop Terrain	Unformalized Authority Relations	Nonexistent High School Transport	Distant Spring Water	Restricted Building Sites	Distant Medical Services	Limited Loan Capital	Inaccessible Vocational Training	Unavailable Local Jobs	Tenants' Middleman Dependence	Part-time Study Unknown	Prevailing Community Insecurity
No Soil Analysis	Unconsented High School Plan	Distant Elementary School	Unrecognized Community Assets	Expensive Construction Materials	No Health Insurance	Inadequate Budgeting Practices	Little Commercial Knowhow	Farm-bound Labor Force	Unprofitable Market Practices	Unclear Preschool Possibilities	Minimal Cultural Groups
Ill-timed Crop Sales	Unshared Local Innovations	Prohibitive Construction Sites	No Fire Insurance	Minimal Commercial Space	Unavailable Local Physicians	Scant Basic Necessities	Low-Paying Skills	Skilled Labor Drain	Lanzones Purchasing Monopoly	Preschool Funds Unavailable	Only Religious Celebrations
Insufficient Modern Technology	Minimal Economic Expertise	Difficult Internal Pathways	Scarce Fresh Water	Reluctant Home Relocation	Impure Drinking Water	Diverted Working Capital	Unrecognized Education Relevance	Immediate Income Necessity	Few Kindergarten Teachers	Distant Product Market	
Poor Water Management	Inadequate Local Planning	Unfinished Road Construction	Poor Road Maintenance	Inadequate Elementary Classrooms	Seasonally Determined Diet	Community Funds Lacking	Untrained Volunteer Teachers	Underutilized Labor Skills			
Uncontrolled Plant Diseases	Unpromoted Industrial Development	Impassable Steep Roads	Unavailable Fire Protection	Undesignated School Facilities	Insufficient Available Food	High Cost Fertilizer	School Requirements Unknown				
Unprofitable Production Techniques	Unavailable Construction Plans	Unreliable Freight Transport	Expensive Water Equipment	Landlord Crop Selection	Uninitiated Health Services	Subsistence Income Level	Unprofitable Traditional Skills				
Little Mechanical Equipment	Low High School Priority	No All-weather Road	Scant Livestock Water	Inconvenient Community Center	Restricted Family Menus	Unaffordable Higher Education	Uninvestigated Fertilizing Methods				
Low-yield Farm Methods	Constrictive Isolation Patterns	Slippery Road Surface	Arduous Water Collection	Unreserved Grazing Lands	Malnutrition-Based Illness						
Unavailable Irrigation Water	Difficult Internal Communication	Inhibiting Job Travel	No Nearby Wells	Undesignated Public Land	Unsupplied School Lunches						
Costly Animal Feeds	Incomplete Community Information	Underdeveloped Road Network	Local Electricity Unavailable	Insecure Land Tenure							
Limited Crop Varieties	Limited Youth Organization	Scarce Appropriate Transport	No Firefighting Water	Unavailable Construction Equipment							
Rising Local Expenses	Unimplemented High School Request	Steep Narrow Paths									
Coconut Byproduct Wastage	Scarce Planning Resources	Limited Vehicle Availability									
Depleted Soil Nutrients	Untapped Government Resources	Costly Road Construction									
Unexplored Livestock Income	Road Funding Overdependence	Unimplemented Proposed Roads									
Part-time Farm Employment	Nonexistent Farmer Organization	High Transport Cost									
Poor Soil Management	Subsistence Life Style										
Unstable Crop Prices	Unstructured Sitio Leadership										
Abundant Farm Pests	Individualistic Agricultural Planning										
Improper Crop Rotation	Underutilized Veterinary Aid										
Poor Livestock Bloodlines											
Insufficient Pest Control											
24	22	18	13	13	11	9	9	6	5	5	4
	I				II				III		

CONTRADICTION I

Under-productive Methods of Agricultural Management

The first contradiction has to do with the intensified use of Langub's potential farm resources. Around the world today, scientific knowledge of crop and animal farming has allowed agricultural communities to rapidly increase the world's total food production. In Langub about 70 per cent of the arable land is being used for some kind of agricultural production. But after careful study, it appears obvious that much of this land is covered with gathering crops like coconut, papaya and bananas, leaving uncultivated a great percentage of the land area which could produce profitable crops, orchards and livestock. About 30 per cent of the terrain is considered too rugged to farm. Present methods of farming yield a much smaller percentage than is potentially feasible with proper crop rotation, more plant varieties, plant nutrients, fertilizers and proper pest control. Because of the low-yield farming methods, much of the village employment is cyclical rather than continual. Currently, many of the residents are blocked by outside ownership which controls their markets, bringing minimal economic returns to the farmer. Their present means of land cultivation is by carabao and single furrow plow. They depend on the regular rains to supply water for there is no irrigation system. Scattered throughout the village are 1200 chickens, 134 pigs, 113 goats and smaller numbers of cows, geese, ducks and rabbits. Living in family yards, they are raised for home consumption only. All these animals freely forage for food throughout the village since there is no common grazing land. Without proper upbreeding of present stock and a larger variety of animals, profitable animal husbandry is not possible. Continual reliance on present vegetable, fruit and animal farming methods can only leave the village farmers with a continuing sense of futility and of being trapped in supplying day-to-day needs. Until advanced farming methods are applied in Langub, agricultural production will remain at a standstill and any possibility for an increased village income will dwindle.

CONTRADICTION II

Fragmented Pattern of Community Organization

The second contradiction arena focuses on how broadly the community organizes itself to plan the future. One of the dominant historical themes which characterize contemporary times is the invention of social forms by which local men can increasingly participate in creating their own destiny. Langub's participation in basic decision-making and planning has been actuated around the barangay captain and eight counselors. Prior to Philippine Martial Law, this group was elected by the people and has continued in office for the past six years. This form of community decision-making has been functioning adequately until recently. Now, as Langub develops, the magnitude

of decisions calls for technical planning skills and community organization which will allow all the residents to participate in important community decisions. Issues on land use, schooling, community relations with the Davao government, and industrial and commercial development require complex decisions and strategic action. The residents wish to establish a local high school and expand the present educational facilities, but their plans are general and untargeted. As liaison with the local government structures increases, the community finds itself undecided on its requests and the use of crucially available resources. With 148 family residences scattered over the hills and valleys of the seven-by-three kilometer village area, there is obviously more concern focused on isolated family affairs than on effective ways of communication with other village residents. The Langub villagers sense the barangay officials are those to whom they bring their personal petitions; at the same time, there is no effective social organization arising from the community which allows for one common voice. The failure to work out important community decisions with the full wisdom of the entire village could threaten the autonomy it enjoys today. Unless the village seriously reorganizes itself and trains itself in planning methods, its great dreams of total socio-economic development will not be realized.

CONTRADICTION III

Difficult Means of Village Mobility

The third contradiction lies in the arena of providing adequate systems for resident mobility. One of the basic requirements for developing communities today is the introduction of surfaced roads and motor vehicles to allow both goods and services to enter the community and increase its development. It is crucial that an exchange of ideas occurs within the village itself, between the village and nearby urban centers, and between the village and the world if development is to be practical. The residents of Langub find themselves isolated and cut off by the absence of transportation services which are taken for granted in the modern world. The only vehicle access to Langub is along a steep, narrow unsurfaced road which turns to impassable mud during a single heavy rain. Laid out along an old logging track, infrequent use has not necessitated the engineering work needed for a permanent road. Any revision or reconstruction of the roadbed requires costly regrading and filling as well as the importing of surfacing materials for all-weather travel. At present the community owns no vehicles. Hired four-wheel-drive jeeps brave the road occasionally but at high cost to the residents and high risk to the vehicles. Most travel, therefore, including crop transport, is by foot or carabao sled over long distances and difficult terrain. Although most families make one or more trips to market in Davao City each week, each trip is a major undertaking. The farmers begin at one

or two o'clock in the morning in order to catch the first jeep in Ma-a, the nearest community two and a half kilometers from Davao City. They return in the midst of an afternoon shower huddled under banana leaves and slogging barefoot up the muddy path. Obviously, any other travel is judged carefully against a number of inhibiting factors. This is especially evident in the limited amount of travel done within the village, further isolating neighbor from neighbor. Until a convenient road network is built and maintained in Langub, the weary acceptance of seemingly indomitable geographical fate will continue to constrain attempts to promote a vital human community.

CONTRADICTION IV

Costly Delivery of Essential Services

The fourth contradiction arena focuses on the expensive delivery of basic services to Langub. Today, services which only a few years ago were considered a luxury across the world have become utterly necessary for effective participation in the realities of contemporary society. Throughout the village of Langub, these services are virtually nonexistent. The few springs and wells that do exist are too distant to be ready sources of water. They are the only sources that can be used when the village is without regular rainfall. The cost of obtaining well drilling equipment and large storage tanks is presently beyond the family income of the villagers. Most houses have water tanks to contain the rainwater, but these cost P300, two months salary for most families. The distance from one house to another makes the possibility of electrical installation from the private utility company unaffordable. Village families are also far removed from adequate fire protection or water for firefighting. Some barangay residents have knowledge and resources which must be tapped to provide these services to all citizens. The absence of infrastructures leaves the village with a sense of remoteness. Langub residents do not enjoy the modern services which are readily available to their neighbors who live on flatter land. Until a dependable supply of potable water is available and electricity, communications and adequate fire protection assured, the long-awaited community social and economic expansion will not occur.

CONTRADICTION V

Restrictive Use of Available Land

The fifth underlying contradiction deals with the public space of the barangay. Human settlements throughout the world, which began as unplanned clusterings of family units, have come to a fresh realization of the necessity for designing the space of a community

to ensure that the needs of all the people are met. In Langub, the space of the village emphasizes isolated family dwellings rather than the public space of the entire community. Locations for people to gather for the transaction of business, convenient use of educational facilities, electrical services, common clean water sources and corporate grazing land for animal raising are scattered and do not convey a sense of a well-ordered community. Many people must walk over miles of dirt pathways, occasionally very steep and often muddy and slippery in the abundant rains, to reach farms, stores or schools. The difficulty of transportation through the many narrow pathways does not easily allow the transport of material to build more secure and larger homes. This is further complicated by the fact that isolated families eke out a meager income in farming, putting the purchase of building materials beyond their reach. The villagers also do not have electricity or convenient and reliable water sources outside of distant springs and frequent rainfall. Since two-thirds of the present population are tenant farmers, they are insecure about their role as part of the total community. Throughout the village there is an emotional tie to the small houses built by hand or given by a landlord. However, as long as the village houses remain isolated, residents can only continue the subsistence life style that blocks them from participating in the readily available conveniences of the 20th century. If an overall design for the public space of Langub is not constructed and implemented, then there will be little hope for obtaining the essential services and important economic facilities the village obviously needs.

CONTRADICTION VI

Narrow Scope of Basic Health

Contradiction six is centered on adequate health services in Langub. Throughout the world, increasing control of disease, the knowledge of basic nutritional requirements and advancement in preventive medicine are being achieved with the systematic application of and the training of health workers in preventive health care. In spite of signal efforts made nationally and regionally, regular health care has been unavailable in Langub. The isolation of the barangay prevents easy access to the medical service and care available in the city. At present, the village has one 68 year old midwife. The government began the first baby weighing program in Langub in January, 1977, but the follow-up visits have not occurred due to impassable roads and lack of funds. The diet of the residents is dependent upon types of local vegetables which are only available in the village seasonally. The locally grown food is available only periodically and the high cost of outside provisions deters most families from obtaining sufficient food during the off-season. Dietary-based illness is prevalent. A number of water sources in the village are exposed to the open air in rain tanks and thus,

there is a constant risk of disease due to impurities. Illnesses occasionally become fatal because of lack of immediate available treatment since emergency service is a half-day's journey away. Unless adequate health care, facilities and training are offered, the village will continue to be susceptible to debilitating illness and will function with minimal physical reserve to effectively participate in development.

CONTRADICTION VII

Subsistence Approach to Capital Resources

The seventh contradiction is concerned with the accumulation and application of capital in Langub. With the emergence of a global economy, every community is confronted with the necessity of operating on a credit economy with means of financing both immediate and long-range enterprises. In Langub the actual cash income of families has increased but the style of a subsistence economy is being maintained. Most foodstuffs are raised or gathered near family homes, yet money must be spent in town for necessities such as rice and kerosene. Current capital seldom goes for farm equipment, tools and other hardware, but is quickly eaten up by the costs of food, education, transportation and medicine. There is a sense that money resources are unavailable for anything but the most immediate necessities. Loan capital to meet critical bills is borrowed only in small amounts from relatives or landlords who charge little or no interest and handle their agreements informally. Consequently, little new money is introduced into the community and people find it difficult to expand any profit-making venture. Generally, the people of Langub are conservative money managers, rarely allowing their expenditures to exceed their cash in-hand or prospects for immediate income. However, a vision of using money to accumulate capital goods or to invest for long-term gain is clouded by the endless cycle of the next market day or next month's school tuition. Unless residents of Langub accumulate their own money for common projects and apply that money to generate new money quickly, many of their dreams will go unfulfilled.

CONTRADICTION VIII

Minimal Opportunities of Adult Training

Contradiction eight is concerned with minimal opportunities for adult training in Langub. New educational forms are being created in the twentieth century by the continuing development and specialization of commercial, industrial and technical skills. Acquiring technical expertise and functional skills not included in formal education is critical. In Langub, an adult evening school was

started two years ago with teachers hired by the government, but lack of funding finally halted this program. However, two skilled instructors still teach dressmaking and tailoring once a week for which the community pays a small fee. Beyond this, the Langub residents find their daily existence disrelated from the aim and intent of practical education. A high school diploma is required to enter the city vocational school, but only 17 village adults are secondary school graduates. The few skills used in the village are low-paying. Youth and adults are paid 60 centavos for making 100 bamboo barbecue sticks and, at the highest rate, can make six pesos for 1,000 in a day. There are a few volunteer teachers in practical skills but these are partially trained and do not have the confidence of the community. Modern methods are uninvestigated, even though practical benefits, such as more productive crops from using modern fertilizing methods, will result. The sole emphasis on a few traditional low-paying skills has tended to undercut a family's willingness to make the sacrifices necessary to learn new and more profitable skills that the village so desperately needs. Without the appropriation and systematic application of fuller literacy, updated technical skills training and extension resources, the village has no way to develop its services, attract capital or increase its agro-industries in order to compete in the modern economic world.

CONTRADICTION IX

Arrested Development of Labor Potential

The ninth contradiction determined by the consultants is in the arena of opportunities for significant work. In the 20th century it has become clear that in order to deal with the economic development of local communities, these communities must be able to provide jobs for their residents. The basic employment of the majority of workers in Langub is presently limited to family farming; however, this work is cyclical, leaving frustrating gaps of non-working time. Much of the potential working force among the village women is primarily tied to family affairs which do not fully employ them. Technically trained residents must find work in Davao City, for the village has minimal need for such skills, thus creating a skilled labor drain from the community. The village needs a large group of trained people to work in the kindergarten, the adult education facilities, new businesses and industries, yet very few residents have such training. Even though people sense themselves barely getting by and living at the subsistence level, there is present among the 891 residents of the village a potential labor force adequate to cover all the residents needs. As long as small family farming remains as the only realistic type of work in the community, the villagers will continue to feel the frustration of restrictive and unprofitable labor. Until a more invigorating pattern of employment within the village is devised to provide village self-sufficiency, Langub will not fulfill its long-awaited goal of raising the community's standard of living.

CONTRADICTION X

Surrendered Control of Marketing Systems

The tenth contradiction has to do with indirect access to marketing opportunities. The world today provides a global market for every producer to just and equitable prices. Langub raises products for the urban markets such as bananas, copra, papayas and other exotic fruits but has very little access to direct markets. Hence, they receive a lower return on their sales. A majority of the village farmers are tenant farmers and their major crops, therefore, are sold through marketing channels already set up by the landlord. Some of the farmers transport their products to Davao City and sell them to middlemen. In this way, they lose the profits of direct sales and money that otherwise could be kept in the village is drained off. To gain immediate cash, some of the farmers lease their lanzone trees to outsiders to tend, harvest and sell the fruit, again depriving themselves of greater income. The distance to markets and the arduous early morning trips with carabao sleds do not allow heavier freight and more profitable marketing. The three small sari-sari stores sell 10 to 15 items in the community. They replenish their supply with long trips to Davao City and mark up merchandise 25 per cent to 40 per cent to cover costs. Without the storage facilities, transport, community consent to enter formal cooperatives to buy and sell merchandise and farm produce and the willingness to enter into new agreements with the landlords, the village remains a passive participant in the larger economy. Until the community gains ready access to expanded markets, returns on village products will remain minimal and, as a result, economic growth will continue to be slow.

CONTRADICTION XI

Neglected Development of Formal Education

Contradiction eleven is related to the neglected development of formal education in Langub. There is a growing agreement in today's society that education must prepare children, youth and adults to deal practically with life situations in the Philippines. A 62 per cent literacy rate ranks it among the highest in Southeast Asia. In the village of Langub there are 262 children between the ages of six and sixteen. Only 22 of them attend high school, either in Ma-a, a six-kilometer walk away, or in Davao City, where they must find room and board. Therefore, schooling beyond the sixth grade, which can be acquired in the barangay elementary school, is seldom pursued. Some families even consider the Langub Elementary School to be too far away for their children. Not only is it a physically exhausting trip, but the children and youth are needed to help their families on the farm. There is no pre-school to serve the 171

children of pre-school age, and even though parents recognize the benefit it would be, the possibilities of funding and staffing such a facility seem remote. Part-time farming is a familiar task and other skills seem too time-consuming and difficult to learn. A sense of inadequacy prevails among the residents, stifling the urge to relate seriously to the modern world. Unless formal schooling is made available to children, youth and adults, the residents of Langub will continue to stand outside the mainstream of society, and the self-assurance that comes from achievement in education will remain unknown.

CONTRADICTION XII

Scarce Options of Cultural Involvement

The twelfth contradiction has to do with limited opportunities for cultural involvement. Across the world today people are realizing the vital importance of participation of all members of society, particularly women, youth and elders, in the socio-economic structures of communities. Society at large has discovered the need to reformulate old structures to care for the cultural needs of all community members. The original Bagobo inhabitants of Langub vacated the virgin forest area in the post-war period as logging companies exercised their concession rights and cleared the hillsides. The few Visayan homesteaders who settled among the Bagobos prior to the war remained and began to replant the open land. There was little time or opportunity for a rich cultural life since every day was filled with the work of opening up the new land. As more people came from all parts of the Visayas and Luzon during the great migration of the 1950's, there came with them the possibility of significant community life. However, aside from scattered chapels built primarily for family observances, few cultural centers were created. Instead, homesteading isolation, both physical and historical, became the basis for cultural development. Even today there are minimal cultural organizations in Langub. Few hours are available for meetings and activities because of the limitations of distance and daylight hours. There are still untapped treasures in song, dance and drama among the reservoirs of community talent. The Saturday night barangay dance and the annual chapel fiestas are among the few opportunities for cultural expression. A sense of estrangement among the villagers arises from the unchanging roles and forms of their cultural life. Unless the residents of Langub devise new opportunities of cultural enrichment, they will find little motivation for moving with the vigorous cooperative efforts to develop their village.

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 recommendation of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgements or decisions about the future. A proposal, however, is never something which is performed. Rather it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

PROCESS

In order to create the proposals the consultants continued to work as teams 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 Langub community. Finally, the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Langub.

RESULTS

The Practical Proposals Chart (Plate 3) contains 26 proposals referred to as projects. They are organized under eight Master Proposals which reflect the responses to the major contradictions. The first three Master Proposals relate to the acceleration of the village economy to move the community from a position of relative poverty to full sufficiency. The next two Master Proposals relate to the quality of life in Langub, calling for complete schooling, fuller community activities and outside liaison. Separate charts with descriptive phrases containing 104 sub-proposals add detail and clarity to the major categories of the practical proposals

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chart. These proposals do not indicate what to do. They point to the arenas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSAL CHART

I ECONOMIC GROWTH PROPOSALS			II PHYSICAL FABRIC PROPOSALS		III SOCIAL FORMATION PROPOSALS		
A COMMERCIAL VENTURES PROPOSAL	B AGRO- INDUSTRY PROPOSAL	C VOCATIONAL SKILLS PROPOSAL	D BASIC UTILITIES PROPOSAL	E COMMUNITY SERVICES PROPOSAL	F FORMAL EDUCATION PROPOSAL	G COMMUNAL UNITY PROPOSAL	H EXTERNAL SUPPORT PROPOSAL
COOPERATIVE STORES PROJECT 1	MARKET OUTLETS PROJECT 3	AGRICULTURAL METHODS PROJECT 6	ROAD IMPROVEMENT PROJECT 10	TRANSPORTATION SYSTEM PROJECT 14	CHILDREN'S SCHOOLING PROJECT 18	SOCIAL LIFE PROJECT 22	MAJOR LOANS PROJECT 25
	SMALL INDUSTRIES PROJECT 4	JOB TRAINING PROJECT 7	VILLAGE ELECTRICITY PROJECT 11	IMPROVED HEALTH PROJECT 15	DEMONSTRATION SCHOOL PROJECT 19	PUBLIC MEETINGS PROJECT 23	
LOCAL CAPITAL PROJECT 2	FARM PRODUCTION PROJECT 5	BUSINESS MANAGEMENT PROJECT 8	WATER DEVELOPMENT PROJECT 12	PUBLIC FACILITIES PROJECT 16	ADULT TRAINING PROJECT 20	COMMUNITY SYMBOLS PROJECT 24	OUTSIDE RESOURCES PROJECT 26
	BASIC SKILLS PROJECT 9	CIVIC SECURITY PROJECT 13	LAND USE PROJECT 17	STUDENT TUTORS PROJECT 21			

I

ECONOMIC GROWTH PROPOSALS

The Economic Growth Proposals call for the improvement and completion of village support efforts and risking new economic projects. In order to carry this out effectively, cooperative commercial enterprises and training need to be initiated in Langub. There are three basic proposals necessary for this type of economic expansion. The Commercial Ventures Proposal will direct community resources into retail and financial establishments. The Agro-Industry Proposal will begin new local markets, utilize natural resources for small industries and improve the output and profits of land and animal farming. The Vocational Skills Proposal will train local citizens in the necessary skills that will undergird these new profitable enterprises. Essential to these proposals is the corporate approach to economic growth. A demonstration of possibility in the economic arena will be a powerful sign to the many villages scattered throughout the Philippines.

Commercial Ventures in economic growth are proposed for Langub. It has to do with implementing measures that will enable local businesses to emerge. It deals with taking steps to bring a professional style to commercial practices in order to produce high quality business expertise. Two projects contribute to this intent. First, the Cooperative Stores Project will establish a resource pool of available village products, establish accessible shops and storage and implement bulk buying procedures for plentiful and inexpensive goods for the entire community. Second, the Local Capital Project will initiate barangay financial services that will enable capital to become available for local businesses, equipment needs and family emergencies. Both projects are intended to increase village businesses and multiply the village's overall income.

A
COMMERCIAL
VENTURES

The Agro-Industry Proposal deals with introducing new industrial activities that provide substantial profits from village labor as well as processing various farming products. It primarily employs skilled workers in the village and increases village income from its own produce and labor. The Market Outlets Project will establish a conveniently located crop station within the village that will increase its profits and assure income through direct sales and crop insurance, as well as develop business leadership through a marketing association. The Small Industries Project will encourage the manufacture of local handicrafts, the increased output of vegetable products, the utilization of tree and waste products. It will also locate profitable markets for all these

B
AGRO-
INDUSTRY

ventures. The Farm Production Project will develop increased agricultural output with crop diversification, improved techniques such as soil conservation and more serious livestock raising. The economic life of the community will be revitalized by these proposals bringing new agro-industrial opportunities into the village.

The Vocational Skills Proposal is designed to increase opportunities which enable Langub citizens to develop those basic skills undergirding the village's entire economic development. It involves four basic projects. The Agricultural Methods Project will ensure training in appropriate, up-to-date farming techniques in raising crops, livestock and operating the needed cultivating machinery. The Job Training Project will allow more local employment by teaching technical skills useful in local industries. It will also implement practical on-the-job learning through apprenticeships and various practical demonstrations. The Business Management Project will provide barangay residents with training in basic commercial procedures such as setting up an effective accounting system and following government regulations. Skill in marketing techniques and production control will also be developed. The Basic Skills Project will offer Langub residents the opportunity to increase their educational level through functional literacy classes and acceleration tests. Leadership and employment seminars will equip people with practical methods necessary for continued individual and community growth. The possibility of the economic development of the community will be greatly enhanced through these proposals by injecting a new range of vocational skills into the community.

C
VOCATIONAL
SKILLS

II

PHYSICAL FABRIC PROPOSALS

The Physical Fabric Proposals are concerned with providing the residents of Langub with improved living conditions by installing basic modern utilities around a central new village site. These will enable Langub's rapid socio-economic development. There are two basic proposals necessary for this kind of development. The Basic Utilities Proposal will bring much-needed improvement to the roads along with electricity, clean water sources and civic security services. The Community Services Proposal will introduce more suitable means of road transportation and will enable the physical vitality of the village while building new and sturdier facilities for community use. By initiating these proposals, the village will modernize the life style of all the residents and allow them to participate in rebuilding the village's identity as having a contributing role in the world.

D
BASIC
UTILITIES

The Basic Utilities Proposal deals with the use of village workers in constructing a safe all-weather paved road to the highway under the direction of the city engineer. It will also be concerned with upgrading the present village pathway system. The Village Electricity Project will set up a domestic lighting network for all homes, public facilities, local industries and commercial enterprises. Temporary generators will also be installed to supply immediate use of power while windmills will be utilized in the more remote areas of the village. The Water Development Project will drill the appropriate deep wells for a clean water supply locally and distribute it to the residents' homes. Other water sources will be expanded for supplementary use. The Civic Security Project will organize civic services such as regular upkeep of the roads, and providing fire protection to homes and neighborhood farm lands. All this will be enabled through local tax provisions.

E
COMMUNITY
SERVICES

The Transportation System Project will procure regular jeepney service within Langub and between Langub and Davao City, using fulltime community drivers and village-owned vehicles. The Improved Health Project will construct a Health Clinic within the village allowing for regular medical check-ups and a balanced nutrition program for all residents. Upgraded sanitation facilities will also be constructed throughout the barangay. The Public Facilities Project will erect needed additional educational buildings, a community transportation terminal, sports arenas and strong weatherproof facilities for the villagers' new stores and industries. The Land Use Project will implement a coordinated model housing and public facilities design within the center of the village. It will create a Village Plaza and fenced common grazing areas.

III

SOCIAL FORMATION PROPOSALS

Every community is responsible for creating new patterns of social contact and recreation among its members. Langub will implement this responsibility through three basic proposals. The Formal Education Proposal will expand the present elementary school and set up educational structures for younger and elder residents of the community. The Community Unity Proposal will celebrate the life of the people during village gatherings and express pride in Langub Barangay through the display of visible symbols. The External Support Proposal will make outside funds and material support available to the Project as well as develop public and private authorization and expertise.

LHDP
ICA Consultants

F
FORMAL
EDUCATION

Communities today have undertaken the job of education with more rigor than in earlier decades. It not only involves ensuring the younger generations with the best possible exposure to the resources of education and methods of learning but also alerts all ages to the shifts that are happening in the world around them. The Children's Schooling Project involves bringing together facilities, teachers, curriculum and pupils to initiate the formal education process for children under seven years of age. The Demonstration School Project will intensify the basic education of the high school and intermediate school youth through a pilot project, qualified instructors and a practically-oriented curriculum. The Adult Training Project will review and expand adult education through basic literacy, health and cultural studies, and home management in a village training facility. The Student Tutors Project will enrich formal education through a weekly rhythm of tutoring activities in specific programs which will ensure participation in acceleration tests.

G
COMMUNAL
UNITY

The spirit of any community is grounded both in its physical structures and social groupings and is enlivened as new dynamics are created between them. Three projects are proposed for this purpose. The Social Life Project will enhance the spirit of the community through regularly scheduled fiestas, recreational activities, heritage explorations and the creation of a cultural center. The Public Meeting Project will strengthen community planning meetings, organize cultural groups, train barangay leaders and establish a community fund to undergird the village projects. The Community Symbols Project will highlight the motivating power of the village through symbolic designs, creating a unifying story, erecting key signs and publishing a community newspaper.

H
EXTERNAL
SUPPORT

When a community decides to be a demonstration sign to other local communities, it intentionalizes its relations with outside bodies. It is the intent of these two projects to establish such a relationship. The Major Loans Project will seek government funding aid, long range loans, advertise the Langub Project and build effective communication systems with outside groups. The Outside Resources Project will establish the structures which honor the public sector, obtain legal advice, tap available inkind needs and recruit business consultants.

A. Commercial Ventures Proposal

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Plate 3A

1 COOPERATIVE STORES PROJECT	1 Resource Pool	utilizing ready-made village products
	2 Accessible Shops	constructing permanent retail buildings
	3 Merchandise Warehouse	erecting secure storage facilities
	4 Bulk Buying	organizing group volume buying
2 LOCAL CAPITAL PROJECT	5 Credit Union	providing local business capital
	6 Equipment Financing	capitalizing modern commercial equipment
	7 Family Loans	meeting necessary emergency expenses
	8 Program Funding	raising community project monies

I. ECONOMIC GROWTH PROPOSALS

B. Agro Industry Proposal

ICA Consultants

Plate 3B

3. MARKET OUTLETS PROJECT	9 Crop Insurance	assuring product sales income
	10 Common Market	boosting local wholesale prices
	11 Marketing Group	initiating retail business leadership
	12 Direct Sales	increasing farmers' profit margin
4. SMALL INDUSTRIES PROJECT	13 Marketable Goods	expanding local handicraft production
	14 Vegetable Gardening	upgrading existing farm income
	15 Wood Products	utilizing nearby raw materials
	16 Local By-products	exploiting wasted resource potential
5. FARM PRODUCTION PROJECT	17 Soil Management	instituting planned soil enrichment
	18 Farm Produce	introducing diverse cash crops
	19 Animal Raising	expanding present small livestock
	20 Crop Techniques	using updated farming methods

I. ECONOMIC GROWTH PROPOSALS

C. Vocational Skills Proposal

ICA Consultants

Plate 3C

6. AGRICULTURAL METHODS PROJECT	21 Demonstration Farm	conducting practical farm experiments
	22 Animal Husbandry	teaching current animal-raising skills
	23 Farm Management	introducing new agricultural know-how
	24 Farm Machinery	learning up-to-date equipment use
7. JOB TRAINING PROJECT	25 Cottage Industries	initiating home manufacturing ventures
	26 Salaried Apprentices	supplying actual on-job training
	27 Vocational Education	offering low-cost practical training
	28 Skills Demonstration	inviting diverse outside expertise
8. BUSINESS MANAGEMENT PROJECT	29 Accounting Systems	developing modern financial methods
	30 Business Laws	learning required government procedures
	31 Marketing Acumen	developing product sales ability
	32 Production Control	ensuring quality products output
9. BASIC SKILLS PROJECT	33 Functional Literacy	enabling practical language use
	34 Acceleration Tests	promoting formal education levels
	35 Leadership Methods	equipping latent community leaders
	36 Employment Seminars	understanding basic hiring practices

II. PHYSICAL FABRIC PROPOSALS

D. Basic Utilities Proposal

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Plate 3D

10. ROAD IMPROVEMENT PROJECT	37 Land Adjustments	securing road allowance right-of-way
	38 Village Construction	engaging available labor force
	39 Local Pathways	improving interior footpaths network
	40 Engineer Consultant	enlisting authorized public supervisor
11. VILLAGE ELECTRICITY PROJECT	41 Home Service	installing domestic lighting system
	42 Public Areas	illuminating all public places
	43 Gasoline Generators	acquiring necessary electric machinery
	44 Model Windmill	introducing experimental power source
12. WATER DEVELOPMENT PROJECT	45 Distribution System	ensuring total domestic supply
	46 Storage Tanks	containing potable water reserves
	47 Village Wells	locating clean water sources
	48 Spring Upgrading	constructing stream catchment area
13. CIVIC SECURITY PROJECT	49 Road Maintenance	assuring all-weather vehicle travel
	50 Emergency Service	providing immediate home aid
	51 Fire Protection	supplying fire-fighting water reserves
	52 Barangay Fund	enabling local tax provision

II. PHYSICAL FABRIC PROPOSALS

E. Community Services Proposal

ICA Consultants

Plate 3E

14. TRANSPORTATION SYSTEM PROJECT	53 Jeepney Service	initiating regular public transport
	54 Internal System	analyzing specific village needs
	55 Community Vehicles	procuring corporate jeep operation
	56 Local Staffing	training licensed vehicle drivers
15. IMPROVED HEALTH PROJECT	57 Village Clinic	building health care facilities
	58 Medical Check-ups	ensuring regular health consultations
	59 Nutrition Program	improving family food quality
	60 Sanitation Network	installing waste treatment systems
16. PUBLIC FACILITIES PROJECT	61 Education Buildings	building additional schooling shelters
	62 Terminal Station	erecting community jeepney sheds
	63 Sports Grounds	designating village recreation spaces
	64 Community Structures	constructing suitable public buildings
17. LAND USE PROJECT	65 Barangay Site	designing integrated public buildings
	66 Village Plaza	providing landscaped community commons
	67 Model Houses	creating low-cost modernized homes
	68 Communal Pasture	implementing animal grazing areas

F. Formal Education Proposal

ICA Consultants

Plate 3F

18. CHILDREN'S SCHOOLING PROJECT	69 Day-care Center	establishing early learning facility
	70 Local Teachers	training disciplined imaginal educators
	71 Global Curriculum	creating comprehensive learning events
	72 Pupil Enlistment	recruiting all village children
19. DEMONSTRATION SCHOOL PROJECT	73 High School	starting advanced learning center
	74 Pilot Project	creating rural IS-OS program
	75 Trained Instructors	enlisting authorized professional staff
	76 Practical Education	providing experiential learning events
20. ADULT TRAINING PROJECT	77 Language Instruction	improving relevant basic literacy
	78 Family Care	instituting sitio health caretakers
	79 Home Management	offering home arts classes
	80 Training Facility	locating community classroom space
21. STUDENT TUTORS PROJECT	81 Youth Leaders	utilizing educated out-of-school youth
	82 Student Recruitment	announcing periodic remedial help
	83 Acceleration Tests	providing necessary study curriculum
	84 Special Programs	ensuring on-going educational efforts

G. Communal Unity Proposal

ICA Consultants

Plate 3G

22. SOCIAL LIFE PROJECT	85 Community Fiestas	scheduling periodic celebrative events
	86 Recreation Events	providing physical fitness programs
	87 Heritage Studies	recovering unique village history
	88 Art Center	displaying traditional craft styles
23. PUBLIC MEETINGS PROJECT	89 Barangay Council	enabling community planning meetings
	90 Village Leaders	offering new leadership roles
	91 Cultural Groups	organizing local talent resources
	92 Community Fund	establishing consensed voluntary tax
24. COMMUNITY SYMBOLS PROJECT	93 Symbolic Designs	claiming total barangay space
	94 Unifying Story	articulating common village identity
	95 Langub Landmarks	creating key project signs
	96 Regular Newspaper	publishing significant news events

H. External Support Proposal

ICA Consultants

Plate 3H

25 MAJOR LOANS PROJECT	97 Government Assistance	soliciting government funding aid
	98 Low-Interest Loans	obtaining long-term investment capital
	99 Community Delegation	forming intentional external relations
	100 Project Promotion	developing basic program funds
26 OUTSIDE RESOURCES PROJECT	101 Government Support	honoring public sector structures
	102 Legal Rights	receiving expert ownership advice
	103 Material Requirements	tapping available inkind sources
	104 Commercial Expertise	procuring skilled business advisers

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 complete 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 composed of four tactical arenas, seven paratactics, twenty-six basic tactics and 137 subtactics. The basic tactics and subtactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and subtactics are grouped point to the major aspects of the tactical arenas which are 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, Developing Local Economic Base, consists of two paratactics and eight basic tactics. It is the intent of this arena to create the economic sustenance required by the residents of Langub, to optimize the use of agro-industry and to broaden the types of business ventures. Producing craft items for sale from agriculture products now discarded like coconut shells and husks will increase the village income. Forage crops and mongo beans will increase the use of the land to produce more crops while at the same time replenishing the soil. Better use of the sloping land will be possible by growing papaya and bamboo. Upgrading the pig raising operation and the demonstration chickens with bamboo sheds and feed supplies will increase the villagers' available local protein. Goat herds will provide cash income. Visible demonstrations of how new plant varieties can be grown and how to decrease soil erosion and soil depletion will increase the productivity. Various vehicles will increase the mobility of the residents both inside and outside the barangay. An increase in the variety of goods available to be purchased at a lower price will occur at the general store and with the sari-sari stores it supplies. The market stall and warehousing marketing scheme will increase the profit of locally produced items. A credit union will provide community-based capital. New industries will make bricks, pottery, rope crafts and sewn items.

ARENA B

Tactical Arena B, Extending Community Educational Forms, consists of two paratactics and six basic tactics. It is the intent of this arena to use the resources of the people by training the whole community and to build motivity for engagement in the economic and social life of Langub. Through training in clerical skills, technical skills, and trade apprenticeships more residents will be qualified for higher income jobs. Agriculture classes will bring professional twentieth century methods of farming to Langub. Teaching skills the village needs in organization, community services and building teams will provide a broadened base of village leadership. A full-time day care structure will allow more adult hours to be focused on other arenas of engagement. A library, literacy classes and household management will strengthen adult abilities. A new barangay high school and the first rural IS-OS experiment will increase the number of children and youth enrolled in formal education.

Tactical Arena C, Recreating Barangay Life Style, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to use the resources of the region and nation to support and promote the activities of the village within the village and across the island of Mindanao. The support of the government will occur through the writing of proposals and

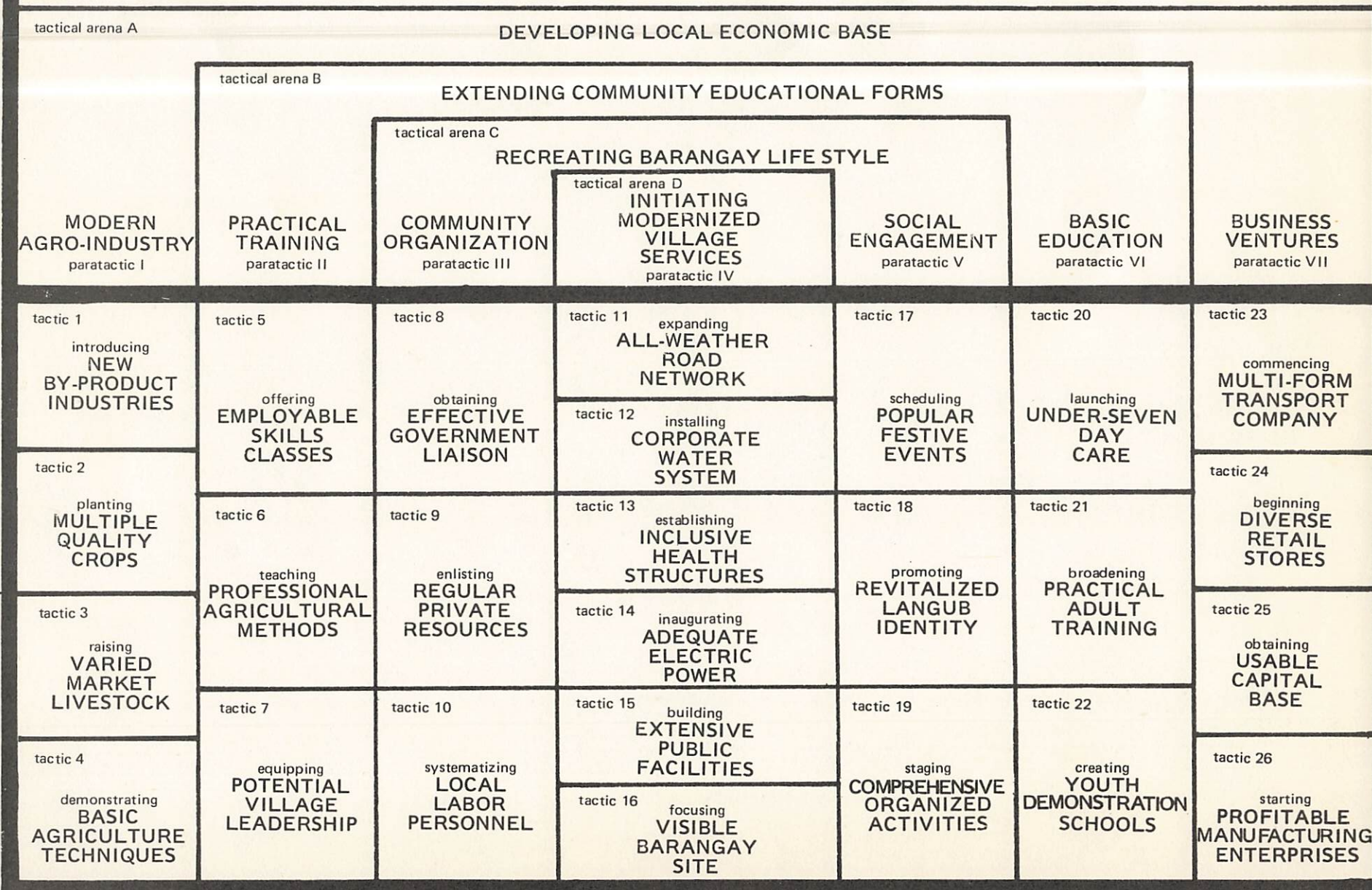
ARENA C

meeting particularized requirements. The support of business, industry and individuals will assist the project with expertise and start-up funds. The labor personnel of the village will form groups to effectively provide the manpower for project actuation. Festive events will significate the depth aspects of Langub. Articulating the history and collecting historical documents and maps will bring to consciousness the role of Langub in the Philippines' past. Organizing activities and groups will engage the community in visibly building its future.

ARENA D

Tactical Arena D, Initiating Modernized Village Services, consists of one paratactic and six basic tactics. It is the intent of this tactical arena to create momentum in the community by building roadways, installing water and electrical systems, constructing extensive buildings and a central community node and by establishing health structures. The community's mobility will increase with all-weather roads and pathways. The water system will provide abundant water in all the homes. Nutrition and preventive health measures as well as basic medical assistance will increase village vitality. Modern power will come to the village through lines constructed from the north edge of the community. Places for meetings, stores, recreation and education will be constructed. The village will have a central node and focus with the construction of the barangay site.

TACTICAL SYSTEMS CHART



TACTICAL ARENA A: Developing Local Economic Base

Paratactic I: Modern Agro-Industry

The agricultural productivity will be increased in Langub for more effective use of the vast quantity of local plant and animal life. New by-product industries will be introduced that make full use of coconut tree products, bamboo and guano. Multiple quality crops will be planted using trees, forage crops, and vegetables in expanded varieties. Varied market livestock will be raised with upgrading of current strains through feeds, farm management, animal housing and insemination. Basic agricultural techniques will be demonstrated through plots, a nursery and specific experiments.

Tactic 1: Introducing New By-Products Industries

Subtactics In order to increase the utilization of agricultural resources, new by-products industries will be introduced to use the many resources which are now being overlooked. Coconut processing will be increased to manufacture oil, vinegar, husk stuffing and packing material. Bat guano will be removed from the cave in Langub and used as fertilizer for crops. Charcoal production from coconuts will be increased by upgrading the manufacturing techniques. Bamboo decor will be manufactured from the native crop of bamboo.

- 1 Personal accessories, such as jewelry, belts and handicrafts will be produced from coconut shells.
- 2
- 3
- 4
- 5

Tactic 2: Planting Multiple Quality Crops

Subtactics In order to increase the productivity of the soil and increase the village income, multiple quality crops will be planted. Hybrid papaya will be planted utilizing the vacant steep hillsides. Giant ipil-ipil will be raised and the leaves used for animal feeds, the wood poles sold to banana plantations and the rest used for construction firewood. Forage crops will be grown under elder coconut trees, putting nitrogen back into the soil and providing feed for livestock. Household vegetables will be cultivated to improve family nutrition and sold to supplement income. Mongo beans will be planted under young coconut trees to replenish the soil and sell as a cash crop. Spiny bamboo will be grown in steep areas as a material source for the bamboo decor industry. Coconut trees will be improved with cover crops and guano fertilizer and the shells and husks will be used in the by-products industries.

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- 7
- 8
- 9
- 10
- 11
- 12

Tactic 3: Raising Varied Market Livestock

- Subtactics** In order to develop a marketable animal-raising industry in Langub, varied livestock will be raised. Goat herds will be established on a multi-farm basis with each participating farmer having three to six goats along with a cooperative marketing scheme. Demonstration poultry will be raised in a simply constructed coop near a reliable water source in Langub with layer chickens to test local egg production possibilities. Backyard piggeries will be upgraded, producing pork for villagers by increasing feed supplements and building small bamboo sheds to keep the pigs off the ground. Carabao strains will be improved by using artificial insemination.
- 13
 - 14
 - 15
 - 16

Tactic 4: Demonstrating Basic Agricultural Techniques

- Subtactics** In order to upgrade the means of production, basic agricultural techniques will be demonstrated. A demonstration farm will be fenced and planted north of the school along the road utilizing crop rotation, upgraded vegetable seeds and new crops. It will also experiment with manure and compost fertilizers. A children's garden will be planted on the elementary school grounds as part of the agriculture training module. A plant nursery, beginning with giant ipil-ipil, papaya and other fruit trees, will be started in selected areas of Langub providing protection for the young seedlings. Crop rotation will be demonstrated in Langub using the most efficient methods of putting nutrients back into the soil. Soil erosion will be prevented by planting cover crops such as centrocima and tropical Kudzu on the steep slopes. Animal husbandry will be demonstrated through participation in livestock care and in government and civic dispersal projects.
- 17
 - 18
 - 19
 - 20
 - 21
 - 22

TACTICAL ARENA B: Extending Community Educational Forms

Paratactic II: Practical Training

More effective engagement in the economic and social life will occur as the adults of Langub gain practical training. Employable skills training will be offered to give residents both apprenticeships and particular skills as well as the means to procure a job. Professional agricultural methods will be taught in classes, via

trips and through the agricultural library. Potential village leadership will be equipped in seminars, in teaching experiences and in methods skills to meet particular community needs.

Tactic 5: Offering Employable Skills Classes

Subtactics In order to increase the potential income of Langub residents, employable skills classes will be offered.

23 Clerical training will be established, training qualified students in skills such as typing and basic book-

24 keeping. Technical skills will be taught in coordination with Davao City vocational schools and other

25 training programs for both men and women in such areas as dressmaking, tailoring, cosmetology, driving and

26 sheet metal working. Potential trainers will be recruited from such fields as warehousing skills and

27 handicraft training to teach informal classes. Local handicrafts will be upgraded through village classes

28 in bamboo decorations, coconut accessories, rope crafts, pottery making and needlecraft work. Sales

29 artistry will be offered in local courses, which will include training in basic advertising. Trade apprenticeships will be secured for residents in Davao City and other areas. Job guidance will be organized for all Langub residents teaching all aspects of employment hiring practices.

Tactic 6: Teaching Professional Agricultural Methods

Subtactics In order to transfer effective applicable technology to the farmers of Langub, professional agricultural methods will be taught. Basic classes will be organized in such areas as pest control, fertilizer techniques, and seed selection. Field trips will be

30 orchestrated to successful demonstration projects nearby. Recordkeeping skills will be explained including projecting profits and determining monthly

31 cash income. Soil management such as soil erosion control, soil analysis techniques, irrigation and

32 proper soil preparation and crop rotation will be taught. An agricultural library will be established

33 in Langub with access to reference materials, including current farming magazines and government

34 pamphlets. Loan procedures will be taught on how to procure loans for such things as pesticides, breeding

35 livestock, feeds and agricultural equipment.

Tactic 7: Equipping Potential Village Leadership

Subtactics In order to release the untapped human resources and skills of Langub, potential village leadership will be adequately trained. Diverse seminars will be scheduled training the people in such skills as public speaking, organizational methods, workshop skills and group dynamics. Teacher training will be held in on-the-job training sessions in the various community education programs. Volunteer instructors will be recruited from interested mothers and youth. Teachers' aides will be taught basic imaginal education methods and leadership skills. Management techniques will be taught for the management of stores, cooperatives and the credit union. Paramedic skills will be transferred to community health caretakers, including basic first-aid skills, simple diagnostic and referral guidelines, and community health care. Methods curriculum will be transmitted to local and potential leadership, equipping them with ways to motivate, organize and orchestrate planning in the community.

TACTICAL ARENA C: Recreating Barangay Life Style

Paratactic III: Community Organization

External support of the village by the region and the nation in both the public and private sectors will strengthen the resource base and provide community motivity to organize its own residents. Effective government liaison will be obtained by writing proposals, attending seminars and engaging in negotiations to fulfill regulations. Regular private resources will be enlisted both for direct financial support and for expertise and manpower contributions. Local labor personnel will be systematized into groups for specific work, maintenance, promotion and marketing of local products.

Tactic 8: Obtaining Effective Government Liaison

Subtactics In order to provide this community with the support available from the public sector, effective government liaison will be obtained. Educational assistance will be enlisted for setting up the day care center. D.E.C. requirements will be carried out by submitting all the necessary documents to ensure the opening of the high school in June, 1978. Info-management seminars will be held once a month. Grant proposals will be written for government monies for particular parts of the project. Tax waivers will be negotiated for the industries in the beginning phases.

Tactic 9: Enlisting Regular Private Sources

Subtactics In order for Langub to receive support from the private
48 sector, regular private resources will be enlisted.
49 Guest lecturers will be invited to speak to groups in
50 the community on specific arenas of expertise. Fund
51 solicitations will be requested of civic and religious
52 organizations. Visiting doctors will be recruited to
53 come and make medical and dental examinations. Indi-
54 vidual donations will be solicited from persons inter-
55 ested in the project. Business contributions will be
56 sought from Mindanao enterprises. Commercial investors
will be escorted throughout the whole village and
contexted on the total project needs. A consultant's
bank will be established including names, expertise
arenas, ways to contact and previous assistance.
Corporation consultants will be recruited from cor-
porations who have previously helped the project.
Service club help will be enlisted from civic organi-
zations for particular short term work.

Tactic 10: Systematizing Local Labor Personnel

Subtactics In order to meet the troop needs of the project,
57 local labor personnel will be systematized. A pro-
58 motion team will be organized facilitating the sales
59 of local products. Road builders will be formed into
60 a group for widening, grading, and surfacing existing
61 pathways. Well-drilling corps will be assembled to
62 dig strategically located wells. A security group
63 will be instituted, providing fire-fighting and police
64 protection. Maintenance crews will be created to
maintain public buildings and roads. Work forces
will be enlisted of residents 12 years and older
doing community improvement tasks. A tool crib will
be set up to pool and loan equipment for individual
and community-wide work. A sales division will be
started to market Langub products.

TACTICAL ARENA D: Initiating Modernized Village Services

Paratactic IV: Village Services

The citizens of Langub will transform the physical environment of the village by providing extensive modern services. An all-weather road network will be expanded with road construction, regular maintenance, ditches, feeder pathways and steps. A corporate water system will be installed with wells, windmill-driven pumps, reservoirs and piping. Inclusive health structures

will be initiated with a health clinic, health caretakers and a community kitchen. Adequate electric power will be installed with power lines and electricity for public space and homes. Extensive public facilities will be built in the barangay site, at the athletic facilities and along the roadways. A visible barangay site will be focused with buildings, landscaping and comprehensive setting within the total village design.

Tactic 11: Expanding All-Weather Road Network

Subtactics In order for Langub to have reliable entry to greater Davao, the all-weather road network will be expanded.

65 Sitio access will be established with carabao trails, pathways and step construction. Upgraded arteries

66 will be constructed by leveling, regrading, draining and surfacing the present jeep road through the

67 village. Drainage canals will be dug along the present jeep road using drain pipes, ditches and

68 culverts. Community labor will be employed to operate the City's heavy equipment. A new thoroughfare for

69 passage of jeeps will be built following the present short cut path from Langub Center to the diversion

70 highway, east of the quarry. Heavy equipment will be procured from the city engineer's office for this road

71 building. Technical assistance will be enlisted on construction supervision and surveying and right-of-

72 way clearances will be provided by the city. Center paving will be laid around the barangay site node.

Tactic 12: Installing Corporate Water System

Subtactics In order for every home to have access to abundant pure water, a corporate water system will be developed.

73 A drilling outfit will be erected and operated by the community labor force, sinking strategically placed

74 wells. A distribution system will be built with pipes and connections in the barangay site area. Strategic

75 wells will be drilled in each sitio for household use. Windmill-driven pumps will be installed at the wells

76 and reservoir. Reservoir construction will be organized, creating a gravity-flow water source into the

77 pipe system at the barangay site.

Tactic 13: Establishing Inclusive Health Structures

Subtactics In order to improve village vitality, inclusive health structures will be established. School lunches will

78 be cooked for pre-school and elementary school students. Health caretakers will be trained to supervise and

79 monitor total resident health care. A health clinic

80 will be established with diagnostic, treatment and
81 preventive medical training space. An emergency
82 telephone will be installed in the health clinic for
83 community use. Medical checkups will be scheduled by
84 the health caretakers to systematically have residents
85 examined by visiting doctors. A community kitchen will
86 be equipped to serve the school meals. Sanitation
87 facilities will be rebuilt and upgraded for disposal
88 of wastes from each household. An immunization system
will be initiated so all resident's inoculations are
kept updated. Dental examinations will be made by
visiting dentists. A referral system will be institu-
ted for residents to be quickly admitted to Davao
hospitals and special clinics. Medical records will
be compiled on all residents.

Tactic 14: Inaugurating Adequate Electric Power

Subtactics In order to provide the community with a modern power
source, adequate electric power will be installed.
89 Power lines will be linked to the Davao Light and
90 Power lines on the south edge of the village. Street
91 lighting will be erected for safe travel on roads and
92 pathways. Public facilities will be supplied with
93 electric power at the barangay site. Home electricity
will be installed with posts, lines and individual
meters. An electric generator will be procured for
intermediary use while power lines are being built.

Tactic 15: Building Extensive Public Facilities

Subtactics In order to provide gathering places and services in
Langub, extensive public facilities will be built.
94 Commercial stores will be created in the barangay site
95 node. Public toilets will be constructed near the
96 recreation areas. The basketball court near the
97 chapel will be upgraded including resurfacing and
98 creating spectator seating areas. A transport termi-
99 nal will be assembled along the road near the market
100 place including landscaping and conveniences for
101 waiting passengers. A community stage will be put
up in the multi-purpose courtyard. Pre-school fabri-
cation will be undertaken as an extension of the exist-
ing dance hall and a kitchen, toilets, eating area
and play space will be added. Safety signs will be
erected at dangerous points along pathways and roads.
A multi-purpose courtyard for special meetings will
be fabricated near the basketball court with gardens,
fountains, walkways and benches. The barangay site
hall will be improved with cement flooring, doors,

- 102 kitchen, walls and landscaping. Waiting sheds will
- 103 be erected at one kilometer intervals along the road
- 104 to shelter travelers from heavy rains. A health
- 105 clinic will be constructed with a kitchen, waiting room,
- 106 diagnostic and treatment cubicles and classrooms.
- 107 School buildings will be expanded to house adult edu-
cation, high school and vocational education classes.
A model house demonstrating efficient low-cost con-
struction and using local materials will be constructed.
Athletic showers will be erected near the recreation
field.

Tactic 16: Focusing Visible Barangay Site

- Subtactics In order to give a center to the community and provide a meeting node, a visible barangay site will be focused.
- 108 Store space will be constructed to house a general
 - 109 store. A node site will be designed and built as a
 - 110 showpiece for commercial building and housing facili-
ties. Agriculture land will be designated with the
 - 111 types of farming to be done in each production area.
 - 112 An architectural design will be created for the baran-
gay site that is appropriate to this terrain. Land-
scaping work will be carried out at the barangay site
by a community work force, planting grass and flowers
and creating walkways and benches.

TACTICAL ARENA C: Recreating Barangay Life Style

Paratactic V: Social Engagement

Increased civic awareness in Langub will enable the residents to engage in the historical and cultural significance of the community. Popular festive events will be scheduled with fairs, carnivals, dances and fiesta days. Revitalized Langub identity will be promoted through historical documents, legends, signs and maps. Comprehensive organized activities will be staged through groups, surveys, visits and clubs.

Tactic 17: Scheduling Popular Festive Events

- Subtactics In order to intensify the motivity of local citizens popular festive events will be scheduled. Community assemblies will be held gathering residents from all of the sitios of the barangay to participate in necessary decision making. Open houses will be conducted at sitio fiestas for community visiting. Product fairs will be organized displaying the agricultural and manufacturing products of Langub during the fiesta celebrations. Benefit dances will be staged with lively competition between youth. A sports
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- 117 carnival including races and games will be orchestrated as part of the Langub fiesta. Market days will
118 be designated weekly when outside tradesmen come to sell their wares and buy Langub products.

Tactic 18: Promoting Revitalized Langub Identity

- Subtactics In order to bring to self-consciousness the particular gifts of this community, revitalized Langub identity will be promoted. Historical documents will be collected and placed in a small room to become part of
119 the historical files and used to write the village
120 history. Land control will be monitored by a map
121 with ownership, leases and designated agricultural
122 use of the land. Sign boards will be erected throughout the barangay with visitor guides and identifying activity sites. A Langub history will be published
123 with both historical facts and local legends. A relief map showing all the boundaries, contours and
124 paths will be made and displayed at the barangay center. A bulletin board will be erected for posting barangay news.

Tactic 19: Staging Comprehensive Organized Activities

- Subtactics In order to engage residents in ongoing decision-making, comprehensive, organized activities will be staged. A marketing association will be organized.
125 A farmers' organization will be formed to coordinate
126 marketing efforts such as the multi-herd goat project.
127 An information drive will be conducted distributing
128 and collecting data from the council and to the
129 council on barangay activities. Acceleration tests
130 will be given to Langub residents who register, thus
131 qualifying them for further levels of education.
132 Youth leadership will be organized into groups providing a set of teams to do particular tasks. Barangay resolutions will be passed that make government assistance available. A consumer survey will be conducted.
133 Eligible students will be canvassed to enroll elementary and high school students in available schools.
134 Village-wide fairs will be scheduled to visit in each site. Family statistics will be collected in a door-to-door campaign. Coconut shells will be gathered
135 across the barangay for making charcoal. An Harana
136 Club will be established as a recreational activity.
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TACTICAL ARENA B: Extending Community Educational Forms

Paratactic VI: Basic Education

The residents of Langub of all ages will receive comprehensive training in intellectual and social methods needed to relate to the nation and the world outside the village. Under-seven day care will be launched preparing children for formal schooling and releasing adults for other activities. Practical adult training will be broadened with basic language skills, home management and non-formal seminars. Youth demonstration schools will be created for both elementary and high school students.

Tactic 20: Launching Under-seven Day Care

Subtactics In order to free parents to be engaged in other needed activities, under-seven day care will be launched. Daily curriculum will be written on an on-going basis by community teachers. Instruction materials will be created from local supplies for decor, toys and mats for the children's rest times. Supplemental nutrition will be provided for all the children through well-balanced snacks and lunches prepared locally by a volunteer staff. A transportation pool of carabao sleds will transport the children from their homes to the waiting sheds for pick up by the school bus. Student enlistment will be carried out to recruit children from each sitio of Langub to participate in the daily preschool. Comprehensive records will be kept on health and family histories, admission and attendance records for each child. Parent-teacher conferences will be held regularly to discuss the child's educational future and present progress. School events will be scheduled inviting the attendance and participation of the parents. Playground equipment will be constructed including swings, seesaws and large climbing apparatus using locally available materials.

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Tactic 21: Broadening Practical Adult Training

Subtactics In order to relate to the larger metropolitan area with 20th century methods, practical adult training will be broadened. Non-formal seminars will be organized to offer adult education in arenas of interest expressed by the community. Night sessions will be scheduled on a regular basis for longer, ongoing training programs. A diversified library will be created to include materials suitable for all ages

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150 and levels of instruction. Reading materials (like
151 the "Matea" modules in basic agriculture) will be
translated for the literacy classes into English,
152 Cebuano and Filipino. Basic literacy will be taught
using a 90 day intensive curriculum. Balanced nutri-
153 tion will be explained in classes and demonstrations
in meal planning, food selection, preparation and
154 preservation techniques. Language instruction will be
offered to those who wish to improve their language
155 skills on a more advanced basis. Home arts skills
will be cultivated locally for mothers and young
156 women including such areas as cooking, sewing, needle-
craft and family budgeting. Mothers' classes will be
157 held, offering training and advice in basic child care
and early home education. Health education will be
initiated to teach skills in home nursing, preventive
care, basic first aid and family planning.

Tactic 22: Creating Youth Demonstration Schools

Subtactics In order to strengthen and extend the base of formal
education, youth demonstration schools will be created.

158 Barangay high school will be opened in Langub in June
1978, complying with all Department of Education and
Culture requirements. A government petition will be
159 circulated to enlist all eligible first year high
school students and their parents in each sitio of
Langub and in nearby barangays. Home study will be
initiated for students who cannot attend regular
160 classes and will use a specially created home study
curriculum designed in modules so students can progress
at their own speeds. Tutor training will be held for
161 selected tutors for the home study classes, utilizing
the resources of the assigned Langub school teachers
during their free times. Children's library will be
162 established within the Langub Elementary School
premises to include solicited books and books provided
by the Department of Education and Culture relevant
to both formal and informal educational instruction.
A livestock project will be started at the elementary
163 school and will serve as a demonstration training
program for the children and youth in the community.
An "IS-OS" signal will be created at the fourth grade
164 level of the Langub Elementary School through its
participation in the first pilot branch of the D.E.C.
"in-school - out school" project outside of the
central Davao City area. Equivalency tutorials will
165 be conducted in each sitio in preparation for the
acceleration tests which offer equivalency placements
in all educational levels up through high school
graduation.

TACTICAL ARENA A: Developing Local Economic Base

Paratactic VII: Business Ventures

Business ventures expansion will create a more powerful economic life in Langub with an increase in the scope of retail items, access to Davao markets, along with a broadening of the local capital base. A multi-form and new manufacturing enterprises transport company will be established for transporting cargo and people. Diverse retail stores will be begun with a general store, bakery and market stall. Usable capital base will be obtained through establishing a credit union and community funds. Profitable manufacturing enterprises will be started with a sewing shop, pottery products and brick making.

Tactic 23: Commencing Multi-form Transport Company

Subtactics In order to mobilize the people and goods of the barangay, a multi-form transport company will be established. Commercial delivery will be started taking retail items from the variety store at the barangay site to buyers' homes. Community bicycles will be procured to make carabao trails usable for quicker village transport. A service vehicle will be obtained and maintained, providing four trips each day from the barangay site to the Davao market place. Night service will be instituted for transportation after night meetings and classes and in cases of emergency. Water delivery will be organized for transporting water from the wells to more remote homes. A school bus will be procured to transport children from waiting sheds along the road to the school and from remote areas via carabao sleds to the waiting sheds. Cargo carriers will be engaged to take farm produce daily to the Davao Market. Jeepney service will be scheduled with a minimum of two trips from Langub daily.

Tactic 24: Beginning Diverse Retail Stores

Subtactics In order to make more items available at lower cost, diverse retail stores will be opened in Langub. A general store will be started in Langub Center with common bulk items and items with easy turnover. A center bakery will be set up to bake and distribute products to the sitio sari-sari stores, the general store and to the market stall in Davao. Sari-sari stores in each sitio will be established and supplied by the general store. A warehousing system will be set up for goods purchased in bulk for community use

- 178 and to store locally produced goods until the price is high. A market stall will be set up in Davao City for the sale of Langub produce and products with a resident operating the stall.

Tactic 25: Obtaining Usable Capital Base

- Subtactics In order to have the necessary money to establish economic and social projects, a usable capital base will be established in Langub. Bank loans will be acquired for the Barangay Association as a way to capitalize various projects. A credit union will be organized with a minimum of 25 members and P2500 capital. A community fund will be established as a way of acquiring and maintaining community property. Funding drives will be organized regularly sustaining the community treasury.
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Tactic 26: Starting Profitable Manufacturing Enterprises

- Subtactics In order to increase the village income, profitable manufacturing enterprises will be started. Rope crafts from abaca rope will be made for sale in Davao and other outside markets. Cave tourism will be started by improving the cave entrance and the walkway to the cave in Langub Center Sitio. Pottery products using clay from Mojon Sitio will be formed by a locally produced wheel and will be fired in a Langub kiln. A sewing shop will be started with four machines and with village ladies who have been trained in the sewing classes. Brick manufacturing will be begun using clay from Mojon and Tinago and will build a forming and drying area and an oven.
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DEVELOPING LOCAL ECONOMIC BASE

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Plate 4A

paratactic I

MODERN AGRO-INDUSTRY

paratactic VII

BUSINESS VENTURES

tactic 1: By-Product Industries

- 1 Coconut Products
- 2 Bat Guano
- 3 Charcoal Products
- 4 Bamboo Decor
- 5 Personal Accessories

tactic 23: Transport Company

- 166 Commercial Delivery
- 167 Community Bicycles
- 168 Service Vehicle
- 169 Night Service
- 170 Water Delivery
- 171 School Bus
- 172 Cargo Carriers
- 173 Jeepney Service

tactic 2: Quality Crops

- 6 Hybrid Papaya
- 7 Giant Ipil-ipil
- 8 Forage Crops
- 9 Household Vegetables
- 10 Mongo Beans
- 11 Spiny Bamboo
- 12 Coconut Trees

tactic 24: Retail Stores

- 174 General Store
- 175 Center Bakery
- 176 Sari-sari Stores
- 177 Warehousing System
- 178 Market Stall

tactic 3: Market Livestock

- 13 Goat Herds
- 14 Demonstration Poultry
- 15 Backyard Piggeries
- 16 Carabao Strains

tactic 25: Capital Base

- 179 Bank Loans
- 180 Credit Union
- 181 Community Fund
- 182 Funding Drives

tactic 4: Agricultural Techniques

- 17 Demonstration Farm
- 18 Children's Garden
- 19 Plant Nursery
- 20 Crop Rotation
- 21 Soil Erosion
- 22 Animal Husbandry

tactic 26: Manufacturing Enterprises

- 183 Rope Crafts
- 184 Cave Tourism
- 185 Pottery Products
- 186 Sewing Shop
- 187 Brick Manufacturing

EXTENDING COMMUNITY EDUCATIONAL FORMS

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Plate 4B

paratactic II

PRACTICAL TRAINING

paratactic VI

BASIC EDUCATION

tactic 5: Skills Classes

- 23 Clerical Training
- 24 Technical Skills
- 25 Potential Trainers
- 26 Local Handicrafts
- 27 Sales Artistry
- 28 Trade Apprentiships
- 29 Job Guidance

tactic 20: Day Care

- 138 Daily Curriculum
- 139 Instruction Materials
- 140 Supplemental Nutrition
- 141 Transportation Pool
- 142 Student Enlistment
- 143 Comprehensive Records
- 144 Parent-Teacher Conferences
- 145 School Events
- 146 Playground Equipment

tactic 6: Agricultural Methods

- 30 Basic Classes
- 31 Field Trips
- 32 Recordkeeping Skills
- 33 Soil Management
- 34 Agricultural Library
- 35 Loan Procedures

tactic 21: Adult Training

- 147 Non-formal Seminars
- 148 Night Sessions
- 149 Diversified Library
- 150 Reading Materials
- 151 Basic Literacy
- 152 Balanced Nutrition
- 153 Language Instruction
- 154 Home-arts Skills
- 155 Home-management Workshops
- 156 Mothers' Classes
- 157 Health Education

tactic 7: Village Leadership

- 36 Diverse Seminars
- 37 Teacher Training
- 38 Volunteer Instructors
- 39 Teachers' Aides
- 40 Management Techniques
- 41 Paramedic Skills
- 42 Methods Curriculum

tactic 22: Demonstration Schools

- 158 Barangay High School
- 159 Government Petition
- 160 Home Study
- 161 Tutor Training
- 162 Childrens' Library
- 163 Livestock Project
- 164 "Is-Os" Signal
- 165 Equivalency Tutorials

RECREATING BARANGAY LIFE STYLE

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Plate 4C

paratactic III

COMMUNITY ORGANIZATION

paratactic V

SOCIAL ENGAGEMENT

tactic 8: Government Liaison

- 43 Educational Assistance
- 44 D.E.C. Requirements
- 45 Info-Management Seminars
- 46 Grant Proposals
- 47 Tax Waivers

tactic 17: Festive Events

- 113 Community Assemblies
- 114 Open Houses
- 115 Product Fairs
- 116 Benefit Dances
- 117 Sports Carnival
- 118 Market Days

tactic 9: Private Resources

- 48 Guest Lecturers
- 49 Fund Solicitations
- 50 Visiting Doctors
- 51 Individual Donations
- 52 Business Contributors
- 53 Commercial Investors
- 54 Consultant Bank
- 55 Corporation Consultants
- 56 Service-club Help

tactic 18: Langub Identity

- 119 Historical Documents
- 120 Land Control
- 121 Sign Boards
- 122 Langub History
- 123 Relief Map
- 124 Bulletin Board

tactic 10: Labor Personnel

- 57 Promotion Team
- 58 Road Builders
- 59 Well-drilling Corps
- 60 Security Group
- 61 Maintenance Crews
- 62 Work Forces
- 63 Tool Crib
- 64 Sales Division

tactic 19: Organized Activities

- 125 Marketing Association
- 126 Farmers' Organization
- 127 Information Drive
- 128 Acceleration Tests
- 129 Youth Leadership
- 130 Barangay Resolutions
- 131 Consumer Survey
- 132 Eligible Students
- 133 Village-wide Fairs
- 134 Home-visit Teams
- 135 Family Statistics
- 136 Coconut Shells
- 137 Harana Club

paratactic IV

Village Service

tactic 11: Road Network

65	Sitio Access	69	New Thoroughfare
66	Upgraded Arteries	70	Heavy Equipment
67	Drainage Canals	71	Technical Assistance
68	Community Labor	72	Center Paving

tactic 12: Water System

73	Drilling Outfit	76	Windmill-driven Pumps
74	Distribution System	77	Reservoir Construction
75	Strategic Wells		

tactic 13: Health Structures

78	School Lunches	84	Sanitation Facilities
79	Health Caretakers	85	Immunization System
80	Health Clinic	86	Dental Examinations
81	Emergency Telephone	87	Referral System
82	Medical Check-ups	88	Medical Records
83	Community Kitchen		

tactic 14: Electric Power

89	Power Lines	92	Home Electricity
90	Street Lighting	93	Electric Generator
91	Public Facilities		

tactic 15: Public Facilities

94	Commercial Stores	101	Multi-purpose Courtyard
95	Public Toilets	102	Barangay Hall
96	Basketball Court	103	Waiting Sheds
97	Transport Terminal	104	Health Clinic
98	Community Stage	105	School Buildings
99	Pre-school Fabrication	106	Model House
100	Safety Signs	107	Athletic Showers

tactic 16: Barangay Site

108	Store Space	111	Architectural Design
109	Node Site	112	Landscape Work
110	Agriculture Land		

PART FIVE

THE ACTUATING PROGRAMS

PROGRAMS

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

PROCESS

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

RESULTS

The Actuating Programs of the Langub Human Development Project, shown on Plate 5, are thirteen in number. Five of these are related to stimulating economic activity in Langub. The intent of these programs is to broaden the existing economic foundations for developing more community self-sufficiency. Three of the five relate to business expansion and two relate to agriculture acceleration. The business expansion arena includes

RESULTS

the Retail Shopping Center, a Business Development Enterprise and a New Industries Complex. The two programs relating to agricultural acceleration are the Crop Improvement Project and the Commercial Livestock Farm. The second major program division has to do with the stimulating of community style in Langub. This arena calls for three programs: The Langub Barangay Site, the Civic Activities Association, and the Citizen Involvement Corps. The third group of five programs relates to the stimulating of social vitality in Langub. Two of these deal with educational extension and three with physical improvement. The first group of social proposals includes the Community Schooling Network and the Adult Training Institute. The second group, dealing with physical improvement includes the Village Health Clinic, the Essential Services System and the Basic Utilities Agency.

SUMMARIES

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

THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Langub

ONE TOWARD STIMULATING ECONOMIC ACTIVITY IN LANGUB		TWO TOWARD STIMULATING COMMUNITY STYLE IN LANGUB	THREE TOWARD STIMULATING SOCIAL VITALITY IN LANGUB	
COMMERCIAL EXPANSION A	AGRICULTURAL ACCELERATION B	C	EDUCATIONAL EXTENSION D	PHYSICAL DEVELOPMENT E
I RETAIL SHOPPING CENTER	IV CROP IMPROVEMENT PROJECT	VI LANGUB BARANGAY SITE	IX COMMUNITY SCHOOLING NETWORK	XI VILLAGE HEALTH CLINIC
II BUSINESS DEVELOPMENT ENTERPRISE		VII CIVIC ACTIVITIES ASSOCIATION		XII ESSENTIAL SERVICES SYSTEM
III NEW INDUSTRY COMPLEX	V COMMERCIAL LIVESTOCK FARM	VIII CITIZEN INVOLVEMENT CORPS	X ADULT TRAINING INSTITUTE	XIII BASIC UTILITIES COOPERATIVE

THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Langub

ONE TOWARD STIMULATING ECONOMIC ACTIVITY IN LANGUB		TWO TOWARD STIMULATING COMMUNITY STYLE IN LANGUB		THREE TOWARD STIMULATING SOCIAL VITALITY IN LANGUB						
COMMERCIAL EXPANSION A	AGRICULTURAL ACCELERATION B	C		EDUCATIONAL EXTENSION D	PHYSICAL IMPROVEMENT E					
I RETAIL SHOPPING CENTER	New Stores 1 Program	CROP IMPROVEMENT PROJECT	Marketable Vegetables 13 Program	VI LANGUB BARANGAY SITE	COMMUNITY SCHOOLING NETWORK	XI VILLAGE HEALTH CLINIC	Nutrition Development 41 Program			
	Cooperative Market 2 Program		Orchard Development 14 Program				Village Beautification 22 Program	Day Care 33 Program	Full Immunization 42 Program	
	Financial Services 3 Program		Tree Productivity 15 Program				Industries Facilities 23 Program	High School 34 Program	Paramedical Training 43 Program	
	Marketing Warehouse 4 Program		Commercial Grasses 16 Program				New Housing 24 Program	Home Study 35 Program	Basic Treatment 44 Program	
II BUSINESS DEVELOPMENT ENTERPRISE	Bamboo Products 5 Program	IV	Goat Herds 17 Program	VII CIVIC ACTIVITIES ASSOCIATION	IX	XII ESSENTIAL SERVICES SYSTEM	Road Improvement 45 Program			
	Coconut Byproducts 6 Program						Poultry Ranch 18 Program	Celebrative Events 26 Program	Experimental School 36 Program	Serviceable Pathways 46 Program
	Buri Furniture 7 Program						Cattle Raising 19 Program	Community Stage 27 Program	Vocational Skills 37 Program	Systematic Transport 47 Program
III NEW INDUSTRY COMPLEX	Sewing Industry 8 Program	V COMMERCIAL LIVESTOCK FARM	Home Piggeries 20 Program	VIII CITIZEN INVOLVEMENT CORPS	X ADULT TRAINING INSTITUTE	XIII BASIC UTILITIES COOPERATIVE	Local Security 48 Program			
	Guano Fertilizer 9 Program						Work Force 29 Program	Agricultural Techniques 38 Program	Covered Wells 49 Program	
	Cave Tourism 10 Program						Youth Club 30 Program	Basic Education 39 Program	Regular Communications 50 Program	
	Brick Factory 11 Program						Women's Association 31 Program	Leadership Development 40 Program	Electrical Service 51 Program	
Pottery Crafts 12 Program	External Assistance 32 Program		Improved Sanitation 52 Program							

ECONOMIC ACTIVITY: Actuating Program 1

RETAIL SHOPPING CENTER

Increased commercial activity in a developing community is critical in creating a healthy economy. The Retail Shopping Center will reduce costs and increase profits through wholesale buying and corporate marketing. A regular barangay market providing local sales and barter will further circulate money within the community and stimulate the economy. New jobs will be created and buyers from surrounding communities will be attracted, bringing additional capital into the community. Capital for investment and emergency cash money will be available at low-interest rates. Storage capacity in the community will facilitate the bulk buying and also provide space for non-perishable locally-manufactured goods, allowing industries to take advantage of the fluctuating markets. Assistance in many arenas of financing will enable residents to take full advantage of their growing economy and of financial services in the city of Davao.

The Retail Shopping Center is made up of four components. First, the New Store Program will open a general store, a bakery, a beauty shop and a dress shop. These will provide services and items regularly and at lower cost. Second, the Cooperative Market Program will create a permanent location for purchase, exchange and sale of meat and produce items from the village. Third, the Financial Services Program will provide locally supported low interest loans for emergency needs and materials for renovating and increasing investment in neighborhood business. Savings plans, investment opportunities and financial advice will be offered. Fourth, the Market Warehouse Program will provide a secure location for goods purchased in bulk for retail marketing, for industrial goods to be shipped out and for tools and equipment to be used on a loan or rental basis to residents and businesses.

The Retail Shopping Center will begin one week after the consult with at least 50 residents interested in the Credit Union. The pre-credit union structure will be organized through the Department of Local Government and Community Development. A small selection of general merchandise will be acquired. Each sari-sari store will be visited to determine what quantity of bulk items are sold in the community. Owners will gather and set up a weekly buying trip to Davao. A small warehouse for copra and charcoal storage will be built in the first two months in preparation for the March harvest. A pest-resistant storage area will be constructed. Rice, kerosene, corn and soap will be purchased and stored. Locally-produced products will be marked with the Langub logo and sold in a Davao store.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 1

Plate 5B

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RETAIL SHOPPING CENTER

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Adding machine		P 630		
	Jeepney (see Program 12)				
	Market building	P11,550			
	Initial stock	5,000			
	subtotal - capital	16,550	630		
II Pay and Allowance	Community wage	2,600	1,300		
	2 Apprentices	2,600	1,300		
	1/2 Auxiliary	4,200	4,200		
	subtotal - pay	9,400	6,800		
III Current Expenses	Bookkeeping supplies	140	70		
	Travel	3,500	1,750		
	subtotal - current	3,640	1,820		
Total Program Cost		P29,590	P9,880		

ECONOMIC ACTIVITY: Actuating Program 2

BUSINESS DEVELOPMENT ENTERPRISE

Moving beyond cottage industry and the supply of raw materials to manufacturing high quality finished goods is crucial to the economic development of third-world nations. Such shifts are on the rise in the Philippines. Presently, the vast majority of facilities for processing bamboo, coconut and buri are located in Manila and Cebu. The Business Development Enterprise will establish facilities, equipment and technology for manufacturing finished products for markets in Mindanao. Expertise and pride in quality work will be cultivated in furniture, tailoring and dressmaking. Skills, speed and economy will be encouraged in the manufacture of processed materials for buyers. These will fill a growing need in the rapidly-expanding Davao City area and set an example for meeting national needs and participation in the international market. The intent is to attract widespread buyers and set an example for industry to take a dramatic leap forward.

The Business Development Enterprise consists of four components. First, the Bamboo Manufacturing Program will make bamboo items in a centralized location. Locally-growing bamboo will be used until the Spiny Bamboo stands can be harvested. Second, the Coconut By-Products Program will increase production of charcoal and vinegar. Charcoal granules will be produced for export and the charcoal half-shells will be marketed locally. Plates, baskets and decorative items will be produced from coconut midribs. Husks will be made into cushion stuffing and door mats. Third, the Buri Furniture Program will increase furniture production and introduce quality control. Additional villagers will be trained and furniture will be marketed through the National Cottage Industries Development Association. New markets will also be located through other sources. Fourth, the Sewing Industry Program will begin intensive training and establish strict quality control. Dresses and tailored clothes will be made using local equipment. A marketing service will be set-up and quality standards will be established.

The Business Development Enterprise has already begun. Tailors and dressmakers have held an initial conversation on setting up the sewing shop in the school at night. Sewing machines will be gathered from the village. New machines will be acquired within three months. Cloth for training will be inkinded. NACIDA will begin training people in coconut micrib and bamboo craft. Marketing experts will be contacted. Local bamboo will be harvested when it is ready. Barbeque stick production will be experimented with on an assembly line basis. Granulated charcoal markets will be explored. Vinegar will be bottled and sold in the local stores and in the market stall. Local buri furniture craftsmen will be contacted. Quality standards will be determined for export items and new employees will be recruited.

LHDP

FOUR YEAR PLAN
PROGRAM BUDGET

Program 2

Plate 5C

ICA Consultants

BUSINESS DEVELOPMENT ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	4 Sewing machines	P 3,850			
	5 Husk shredders	1,050			
	Hand tools	3,000			
	Industry shed	12,000			
	subtotal - capital	19,900			
II Pay and Allowance	2 Community wages	5,200	P 2,600		
	Apprentices	1,300	650		
	1/2 Auxiliary	4,200	4,200		
	subtotal - pay	10,700	7,450		
III Current Expenses	Bookkeeping supplies	140	70		
	Travel	2,000	1,000		
	subtotal - current	2,140	1,070		
	Total Program Cost	P32,740	P 8,520		

ECONOMIC ACTIVITY: Actuation Program 3

NEW INDUSTRY COMPLEX

In this time of high-speed economic advancement, a developing nation must move from having a predominantly agrarian economy toward a more integrated economy. The New Industry Complex is designed to utilize labor intensive methodologies to develop small industries based on locally available natural resources such as the cave, bat guano fertilizer and abundant clay which is suitable for brick and pottery. The use of intermediate technology will provide the bridge between current methods and a more sophisticated technology, and expose villagers to new methods and give them opportunities to learn new skills. These industries will increase the per capita income in the village and make more capital available for new commercial expansion and other village projects. The general comprehension of business management and commerce among residents will increase and employment alternatives will be available.

The New Industry Complex consists of four components. First, the Guano Fertilizer Program will market bat manure to local farmers for fertilizer. The bats will be protected and fruit trees will be planted to increase guano production. Second, the Cave Tourism Program will create a public park around the cave. The cave will be prepared for regular visitors, guides will be trained, and picnicing facilities, public rest areas, comfort rooms and group recreation areas will be created inside the park area. Third, the Brick Factory Program will create a brick manufacturing plant. Local clay will be utilized and initial production will be used in construction in the village. The bricks will also be marketed in Davao. Tile as a roofing material will be manufactured. Fourth, the Pottery Crafts Program will develop pottery items for local sales.

Clay samples have been taken and tested for sand and silt content. Sample bricks will be formed and fired the week after the consult. A wood-fired kiln will be initially used until a fuel oil kiln can be constructed. At the same time, pottery clay samples will be tested. A local pottery factory will be visited. A wheel, kiln and clay preparation area will be constructed. Guano has been tested. Fertilizer experts with the Bureau of Plant Industries will recommend supplements to the fertilizer for coconut trees. The Langub guano will be mixed and sacked for sale locally. The area around the cave will be leveled and planted with attractive plants. Benches will be constructed and a park will be laid out. Steps will be built down to and within the cave.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 3

Plate 5D

ICA Consultants

NEW INDUSTRY COMPLEX

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	5 Shovels	P 135			
	Brick kiln	7,200			
	Brick factory building	12,000			
	Pottery wheel	1,400			
	Pottery kiln	700			
	Pot making equipment	700			
	2 Ton truck (second hand)		P40,000		
	subtotal - capital	22,135	40,000		
II Pay and Allowance	2 Community wages	5,200	2,600		
	2 Apprentices	2,600	2,600		
	1/2 Auxiliary	4,200	4,200		
	Brick consultant	2,000			
subtotal - pay	14,000	9,400			
III Current Expenses	Bookkeeping supplies	140	70		
	Travel	2,000	6,000		
	Guano bags	280			
subtotal - current	2,420	6,070			
Total Program Cost		P38,555	P55,470		

ECONOMIC DEVELOPMENT: Actuating Program 4

CROP IMPROVEMENT PROJECT

The systematic introduction of new and more effective farming methods is crucial to rapid agricultural development. The health and economic growth of a community depends on such development for diverse and high yield harvests. Many new inventions, however, have not been made beneficial to the small landholding village farmer. The Crop Improvement Project will provide the necessary structures and locations for experimentation and training in new agriculture techniques utilizing government and private resources. It will offer local models of new improved farming. Landowners will be encouraged to make capital improvements on their lands. Those who are cultivating only part of their land will be encouraged to expand their farming through tested methods, to revitalize the soil and insure long term utilization of land. The project will serve to diversify and expand the produce of the individual farmer and prepare the village for cooperative agriculture production.

The Crop Improvement Project consists of four parts. First, the Marketable Vegetables Program will introduce new plants. Seeds, insecticides and fertilizers will be available for family gardens. New nutritious foods will be introduced. Second, the Orchard Development Program will increase fruit production. Stronger strains of papaya will be introduced. A fruit trees experiment will be started. Third, the Tree Productivity Program will replant coconut as they become unproductive with more hardy strains. Legumes will be intercropped with the trees to replace nutrients. Giant ipil-ipil will be planted for feed and fertilizer. Fourth, the Commercial Grasses Program will plant spiny bamboo and forage grasses. The bamboo will be planted beside streams and in damp locations. Forage grasses will be planted between coconut trees and used for feed.

A demonstration garden was plowed during the consult. It will be fenced and planted with a variety of vegetables including golden squash and mongo beans. Seeds will be procured from the Bureau of Plant Industry in the city of Davao. The farmers guild met the week following the consult and began planning. A small tractor will be acquired to demonstrate new planting techniques. Spiny bamboo will be planted along creeks the first month. Forage crops will be planted in coconut groves. Each family will be visited and asked to plant a home garden. New coconut seedlings will be planted in a cleared field near the school site. Giant ipil-ipil will be planted in the first month of the project. An experimental papaya grove will be planted in Upper Kauswagan by the farmers guild. Fertilizer and insecticides will be procured. Different composts will be prepared for agricultural fertilizer.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 4

Plate 5E

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CROP IMPROVEMENT PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	5 Sprayers	P 1,500			
	Hand tools	500			
	Storage shed	800			
	2 Plows	300			
	Hand tractor	12,000			
subtotal - capital		15,100			
II Pay and Allowance	1 Community wage	2,600	P 1,300		
	2 Apprentices	2,600	1,300		
	1/2 Auxiliary	4,200	4,200		
subtotal - pay		9,400	6,800		
III Current Expenses	Insecticide	1,200	600		
	Fertilizer	2,000	1,000		
subtotal - current		3,200	1,600		
Total Program Cost		P27,700	P 8,400		

ECONOMIC ACTIVITY: Actuating Program 5

COMMERCIAL LIVESTOCK FARM

Animal husbandry development depends on each community growing sufficient protein to feed itself and having a surplus to export. The Commercial Livestock Farm will upgrade the quality of goats, pigs, chickens, carabaos and cattle. This will increase village income and also help to meet the growing demand for meat products in Davao City. New job opportunities will be generated through creating secondary industries. Common breeding, raising and fattening facilities will improve the quality of existing stock. By minimizing animal movement, general productivity will increase, and the general sanitary conditions of the village will be improved. New stock will upgrade the strains in the village. Also the additional availability of meat products will increase the protein intake of the community. Improved strains of the draft animals will permit greater amounts of work to be done. Langub will demonstrate the possibility of viable animal husbandry development for other villages.

The Commercial Livestock Farm consists of four parts. First, the Goat Herd Program will improve the strain of goats in the community. Feeding and veterinary care programs will begin and high quality breeding goats will be made available for local farmers to improve their stock. Second, the Poultry Ranch Program will construct a chicken shed. Three thousand layers will be acquired in batches of 1000 and modern poultry management will be utilized and taught. Family chicken coops will also be constructed. Third, the Cattle Raising Program will upgrade the present carabao strains. Regular veterinary services will be offered across the community and a small beef cattle herd will be developed. Fourth, the Home Piggery Program will construct small concrete pig pens for individual owners and government breeding programs will be encouraged. Feed supplements will be made available at minimal costs.

The Commercial Livestock Farm will begin the first month of the project. A chicken coop will be constructed near the school. Day-old chicks will be acquired and begun on starter feed. A permanent structure will be built within the first six months. Five families, one from each sitio, will be selected to build pig sties. Two piglets per family will be obtained from the Bureau of Animal Industries. Each family will be provided with food supplements. A boar will be borrowed for breeding after the first eight months. New rams will be introduced to improve the goat stock and feeding programs will be initiated. The Bureau of Animal Industries will artificially inseminate local carabao using water buffalo strains. A small herd of beef cattle will be experimented with. Veterinary services will be requested from government agencies.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 5

Plate 5F

ICA Consultants

COMMERCIAL LIVESTOCK FARM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Chicken shed	₱ 7,000			
	Feed bin	1,750			
	Animal stock	14,000			
	5 Pig pens	3,500			
	Animal barn	12,000			
	subtotal - capital	38,250			
II Pay and Allowance	1 Community wage	2,600	₱ 1,300		
	5 Apprentices	6,500	3,250		
	1/2 Auxiliary	4,200	4,200		
	Veterinarian	1,200	600		
	subtotal - pay	14,500	9,350		
III Current Expenses	Inoculations	400			
	Animal Feed	12,000	6,000		
	Medicines	500			
	subtotal - current	12,900	6,000		
Total Program Cost		₱65,650	₱15,350		

COMMUNITY STYLE: Actuating Program 6

LANGUB BARANGAY SITE

Identity is a very real and powerful factor in building a lively and future-directed community. The village square is a vital symbol of that identity. The Langub Barangay Site will quickly become a source of pride and the mark of the changing situation. Total community beautification and landscaping and the emergence of smaller community nodes will noticeably transform village style. New industrial facilities and model housing will provide safe and sanitary working and living conditions. The delivery of water, electricity and security services will become a practical reality. This will allow the use of modern tools, releasing more labor for development efforts. The people of Langub will sense themselves belonging to a growing and dynamic village.

The Langub Barangay Site consists of four components. First, the Land Development Program will select public and industrial space throughout the community. Agricultural land will be designated and developed. The village square and community center will be designed and constructed. Second, the Village Beautification Program will care for the total space of the community. Decorative trees, shrubs and flowers will be planted, trash barrels will be placed around the community and home beautification drives will be held regularly. Signs will be placed designating public areas, roads and paths and future community projects. Third, the Industrial Facilities Program will construct industrial sheds. Water and electricity will be installed where necessary and access roads will be constructed. Fourth, the New Housing Program will construct a model home utilizing local materials. Additional new houses will be built with an emphasis on building in the barangay site.

The town center site will be chosen. A giant land use map of Langub will be created. The community center will be designed. A workday will be recruited and plants, flowers and trees gathered. Trash barrels will be inked and painted with the village grid and placed in all public areas. Electrical lines will be tapped and the community wired. The week after the consult a well drilling team began work. A 5000 gallon storage tank will be built out of cement blocks. Bamboo and brick sheds will be built for the new industries. Secure housing for the generator will be built and secure space arranged in the marketing warehouse for tools and valuable equipment used by the industries and on workdays. A model house will be constructed at low cost from local bricks, bamboo and clay tiles.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 6

Plate 5G

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LANGUB BARANGAY SITE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Model house	P 4,000			
	Community stage	2,000			
	Flower and tree boxes	500			
	Carpentry tools	2,000			
	Upgrade barangay hall	5,000			
	Educational buildings	18,000			
	Bagong Lipunan building	130,000			
	subtotal - capital	161,500			
II Pay and Allowance	1 Community wage	2,600	P 2,600	2,600	
	1/2 Auxiliary	4,200	4,200		
	Construction labor (assumed in cost of buildings)				
	Architect	500			
	subtotal - pay	7,300	6,800	2,600	
III Current Expenses	Flower seeds	400			
	Building maintenance	1,200	2,400	2,400	
	Painting supplies	500	1,000	1,000	
	subtotal - current	2,100	3,400	3,400	
Total Program Cost		P170,900	P 10,200	P 6,000	

COMMUNITY STYLE: Actuating Program 7

CIVIC ACTIVITIES ASSOCIATION

An active celebrative life promotes authentic participation in creating a community destiny. The Civic Activities Association will expand the celebrative and recreational life of Langub. A new capacity for cooperative efforts will be spawned. The heritage of the community will be rehearsed which will encourage an anticipation of the future. Young people will participate in a new sense of progress and creativity. Competitive sports, community dances and recreation will draw the sitios together. Frequent visitors will be attracted increasing contact with the larger society. Movies and outside entertainment will expand the horizons of the community. The emergence and support of local artists and entertainment will further promote a sense of pride in the community. The village will experience itself as a center of events for the western outskirts of Davao.

The Civic Activities Association consists of four components. First, the Sports Recreation Program will construct a multi-purpose sports facility. Regular team sports tournaments will be held between sitios and other barangays. Evening basketball and volleyball games will also be held. Second, the Celebrative Events Program will conduct barangay festivals, regular dances and special programs. Movies will be shown on a regular basis including educational, travel and entertainment films. Third, the Community Stage Program will present local entertainment. Amateur singing, dancing and drama groups will also be encouraged and presentations will be made to the community. Fourth, the Community Fair Program will hold regular community fairs. It will also schedule competitions for crafts and home skills. New and high quality craft designs and food preparation techniques will be fostered. Festivals and fiestas will be held in each sitio and quarterly for the whole barangay.

A basketball and volleyball court will be built and inter-sitio teams formed. A tournament date will be set for outside team competitions. A children's playground will be built in each sitio on community workdays using local materials. A bi-weekly movie night will begin two weeks after the consult. Dances will be held regularly inviting guests from other villages. Sitio fiestas will feature games, contests and parades. National holidays will be community-wide celebrations with feasts, programs and dances. A local singing group and a community band will be organized the first month of the project and will compete in city amateur shows and provide entertainment for local events. Radio and T.V. actors' troupes will be invited to perform for special occasions. A community fair will be held in March and July to display all products and celebrate accomplishments.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 7

Plate 5H

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CIVIC ACTIVITIES ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Basketball court	P 1,000			
	Sports equipment	800	P 400	P 400	
	Team uniforms	800		800	
	subtotal - capital	2,600	400	1,200	
II Pay and Allowance	1/2 Community wage	1,300	1,300	1,300	
	subtotal - pay	1,300	1,300	1,300	
III Current Expenses	Field trips	1,440	1,440	1,440	
	Movie projection rental	600	600	600	
	subtotal - current	2,040	2,040	2,040	
	Total Program Cost	P 5,940	P 3,740	P 4,540	

COMMUNITY STYLE: Actuating Program 8

CITIZEN INVOLVEMENT CORPS

Profound social and economic change requires the active engagement of the residents. The Citizen Involvement Corps will give form to the people's investments in the development of Langub. Ongoing improvements of private property will make the village a desirable place to live. An atmosphere of self-help will generate pride and promote dignity. Active participation will create a sense of identity with the community. This will create a broad context for making responsible decisions. Involvement in public affairs will be enhanced. The role of women and youth will be acted out in the broader aspects of society. The leadership capacity of the village will grow by releasing larger portions of the community to pick up new social roles. Langub intends to be a demonstration of responsible change in Mindanao.

The Citizen Involvement Corps consist of four components. First, the Work Force Program will hold volunteer workdays for village improvements. Groups of skilled and apprenticed laborers will build new facilities and signs. Village upkeep and beautification days will be held. Second, the Youth Club Program will involve young men and women as junior staff and apprentices in various programs. Excursions to industries, schools and regional and national points of interest will be made. Third, the Women's Association Program will organize women to work directly in development. Village health workers and aides to the schooling network and afterschool programs and assistants in the demonstration kitchen will be recruited. A hosting committee will show visitors through the project area. Fourth, the External Assistance Program will recruit speakers, technical and financial assistance and investors.

The Citizen Involvement Corps began with the construction of the Barangay Hall the week before the consult. On the Saturday following the consult, a community workday will be held. Monthly workdays will be scheduled. A serenading club will be organized for youth. Basketball teams in each sitio will be recruited. A tournament will be held at the end of February. Youth meetings will begin two weeks after the consult. The Women's Association will be organized to assist the preschool. The first meeting will be held one month after the consult. Field trips for the youth will be organized on a monthly basis. City offices and national agencies will be visited and brought up to date on the project. Speaking engagements will be set beginning with the Kiwanis, Rotary and Lions Clubs. Village leaders will begin training as speakers in the first month.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 8

Plate 5I

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CITIZEN INVOLVEMENT CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Youth club house	₱ 500			
	Workday tools	2,000	₱ 500	₱ 500	
subtotal - capital		2,500	500	500	
II Pay and Allowance	1/2 Community wage	1,300	1,300	1,300	
subtotal - pay		1,300	1,300	1,300	
III Current Expenses	External assistance				
	travel	4,160	4,160	2,080	
	Promotional materials	1,200	1,200	1,200	
	Village newsletter	720	720	720	
subtotal - current		6,080	6,080	4,000	
Total Program Cost		₱ 9,880	₱ 7,880	₱ 5,800	

SOCIAL VITALITY: Actuating Program 9

COMMUNITY SCHOOLING NETWORK

Equipping today's children and youth with the methods needed for tomorrow's demands is the challenge of modern education. The Community Schooling Network will provide opportunities for all children in Langub to acquire the necessary practical and intellectual tools. Students will discover the great gifts of the Philippine culture and of the vastly different and changing cultures of the world. The schools of Langub will pilot education from infancy to old age by preparing its students for active and effective participation in the current rapid development of the nation. A comprehension and anticipation of belonging to a fully developed nation in the near future will be fostered. A combination of technical, practical and academic training will prepare students for responsible decision making in this increasingly complex time.

The Community Schooling Network consists of four parts. First, the Day Care Program will teach social, intellectual and physical skills for children from one to seven years. Community teachers will be trained in early childhood education and a nutritious lunch will be served daily. Second, the High School Program will meet the Department of Education and Culture requirements for a barangay high school. Teachers will be taught modern techniques. A parent organization will be formed and students will be recruited among residents under 30 years old. Third, the Home Study Program will create curriculum for use at home. Students will be involved in agriculture, construction and development work. School acceleration tests will be prepared for and taken as they are offered in Davao. Fourth, the Experimental Schooling Program will use the Langub Elementary School as an experimental barangay school. Practical skills and academic courses will be taught.

The Day Care Program has already begun with the recruitment and training of teachers. Curriculum is being written and decor and teaching tools created. Tables, chairs and blackboards are being built by parents. Permission has been given to open the high school in June. A resolution from the barangay council will be drafted guaranteeing the students and the teacher's salary for the first year. A petition will be signed by Langub, Pangi and Magtuod parents symbolizing their commitment to the school. A Bagong Lipunan building will be constructed by the city. Schools and universities will be contacted for assistance in a home-study curriculum. A fourth grade In-School/Out-of-School experiment will be conducted. High school apprenticeship will be sought for industrial and agricultural programs in the community.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 9

Plate 5J

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COMMUNITY SCHOOLING NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	150 Mats	P 600	P 200	P 200	
	Playground equipment	2,000	500	500	
	Small chairs	1,200			
	Small tables	250			
	Teaching aids	5,000	1,000	1,000	
subtotal - capital		9,050	1,700	1,700	
II Pay and Allowance	1/2 Auxiliary	4,200	4,200		
	6 Community teachers	15,600	15,600	15,600	
	3 Teacher's aides	3,900	3,900	3,900	
subtotal - pay		23,700	23,700	19,500	
III Current Expenses	Field trips	2,880	2,880	2,880	
	Teaching supplies	2,400	2,400	2,400	
			o		
subtotal - current		5,280	5,280	5,280	
Total Program Cost		P 38,030	P 30,680	P 26,480	

SOCIAL VITALITY: Actuating Program 10

ADULT TRAINING INSTITUTE

The Adult Training Institute will equip residents with the literacy skills and basic information necessary to participate authentically in village renewal. It will include access to intermediate agricultural technology which will provide the means to profitable farming. Training in the use of local nutritious foods and preparation techniques will improve overall physical vitality. Teaching the methods of village renewal will develop local leadership and new horizons will be opened. The whole world in all of its diversity will become a functional reality and a part of the imagination of every villager. The means for significant engagement become practical possibilities and a new sense of dignity for both individuals and the community at large and a brand new confidence in dealing with the larger society will emerge. Langub will have the practical skills of sharing its experience in development with other villages.

The Adult Training Institute consists of four parts. First, the Vocational Skills Program will teach mechanics, tailoring and commercial skills. Home management courses in budgeting, sanitation, child care and food preservation will be offered. Second, the Agricultural Techniques Program will offer courses for farmers. Soil erosion control, fertilizer, planting and animal husbandry will be taught in classes. The demonstration plot will be utilized as a major teaching tool. Third, the Basic Education Program will offer courses at night and on weekends to adults. Classes in literacy, mathematics, English and citizenship will be taught. Teachers will be recruited from the community and trained. Fourth, the Leadership Development Program will teach planning methods, motivational techniques and team management procedures. Existing and potential leaders will be given opportunities to develop skills. Practical experience and theoretical sessions will encourage new skills.

The week following the consult literacy classes will begin. The elementary school will be used. Adults will be recruited from all sitios. English classes will begin in a month. Potential leaders will participate in community meetings and be trained in the techniques of leadership. The Bureau of Plant Industries and the Bureau of Animal Industries will begin classes on crop rotation in one month. Additional courses will be held every quarter. The dance hall will be used as a classroom at the beginning. National Cottage Industries Development Association will begin teaching coconut midrib crafts and buri crafts in the month following the consult. Students will be recruited from farm families in need of additional income. Typing and tailoring classes will begin the first quarter. Typewriters and sewing machines will be acquired.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 10

Plate 5K

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ADULT TRAINING INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	2 Typewriters	P 7,000			
	1 Adding machine	630			
	Tape recorder	350			
	Teaching equipment	3,000	1,500	1,500	
subtotal - capital		10,980	1,500	1,500	
II Pay and Allowance	4 Community wages (p/t)	2,600	2,600	2,600	
	1/2 Auxiliary	4,200	4,200		
subtotal - pay		6,800	6,800	2,600	
III Current Expenses	Classroom supplies	1,200	1,200	1,200	
	Transportation	720	720	720	
subtotal - current		1,920	1,920	1,920	
Total Program Cost		P 19,700	P 10,220	P 6,020	

SOCIAL VITALITY: Actuating Program 11

VILLAGE HEALTH CLINIC

A prerequisite to effective socio-economic development is the restoring of physical vitality. The Village Health Clinic will play a central role in releasing the human potential of Langub. The rapid growth and demand of the urban centers of the nation have absorbed medical resources and personnel. This has reduced rural health care to emergencies with curative service only. The need is for rural health outposts that connect with existing services and make comprehensive medical care available to every individual. The responsibilities of the clinic will include improving health habits, teaching modern medicine and administering basic health care as well as being an indispensable referral system. A team of trained community residents will ensure that every family's health needs are met. This program will be a model for rural health service across Southeast Asia.

The Village Health Clinic has four components. First, the Nutrition Development Program will establish nutrition training classes in conjunction with a demonstration kitchen. School lunches will be served daily and meals will be served on community work days. Second, the Full Immunization Program will regularly schedule all necessary vaccines for adults and children and begin a standard immunization program for overall community health. Third, the Paramedical Training Program will hold classes in modern health practices, first-aid and referral. Pre-natal instruction, training and regular checkups will be started. Fourth, the Basic Treatment Program will hold regular clinic hours with visiting doctors and schedule home visits. Comprehensive health records will be maintained on every member of the village. An emergency vehicle will be available for 24 hour service. Each sitio will be trained in paramedic skills and educational field trips will be conducted. Contacts will be set up with Davao City clinics and hospitals for reduced rate in-patient service.

Nutrition Development will begin next week with the Day Care lunch for children. Through the Women's Association, women will be recruited for work in the community kitchen. Weighing will begin immediately for children under five years. Food supplement will be sought from CARE and Community Chest for the school and work projects. The Regional and City Health Office, private sources and Davao hospitals and clinics will be contacted with a proposal for vaccines. Separate files for each family will be started. A comprehensive health survey will be done. A clinic will be opened and visiting doctors will be asked to attend one morning each week. A team of residents representing each sitio will be trained in paramedic skills. Educational field trips will be made.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 11

Plate 5L

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VILLAGE HEALTH CLINIC

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Medical equipment	₱ 10,000	₱ 1,000	₱ 1,000	
	Medicine stock	2,000			
	Kitchen equipment	3,430			
subtotal - capital		₱ 15,430	₱ 1,000	₱ 1,000	
II Pay and Allowance	1 Community health aide	2,600	2,600	2,600	
	5 Community nutritionist	6,500	6,500	6,500	
	1/2 Auxiliary	4,200	4,200		
subtotal - pay		13,300	13,300	9,100	
III Current Expenses	Educational tools	1,200	600	600	
	First aid supplies	1,040	1,040	1,040	
	Lunch program	26,000	26,000	26,000	
	Transportation	2,400	2,400	2,400	
subtotal - current		30,640	30,040	30,040	
Total Program Cost		₱ 59,370	₱ 44,340	₱ 40,140	

SOCIAL VITALITY: Actuating Program 12

ESSENTIAL SERVICES SYSTEM

Rapid development of a village demands access to services. The Essential Services System will release the potential of Langub by supplying dependable transportation to Davao. All weather arteries within the village will promote interchange between the sitios. More time will be freed for economic and social activities. Intra-village trade will increase and bring about closer relations within the community. Lower transportation cost will increase profits and release capital for development. The greater contact with Davao will develop abilities to deal with urban society. An improved access road will expand business opportunities and encourage external commerce. Increased security will promote relations within the village. Orderly access to, and within the community will increase the sense of well-being of the total community. The village will become a vital part of the greater Davao area.

The Essential Services System has four components. First, the Road Improvement Program will provide an all weather road to the Barangay Center. This will include adequate road drainage. Second, the Serviceable Pathways Program will widen and upgrade existing carabao pathways and built new pathways to facilitate access to the Barangay Center. A foot bridge will be built over selected deep ravines. Third, the Systematic Transportation Program will establish regular jeepney service from the central market to the Barangay Center. Transportation for farm products will be provided and tricycle service will be set up for trade between sitios and the Barangay Center. A vehicle will be available for emergency purposes. Fourth, the Local Security Program will provide information and guidelines to local industries and businesses. A roving police corps for community-wide celebrations will be organized. Systematic checks on the road will be made during heavy rains.

Road upgrading began the week before the consult by the city. Graveling and grading was begun and will be completed by April. One pathway from each sitio to the village center will be graded and leveled on four workdays. The work force will initiate this construction and each sitio will supply laborers. The paths will be lined with decorative plants. This will begin the first month of the project. A jeepney will be acquired and service from Langub to Davao City will begin in the first three months. A schedule of three trips a day will be used at first. A van will deliver goods to and from Davao. A basic security training session will be held. A volunteer fire department will be recruited and trained in February.

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FOUR YEAR PLAN
PROGRAM BUDGET

Program 12

Plate 5M

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ESSENTIAL SERVICES SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	New barangay road	P 70,000			
	Fire fighting equipment	1,950	P 1,300	P 1,300	
	5 Petromax lanterns	2,500			
	Jeepney	24,000			
	Telephone	3,000			
	subtotal - capital	101,450	1,300	1,300	
II Pay and Allowance	1 Community wage	2,600	2,600	2,600	
	Community workers	30,000			
		subtotal - pay	32,600	2,600	2,600
III Current Expenses	Jeepney maintenance	3,000	3,000	3,000	
		subtotal - current	3,000	3,000	3,000
Total Program Cost		P137,050	P 6,900	P 6,900	

SOCIAL VITALITY: Actuating Program 13

BASIC UTILITIES COOPERATIVE

Modern utilities deeply effect the productivity of a village. The Basic Utilities Cooperative will directly improve the physical condition of the community. Reducing the time required for daily necessities will increase the number of effective working hours available. Using potable water and improving waste disposal will improve health. General vitality and life expectancy will increase. Information on markets and city activities will allow greater participation in metropolitan affairs. A new and energetic style of life will emerge in the village. A new willingness to participate in the rebuilding of Langub will develop. The stability of the community will be increased as it becomes more attractive to both residents and visitors. Business and industries will be attracted. This program will play a major role in both the economic and social development.

The Basic Utilities Cooperative has four components. First, the Closed Well Program will drill a series of wells. The wells will be safeguarded against surface pollution and tested for potability. Water storage tanks will be constructed and storage barrels for isolated homes and emergency use will be installed. Second, the Regular Communication Program will open a postal delivery system. An emergency telephone will be installed in the barangay site and bulletin boards will be constructed in each sitio. Third, the Electrical Service Program will provide electrical power to the barangay. A generator will be obtained for emergency use and power lines will be strung from the transformer near the radio antennae to the center. Fourth, the Improved Sanitation Program will provide toilets for all homes and public building. Compost pits will be constructed for garbage disposal and community showers will be constructed at the recreation areas.

The Closed Wells Program began the first week with the drilling of the school well. A windmill pump will be installed and the well opening sealed off the first month. Private wells will have pumps installed and the tops cemented over. A two thousand gallon storage tank will be constructed in each sitio. A community bulletin will be printed and circulated regularly. A "white line" emergency telephone will be secured immediately. A certified postal receiving station will be established. An emergency generator will be secured and housed in the barangay site. A plan with the Davao Light and Power Corporation will be formulated for connection with electrical lines. Demonstration pit toilets will be dug in each sitio in the first month. Garbage pits will be constructed in each sitio and a removal system set up.

LHDP

FOUR YEAR PLAN
PROGRAM BUDGET

Program 13

Plate 5N

ICA Consultants

BASIC UTILITIES COOPERATIVE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Generator	P 3,600			
	Toilets	2,000	P 1,000	P 1,000	
	Well casing	1,600	1,600	1,600	
	Water storage tank	2,300			
	Windmill	2,800			
	Electrical installation	12,000			
	subtotal - capital	24,300	1,600	1,600	
II Pay and Allowance	5 Community workers (p/t)	6,500	1,300	1,300	
	1/2 Auxiliary	4,200	4,200		
	subtotal - pay	10,700	6,500	1,300	
III Current Expenses	Maintenance	2,400	2,400	2,400	
	Fuel	1,825	450		
	subtotal - current	4,225	2,850	2,400	
	Total Program Cost	P 39,225	P 10,950	P 5,300	

EPILOGUE

ACKNOWLEDGEMENTS

Comments on the consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the number of government departments and offices, private agencies and organizations whose practical assistance and encouragement were crucial to the successful completion of the consultation. This should include The Honorable Luis T. Santos, Mayor of the City of Davao and Brigadier General Hermito Ahorro, Commander of Task Force Pagkakaisa, Region XI. Many thanks are also extended to Engineer Vicente G. Garcia, Secretary of the City of Davao, and to Engineer Iluminado Quinto who led the Paglilingkod sa Bagong Lipunan team in Langub during the consult. Thanks is also extended to the University of Mindanao, Mrs. Efigenia C. Occeña, UM Vice President for Educational Services; Mr. Nemesio Depillo, Deputy Mayor at Large of Davao City; Mr. Rodolph Paras, Jr., UM Humanities Department Chairman; Mr. Greg A. Andolana, teacher at UM Elementary School; Mrs. Primitiva Santos, Miss Angeles Castillo and Mrs. Barsilisa de Castro, instructors at UM High School; Mr. Leonardo Flores and Mr. Celso Pajigal, personnel of the UM Broadcasting Network; Mr. and Mrs. Phil Funderanon of Marcopper Mining Corp., Manila; Mr. Art Asion of the Bureau of Agricultural Extension, Nabunturan; Mr. Jun Santiago, Municipal Development Officer, Nabunturan; Mr. Ben Sicam, Obero, Davao; Rev. Pastor Migallos and Mrs. Rachel Pedida of the United Church of Christ; and Rev. Terry Dato-on of the Four Square Church, who through their untiring efforts assisted in translation during the consult and who translated this document into Visayan. The consultation efforts throughout the week greatly benefited from the participation of many other government, civic, business and religious organizations which donated time, materials and funding. Appreciation is extended to F.S. Dizon, Davao Coca-Cola Plant; Columbian Sawmill; Dr. Alex Panuncialman; Tesoro and Sons Press; Gima Press; Davao Motor Sales Company; Aboitiz Shipping Company; Mr. Jose F. Compo; U.F. Lines and Thoresen Trading Ltd. of Hong Kong for their major contributions and to the many others who also supported the work of the consultation. Special mention must be made of the gracious welcome and enthusiastic participation of Barangay Captain and Mrs. Balbino Rosalada and the Langub residents themselves. They assisted the Institute staff in countless ways and extended their hospitality to the visiting consultants. Many worked full time in the consultation, contributing their deep insights and practical wisdom. The following pages delineate recommendations, methods and findings which grew out of the consultation as reported in this document.

I

ACTUATION PHASING

METHODS

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

FINDINGS

The operating vision of Langub's residents, summarized at the beginning of the week, indicated great concern for developing an economic base, providing social well being, and reconstructing physical space. The following day's work in discerning the underlying contradictions revealed special stress on unproductive methods of agricultural management and fragmented patterns of community organization. Other important issues included poor roads and limited essential services. The proposal work which followed on Wednesday emphasized economic growth and social formation. Supplying basic physical services was a key point. Tactical systems to carry out the proposals were created on Thursday. Tactics underscore the need for developing local agriculture industries and business ventures, as well as initiating modernized village services. The consult further recommended extending basic and practical education and recreating barangay life through community organizations and promoting Langub identity. The final work of the consult is shown in the actuating programs charts. Five of these 13 programs indicate plans for stimulating economic activity through commercial and agricultural programs. Five other education and service programs are aimed at stimulating social vitality. Finally, three programs, which cover citizen involvement, a barangay site design, and civic activities have the major intent of stimulating community style in Langub.

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 mobilizing broad commu-

PHASES

nity effort in the arenas of local business development, agricultural acceleration, housing maintenance, economic self-sufficiency and the transformation of community space to project a recreated image of Langub to its residents and to the world. By the end of the first year all the actuating programs will have been launched. The dual emphasis 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 economic momentum. 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 therefore crucial to make such external resources immediately available to the community, but to maintain them only for the period necessary to generate local economic activity.

COSTS

The thirteen actuation 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. Approximately one fourth of the first year costs fall in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programs and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the project as the human and material resources of Langub citizens are applied to the socio-economic program. With efforts aimed

at developing self-sufficiency and self-dependency 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 by fifty percent during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of agriculture and services within the community, a stable economic base will be established which will help to maintain the projected 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 thirteen programs of the Langub Human Development Project will be grouped into actuating agencies which might correspond to existing and new corporations of the community. These agencies will be organized into two groupings, one dealing with the economic development of the community and the other with the social development. These will 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 will be guided by such factors as residence in the community, a grasp of the human development project and willingness to expend long hours for the sake of the community's development. This body might have a rotating chairmanship and could 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 Langub. 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 force, 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. Functionally the 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, whose membership is international, provides a fresh perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of the community and the practical wisdom of long-time residents, a reservoir of effective action emerges. In Langub today, this group of people should include those skilled 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

Langub 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 eight simple sketches.

As the visitor turns off Diversion Highway and drives on the newly graded and blacktopped road to Langub, he is greeted by a magenta-colored sign welcoming him to the Langub Human Development Project. A second sign proclaims the road a joint effort of

BARANGAY
SITE

the Davao City Engineering Department and the residents of Barangay Langub. He relaxes during the kilometer-long drive, letting the lush tropical plants and the magnificent view of Mount Apo draw him to the village center. He parks his car in the graveled parking lot and pauses to consult the village map posted at the entrance to the village square. A group of young men are busy finishing the second demonstration house. One of them has noticed Langub's guest and walks over to say hello. The visitor asks many questions about the village design and soon the young man has offered to give him the grand tour. He begins by explaining the difference the square has made in village life already. The shopping center has saved residents hundreds of hours by providing items previously purchased in Davao. The day-care center has been operating so long that the guide almost forgets to mention it, but he proudly announces that he will soon graduate from the new high school. He was one of the first to volunteer for the construction crew for the high school building and he makes certain his guest notices that it is not only beautiful but also durable. The guest comments that since all the buildings are of similar design, the square is a sign of the care and planning that must be typical of the whole project. His guide steers him to the demonstration house. Built with village labor and materials, this house is equipped with running water and electricity and is designed to catch the breeze in hot weather and give protection from rains. The guide says that soon many families will relocate their homes to the village center as the new sense of community solidarity grows. The visitor is surprised by the many bright flowers and shrubs that are growing along the roads and walkways in the center. Finally, he and his guide enter the Barangay Hall, where preparations for a Community Congress are being made.

UTILITIES

The visitor leaves the Barangay Hall heading north along a road toward the village center. A whirl of bright colors greets his eyes. Recognizing it as the barrel tower windmill he had heard about, he goes over to investigate. He finds not one but three towers, each powering continuous action water pumps bringing water up from the deep wells to supply the homes and businesses of Langub. Nearby his guide shows him the electric generator which has been providing electricity to the barangay the past few months. He explains that the generator has been leased and will be returned when Davao Light and Power finishes the installation of electrical connections to the main power lines near the entrance to the village. All the posts and lines, he proudly says, have been provided by the community, so the actual cost of service will go down when the light company plugs into it. Further on, he notices a group of young men raising light poles made of local materials to light the roads and pathways of Langub in the near future. At the intersection of the new road he spies a spacious-looking jeepney terminal beginning to fill up with people going into town for the afternoon. Just as he enters, the jeepney drives

up and honks its horn. Incoming passengers flood the terminal, go into the washrooms to freshen up and then leave for the Langub marketplace to purchase goods and groceries with the money they earned in town.

Just as the people for the in-town trip begin to load up, a young woman in a white dress rushes up to the driver. An announcement is made to the passengers that this jeep is needed to rush a young man to the hospital in town. As the jeepney goes off to the health center to pick up his patient, the guide explains that the new telephone in the health center has been very helpful in getting people admitted rapidly into hospitals in Davao. He notices that people don't seem concerned about the jeep--the guide agrees and says there will be another jeep in about 15 minutes, no need to be anxious. A few minutes later, after the excitement is over, the young lady in white proudly shows our visitor around the facility, explaining how her paramedic training has helped her cope with emergency first aid and crisis care and even how to fill out the forms and information the hospitals need to quickly admit referral patients. She goes on to talk about the whole range of health services from the designs for toilets and septic tanks that are being installed all over the community to nutrition classes being taught and demonstrated in the school kitchen.

HEALTH

The visitor is then taken to the recently built shopping center. It is a very well constructed enlargement of one of the former sari-sari stores. As he walks through the front door he is amazed to see the many stocked and labeled shelves reaching to the ceiling. He glances past the small group of people lined up at the front counter and sees an elderly woman dressed in a magenta-colored uniform chatting with her customers as she rings up their sales on a shiny cash register. His guide informs him that this once-small shop has tripled its income and inventory in the past six months. Outside he sees a large community truck with the Langub grid painted on its side. The truck is used to carry large quantities of merchandise and produce for the stores and the cooperative market across the street. He sees the market with its high rows of neatly piled papayas, coconuts, pomelos, bananas, okra, eggplant, patulas, carrots, squash, string beans, mongo beans, kangkong, mangoes and lanzones, all grown in the village. The guide points to the cars parked in front of the market and tells him that the word about reasonable prices has already reached other communities. Next to the market he is shown a large building under construction which is soon to become the major warehouse for all the new commercial stores and markets. A new walk-in refrigerator is being installed for the more perishable produce and a group of carpenters are working on the new offices at the front of the building. One of the offices will house one of the village's long-awaited dreams: their own credit union, which will begin services next month. The heavenly aroma of freshly baked bread

COMMERCE

draws him to the nearby bakery. The young smiling girl behind the counter containing trays of bakery products hands him a freshly-baked roll. As he bites into the spongy, delicious roll, the girl proudly tells him that this is one of the newly opened stores. She points across the street and excitedly tells him about the other stores that will be built in the next few months. As the visitor leaves this part of the center, he asks his guide about the huge stacks of coconut husks and bamboo poles piled up by the side of one of the new buildings. He informs him that they will be used by the craft industries to make vinegar, charcoal, buttons, jewelry, plates, furniture, purses and decorator items. Many of these crafts are already underway with contracts, while others are planned to start within the next six months when the necessary equipment and machinery are installed. The visitor is notably impressed at the rapid commercial progress already accomplished by the villagers.

From the shopping center the visitor sees a water tower marking the site of the industrial complex. As he approaches he can see the firing of bricks at the brick factory and he passes by noticing the variety of clay pots and jars made from local material sitting outside the adjacent pottery studio. The guide points to the truckload of buri furniture pulling out to leave for delivery in Davao City. He tells the visitor that the people have found many uses for the coconut trees that were previously taken for granted. Stopping to walk through the by-products fabrication plant, the visitor is amazed to see the variety of goods derived from a single source: coconut shell carvings, charcoal, fuel, woven palm leaf products, and coconut oil candles. "You haven't seen anything yet," interjects the guide. "Wait till you see what we've done with the cave." Eager but bewildered, the visitor leaves and is led down the Garden Path, a nature trail built by the youth club. He hears many strange sounds interwoven overhead with the foliage, the scattering of sunlight on beautifully colored flowers lining the walkway, and the many varieties of plants and trees labeled for identification. This surreal world of sensations opens up ahead, and the guide leads him across the foot bridge, swinging slowly over a ravine. After having reached the other side and descended to the bottom of the ravine, the visitor realizes he is staring into the mouth of a great cave. "This is where we collect guano to make fertilizer. But we have also marked out a trail. Come, follow me." The visitor wondered if the stories about the snake inhabiting the cave were true, and if it lead under Davao Bay, and bats grazed him as they flew by. He mused to himself as they made their way back to the jeep: 'The people of Langub have shown great ingenuity in utilizing the natural resources of Langub. When I asked some of the tourists in the cave how they learned of Langub, they said they were intrigued by the Langub Industries Association label found on a jar they bought in Davao City. That is a sign people are interested and concerned about what is happening here.

INDUSTRY

AGRICULTURE

Climbing into the jeep for a trip to the agricultural projects the guide explains how just a few months ago, travel along the road in weather like this was only possible by foot or carabao. Even jeeps would get stuck in the mud and have to be left for the next day. But now they easily drive along the graveled road north to Kauswagan and the demonstration vegetable farm. Arriving in a downpour, the guide points out the window to the rows and rows of new garden vegetables--over 50 varieties--being grown on the plot. He explains how they've experimented with over 150 kinds of seeds and that now they have settled on these 50 as the repertoire for Langub. Many of the vegetables, he explains, are grown nowhere else in Mindanao. Driving on, they pass neat rows of new cocomit and banana plantings and newly plowed ground ready for papaya, mango, pomelo, and lanzone orchards. Pointing to the neat furrows, the guide says, "In a few years those trees will bring in a major portion of the village income." Arriving at the poultry coop farm, the guide hears the cacophony of chickens, ducks, and geese being raised for meat and eggs to be sold in downtown markets. "No more native chickens," the guide says proudly, "now it's class A broilers and layers - owned by everybody and all housed here." Next door, the rabbit hutches are full of new-born rabbits.

SCHOOLING

On his return trip to the Center, the visitor hears the sound of little children singing. His guide stops the car and sees rows of children standing before a school bus loudly singing, "This is the day we have, this is the day we have, we can live this day or throw it away, this is the day we have, so let's pick up this day and live!" Five village teachers dressed in the same magenta uniforms as the children are leading the singing and having all the children clap in unison. With loud squeals they all quickly march into the bus for their weekly field trip to Davao City. Today, they will visit the Coca-Cola plant as part of the social relations curriculum. As the bus drives off, the swings, sand-boxes and jungle bars of the new day-care playground becomes clearly visible. Next to this, the guide leads him to the brand new building which houses the long-awaited high school. Many students who could not have afforded to pay room and board in Davao are enrolled classes. Housing is also going up for the teachers whom the government has recently assigned as the high school staff. He is then taken to the bright white elementary school and sees the new additions that house the added classes. The old school held only first to fourth year, but now all six classes are filled. He is taken into the principal's office where he is greeted warmly. The principal excitedly talks of how enrollment has doubled since the new village transport system allows all the children to participate in school. He is shown one of the classrooms where the children all stand and shout "Good Afternoon, Visitors" after which the teacher takes them through their daily English lesson. The principal then continues to inform him of the other training going on in the evening when the adults come for

classes in literacy, modern agricultural methods, craft making, tailoring, business management and accounting. Home study programs are also being regularly carried on throughout the village in preparation for the acceleration tests which will enable many villagers to gain high school diplomas. Some of them are already planning to attend vocational schools in Davao. On his way back to the car, he passes the community kitchen. Here the students receive one fully nourishing meal every school day as part of the nutritional development program. There is no doubt in the visitor's mind that Langub has decided to take the education and health of its people seriously.

The visitor drives back along the newly-surfaced road and although he is sure the activities he sees from his window were here earlier, he is surprised that he had not noticed a group of workers digging water catchment areas by the roadsides and laying tile to divert the rainwater into the field. As the workers turn to greet him, he notices the handkerchiefs tied around their heads to catch the perspiration. A carabao-drawn cart brings a load of new tile for the drain. Further down the road he spots a group of youth. He stops and asks his guide what they are doing. The guide says something in Visayan, waits for the reply and then tells the visitor they are discussing the basketball competition to be held next week and who the leadership will be for each event. Passing by the Barangay Hall again, this time he sees eight to ten women attaching flowers and anahaw leaves to the poles. He goes into the hall and talks to the group. He learns that preparation is beginning for a fiesta at the hall Saturday evening. The new fluorescent lights are in the process of being hung from the ceiling. The recently finished cement floor is being swept and rolls of colorful mats are stacked around the sides of the hall. A twenty foot banner is being hung with red and white letters saying WELCOME TO THE LANGUB COMMUNITY FIESTA. The ladies ask if he has visited the new museum exhibit at the school where bats and crabs are on display. They mention Bogobo costumes and bead-craft as special attractions. Across the street, several men are standing in front of a large platform, while a number of men and women stand on it. The visitor speaks to the men in English and is told the newly-constructed platform is the first step toward building a long-awaited community stage. The group on the platform shifts positions and the men call to them to repeat their lines. The coach tells the visitor that the play they are rehearsing will be performed during the community fiesta.

ACTIVITIES

As the visitor leaves, 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 their vitality and sureness and their eagerness to participate in new activities. He senses the pleased look in the eyes of the residents as they

MOTIVITY

see new production and activity in the barangay. 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 Langub. Perhaps he will say that the people display a new kind of community spirit. He wonders, "If this can happen Langub, why not in other communities across the Philippines and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Langub Human Development Project described here is a pilot project in Mindanao. It is intended to be a living demonstration of comprehensive socio-economic development of a rural community. This means that it is designed for replication in other communities. Even in the first year, the programmatic effect in Langub will be known in other areas of Davao City. In subsequent years it could extend to other communities across Mindanao and the Philippines. Local replication would involve six steps. The first step is the systematic sharing of the results of the project with staff members and community leaders from Langub. Second, a visitation program is designed whereby leaders and residents of other communities visit the project site. Third, one-day local community meetings are held in which 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 Social Methods Institute. Fifth, in consultation with ICA staff, community leaders explore the implications of undertaking a human development project. Finally, replication is initiated with the assistance of residents of Langub and staff from the Institute in communities deciding to participate.

NATIONAL

A replication plan of the human development model would be of significant value for barangays across the Philippines, as well as any rural community. It would provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication would benefit the country as a whole in a number of ways. It would demonstrate a viable approach to socio-economic revitalization of rural areas. It would be a model for creatively developing community space, providing improved local services and engaging all residents in community decision-making. It would develop methods of education which encourage citizen's 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 24 nations has built a foundation of support and responsiveness which would greatly facilitate a move to replication.

PERSONNEL

The replication of this project raises further issues about the necessary catalytic staff and the community training involved. The number of catalytic staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across the Philippines would require a staff of about ten 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, but more important than this would be the deep concern of each staff member for the renewal of community life. Such core groups could be made up of people from both the public and private sectors. They could be people from Langub, Davao City, or anywhere in the nation and possibly could include university students whose degree requirements incorporate a year of field placement. The ICA is prepared to provide practical training institutes in comprehensive community development methods for such local replication forces. Classroom work would be involved but most of the time would be used for practical field training in the pilot project and local replication experiments.

FINANCING

Through the structure of an ongoing human development project, the Institute of Cultural Affairs could provide training resources for replication in other locations throughout the Philippines at minimal costs. The program budgets for each replication would be built on the basis of local necessity and can be supported to a large degree by allocated funds made available through both the normal channels of public and private support and long-range public and private loans. Local people in each situation could participate directly through contribution of time and effort as well as direct cash support. The possible sources of direct economic support, both within and outside the community, will be greatly expanded by the successful accomplishment of the human development project in progress.

VI

SUPPORT SYSTEMS

For over a year the Institute of Cultural Affairs surveyed many rural villages in the area of Davao City in anticipation of establishing a second pilot human development project in the Philippines. The village of Langub was finally chosen for several reasons. First, although it is a rural community, it is

SELECTION

located in close proximity to the growing urban center of Davao City, making it easily accessible to visitors who wish to see the rural Philippines come alive. Second, it is dramatically in need of socio-economic development. Third, both the public and private sectors have indicated a keen interest in cooperating with such a rural development effort. Fourth, and perhaps most important, the local residents and their community leaders are ready to move immediately towards the social-economic development of Langub.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Langub Human Development Project in the coming year. This means assigning staff to serve as the project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic interchange of information with staff and local participants in human development projects across the world. Assigned staff will live in Langub and work full time in the project. The expenses of the staff 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 program enablement. By working with the Guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Langub through the gifts and grants of corporations, departments, foundations and interested individuals. At this point in its history, it is necessary for the project to depend in large part on outside funding. Over the long term, however, the project will lessen its dependence upon external funds.

DIRECTION

By July 1977, twenty-four human development projects had been launched globally. During 1975-76, eight projects were established in Australia, India, Kenya, Marshall Islands, the Republic of the Philippines, Republic of Korea, the United Kingdom and the United States. Sixteen more projects were completed by June 1977. The Langub Human Development Project is the first project launched during the expansion phase of 1977-78. Other expansion projects will be launched in Kenya, the Republic of Korea, Australia, the United States, and Latin America. The ICA anticipates that the Langub Project will be of service to the Philippines as one of the many signs already present that local community is being renewed by local people.

BUDGET SUMMARY CHART
fiscal year 1978

ICA Consultants

Plate 6A

programs	breakdown	Capital Costs	Salaries			Operating Expenses		Total
			Local	Aux.	Fees	Exp.	Travel	
1	Retail Shopping Center	16,550	5,200	4,200	-	140	3,500	29,590
2	Business Development Enterprise	19,900	6,500	4,200	-	140	2,000	32,740
3	New Industry Complex	22,135	7,800	4,200	2,000	420	2,000	38,555
4	Crop Improvement Project	15,100	5,200	4,200	-	3,200	-	27,700
5	Commercial Livestock Farm	38,250	9,100	4,200	1,200	12,900	-	65,650
6	Langub Barangay Site	161,500	2,600	4,200	500	2,100	-	170,900
7	Civic Activities Association	2,600	1,300	-	-	600	1,440	5,940
8	Citizen Involvement Corps	2,500	1,300	-	-	1,920	4,160	9,880
9	Community Schooling Network	9,050	19,500	4,200	-	2,400	2,880	38,030
10	Adult Training Institute	10,980	2,600	4,200	-	1,200	720	19,700
11	Village Health Clinic	15,430	9,100	4,200	-	28,240	2,400	59,370
12	Essential Services System	101,450	32,600	-	-	3,000	-	137,050
13	Basic Utilities Cooperative	24,300	6,500	4,200	-	4,225	-	39,225
Totals		₱ 439,795	109,300	42,000	3,700	60,485	19,100	674,330

LHDP

January 1978

PROJECTED COSTS
over four years

ICA Consultants

Plate 6B

breakdown programs	I	II	III	IV	TOTAL
	FY 78-79	FY 79-80	FY 80-81	FY 81-82	
1 Retail Shopping Center	29,590	9,880	-	-	39,470
2 Business Development Enterprise	32,740	8,520	-	-	41,260
3 New Industries Complex	38,555	55,470	-	-	94,025
4 Crop Improvement Project	27,700	8,400	-	-	36,100
5 Commercial Livestock Farm	65,650	15,350	-	-	81,000
6 Langub Barangay Site	170,900	10,200	6,000	-	187,100
7 Civic Activities Association	5,940	3,740	4,540	-	14,220
8 Citizen Involvement Corps	9,880	7,880	5,800	-	23,560
9 Community School Network	38,030	30,680	26,480	-	95,190
10 Adult Training Institute	19,700	10,220	6,020	-	35,940
11 Village Health Clinic	59,370	44,340	40,140	-	143,850
12 Essential Services System	137,050	6,900	6,900	-	150,850
13 Basic Utilities Cooperative	39,225	10,950	5,300	-	55,475
Total	P 674,330	P 222,530	P 101,180	-	P 998,040

PROJECT FUNDING FLOW CHART
toward local self-sufficiency

		years					Four Year Totals
		Year One	Year Two	Year Three	Year Four		
items							
Monies Injected and Stimulated	Outside Funds	Public Sector	₱230,000	₱ 75,000	-	-	₱305,000
		Private Sector	330,000	75,000	-	-	405,000
		Total	560,000	150,000	-	-	710,000
	Village Funds	Local Contributions	14,330	32,530	61,180	-	108,040
		Community Loans	100,000	40,000	40,000	-	180,000
		Total	114,330	72,530	101,180	-	288,040
	Total Funds (Cash and Inkind)		₱674,330	₱222,530	₱101,180	0	₱998,040
Village Income Development	Annual Village Income	Current ₱358,600	717,200	1,075,800			
	Annual Mean Family Income	Current 1,500	3,600	5,400			



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