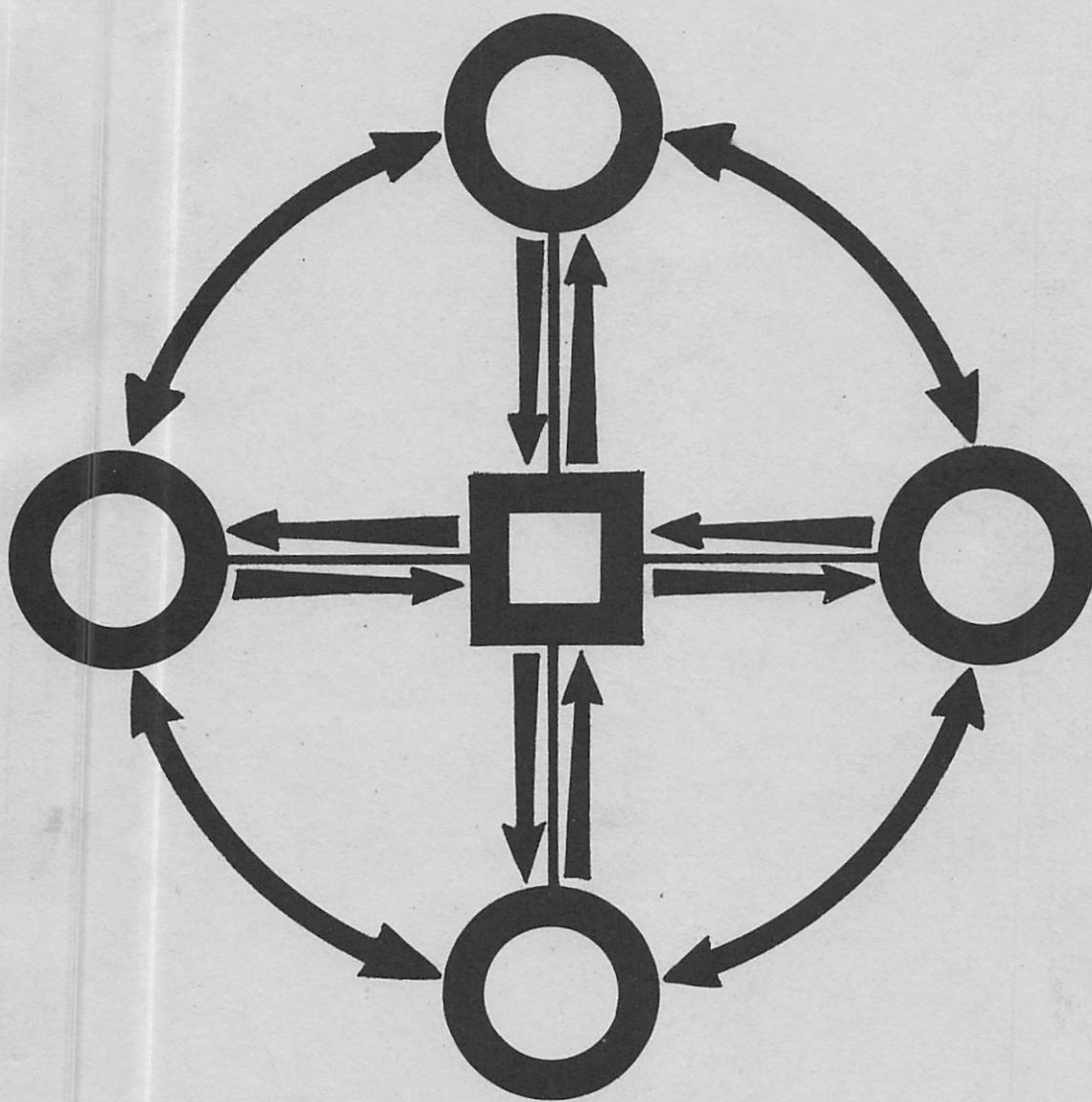


MACTAN CLUSTER

HUMAN DEVELOPMENT PROJECT



BASAK MERCADO, MALINGIN, SAN MIGUEL AND SUBA PANAS
CONSULTATION SUMMARY STATEMENT
JANUARY 1979

MACTAN CLUSTER HUMAN DEVELOPMENT PROJECT

BASAK MERCADO

MALINGIN

SAN MIGUEL

SUBA PANAS

CONSULTATION SUMMARY STATEMENT

Prolegomena

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

Epilogue

This is a publication summarizing the
Mactan Cluster Human Development Consultation
which took place at
Basak Mercado
Malingin
San Miguel
Suba Panas
Republic of the Philippines
January 4-21, 1979
organized by
The Institute of Cultural Affairs

PROLEGOMENA

I

THE LOCATION

The Mactan Cluster Human Development Consultation was the initiating step in a comprehensive development demonstration project by the Sudtonggan HDP along with the people of the villages of Basak Mercado, Malingin, San Miguel and Suba Panas. All five villages are located on Mactan Island, 12-18 kilometers from Cebu City, the capital of Cebu Province in the central Philippines. The initiating of the Mactan Cluster represents the intentions of the people of Sudtonggan to share their human development project learnings of the past three years with the other villages of Mactan Island and the Philippines. The Cluster project will be a cooperative effort of the five villages to demonstrate the replicability of simultaneous social and economic development at the village level. The consultation began in San Miguel, a small fishing village on the southeast coast of Mactan and then proceeded to the remote fishing village of Malingin located halfway out a narrow peninsula on the northeast side of the island. The remaining two villages are more central on Mactan. Suba Panas is an agricultural and fishing village fronting on a tidal river and Basak Mercado is a farming, market and furniture building village which is adjacent to Sudtonggan. These five villages together see themselves as a demonstration of rapid village renewal which is possible for every village across the Philippines.

MCHDP

The Republic of the Philippines began a new phase in its history in 1972 with the birth of the concept of the New Society. In the past six years the nation has made significant gains in the realization of its goal to improve the quality of life. A key to the New Society is the strengthening of the barangay, the smallest political unit, and the training of effective local leadership. Only comprehensive social and economic development at this level can begin to reverse the heavy migration to the over-crowded urban areas. This focus on total development was reinforced in the Philippines context in 1978 with the inauguration of the Ministry of Human Settlements. Presidential Decree No. 1396 affirmed anew the government's policy to "foster the growth and renewal of our communities, both rural and urban, in an integrative manner that promotes optimum land use, adequate

PHILIPPINES

shelter, environmental protection, utilization of appropriate technology and rational inter-dependence amongst self-reliant communities, all these towards the fullest development of man as a civic person and as a human being, involving in this process the coordinated contribution of the public and private sectors." It has become clear that the events of history are calling for methods to assume the task of renewing the local community. For this reason, the concept of the Human Development Project Cluster promises to be of critical importance not only for the development of the Philippines but for global application.

MACTAN ISLAND

Historically and geographically the Philippines is composed of three island groupings: Luzon to the north, Mindanao to the south and the Visayas in the center. In the Visayan group, the nation's second largest and oldest city, Cebu, serves as the symbolic and commercial center. Adjacent to Cebu City, and connected to it by the Mandaue-Opon Bridge, lies Mactan Island. Some 80,000 people inhabit the 69.8 sq. km. island. Lapu-lapu City and the Municipality of Cordova form the political and administrative structures. Mactan's place in history was assured when in 1521 Ferdinand Magellan attempted to subdue its chief, Lapu-lapu and suffered defeat and death, delaying Spanish colonization until 1565. Today Mactan is known for its guitar industry, rope-making, and tourism which is growing as its beaches become popular. Mactan is also the home of the Philippine Air Force Mactan Air Base and the Mactan International Airport serving the greater Cebu area.

SUDTONGGAN

In May, 1976, the residents of Sudtonggan, a rural sitio on Mactan Island, initiated a demonstration of comprehensive development in their village. Today Sudtonggan is participating in the style, economy, and services the larger world. The villagers have developed methods to initiate and direct change in the community. In the last three years the buri, craft, and rock-cutting industries have become self-supporting and profitable. Their profits have paid preschool, health aide and administrative staff salaries. All village wells are covered providing safe drinking water and electricity has been delivered to all homes. The citizens have a healthy appearance of well-being and are proud not only because their village was the first human development project in the Philippines, but because they have begun to share their success with other villages. Today their vision is larger than themselves. It extends to villages everywhere who are looking for a sign of possibility for their future.

After the Sudtonggan Human Development Project became a successful demonstration of rapid renewal in a local community, the question of replication in other villages had to be answered. How could Sudtonggan share its knowledge and experience with

MACTAN
CLUSTER

other sitios? The concept of a cluster of villages on Mactan was born out of the consideration of the advantage of a delimited geographical area which enables communication and support among villages. The next consideration was the selection of four villages as new projects. It was decided to select one adjacent to Sudtonggan and in the same barangay, and three from other barangays across the island. The four villages joining with Sudtonggan in the Mactan Cluster are Basak Mercado, Malingin and Suba Panas of Lapu-lapu City, plus San Miguel of the municipality of Cordova. These four villages were invited to participate in the cluster and select ten representatives to send to a six week Human Development Training School held in Sudtonggan prior to launching the projects. The school elicited a serious commitment from the villages and produced a trained core of community leaders who went to all cluster villages during the consults. This network of leaders and their common vision as a cluster greatly strengthened the individual projects and unified them in one task.

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is now incorporated in the Republic of the Philippines as The Institute of Cultural Affairs: Manila, Inc., as a not-for-profit corporation. The ICA, convinced that effective human development must be initiated at the local level, is engaged in planning and implementing community development projects in various parts of the world. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving twenty-three nations. The Institute's programs around the world are supported by grants, gifts, and contributions from government departments and agencies at the national, regional and local levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1967 the Institute has been working throughout the islands of the Philippines with people concerned for the reformulation of community life at the local level. In 1970 it was invited to make resident personnel available in order to expand the work of training people in community development methods. By 1973 resident staff were situated in Manila, Lapu-lapu City and Davao. Graduates of various training programs, such as the International Training Institute and LENS (Living Effectively in the New Society), continued to work together with the Institute Staff. One such group formed on Mactan Island. This group

along with members of the international team of ICA members also began to conduct research in order to locate the site for a pilot project in which to demonstrate the effectiveness of a comprehensive approach to community development. The possible locations were narrowed down to the sitio of Sudtonggan, a rural community whose definable geography, traditional sense of identity and apparent social and economic need made it a suitable for the project location. The Consult was held in May 1976. The benefits of the project were so apparent at the end of two years that other villages on Mactan began to ask for projects in their villages. The Mayor of Lapu-lapu City also asked for the expansion of Human Development Projects on Mactan Island. Thus the Mactan Cluster expansion was created and these Consults scheduled.

PARTICIPANTS

The four Consults took place during the first three weeks of January 1979. There were about 150 consultants per consult of whom half were residents of the project villages. Approximately 1600 additional residents were indirectly involved through the fieldwork contacts. The Consult teams spent many hours visiting and talking with local people in their homes and places of work. Of the 125 non-resident consultants in one or more of the four Consults, 40 came from other villages on Mactan Island and were graduates of the HDTS held in Sudtonggan in November and December 1978. There were many government agency people present from across the Philippines. There were also consultants present from Hong Kong, Australia, Indonesia, Mexico, Japan and the United States. Visiting consultants represent both the public and private sectors and attended the Consults at their own expenses. The expertises represented by these consultants covered a broad spectrum of skills and experience. Specific professions included education, business, management, marketing, nutrition, family planning, and public health, agriculture and animal husbandry, industrial development and communication services. The local residents who attended likewise presented a wide range of occupations and expertise including rope making, farming, fishing, rock cutting, handicraft, furniture design, carpentry, construction, drivers, teachers, shopkeepers, welders and traders.

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 each village. 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 with the Contradictions effectively. Fourth, they created a set of Tactical Systems by which the proposals could be realized. The time of the Consultants was divided between work as teams in the field interviewing residents, investigating resources, and

studying alternative possibilities, and workshop sessions and plenary gatherings in which the collected data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist the residents of each village in accelerating the expansion of the project and empowering its impact upon the village.

IMPACT

The readiness of the local villages for the Consult was demonstrated by their enthusiastic willingness and cooperation in the preparation and hosting of the Consult. Village men built tables, dug toilets and constructed kitchen facilities. Each village had a corporate workday before the consult lining the roads with rocks, whitewashed them and also gravelled pathways. Village women volunteered to prepare meals and provided the snacks during the Consults. The village residents graciously offered their finest rooms as housing for consultants often severely crowding themselves to ensure comfort for their guests. One of the villages looked so good at Consult time that when a private company came to see about sponsoring and funding the village the man said "This village looked finished already. We want to get in on the beginning of a village." Finally, the experience of the Consults awakened in all the participants a new hope for the future of the rural villages of the Philippines as they find ways to work together.

FOLLOW UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programs reported in this document. First, this involve the ongoing meeting of the local leaders and other interested community people to plan the program implementaries. Second, the initiation of special training sessions for the villagers who will bear responsibility for major aspects of the project will be needed, as well as the gathering of an inclusive community consensus concerning all aspects of the project. Third, project initiation will require continuing and expanding relations with the public sector. It will also be necessary to develop support systems in the private arena with the Philippines business community and with professional and business contacts beyond the nation. Finally, project initiation requires that a catalytic staff reside in the community to begin training and building incentive that will raise a community-wide sign.

III

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, provides an inclusive overview of the Consult. The document then

DOCUMENT

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 residents of all 4 villages live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development 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 plant. 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 research which involved the people of all the villages in creatively focusing their efforts and concerns on the tasks of reshaping their villages. As such, the document symbolizes the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally, the document serves as a handbook for those who will work in the villages and as guide to those who may replicate the Human Development Project elsewhere.

BASAK MERCADO

LOCATION

Basak Mercado is a sitio located along the Basak Highway in Barangay Basak, Lapu-lapu City on Mactan Island. Familiar landmarks in the area are the Mactan Air Force Base 2 kilometers to the north and Marigondon, one kilometer to the South. For many years Basak Mercado as a market for the surrounding villages, hence its name, "Basak Market". During the years that the U.S. forces were in command of the Mactan Air Base, the market was a favorite commercial and recreation spot for American troops. A frequent pastime was watching cockfights held in the Basak Mercado Coliseum behind the present Market area. When the Americans left in 1968, the trade dropped dramatically and local merchants began to explore other sources of income. New opportunities appeared with the introduction of tricycle (pedicab) transport to Lapu-lapu City. Prior to that time, horse drawn carts called tartanillas were in use. The main occupation was farming although the land was rocky and difficult to plow. Being an interior village, Basak had few fishermen. Today there are nine carpentry shops. Many men and women are skilled craftsmen who have either gone to Cebu for employment or remain hampered by the lack of power equipment in the absence of electricity. Many are also skilled in buri and rattan furnitures and accept contracts from large Cebu factories. The location on a main highway has obviously provided contacts with larger world which is evident in the literacy rate of the residents and their confidence in expressing their opinions. Basak Mercado represents the new urban rural sitio which has the resources in trained personnel to quickly bring economic development, but to this point has lacked a big enough vision which would call forth

LOCATION

village cooperation. The village residents now stand ready to realize their new comprehensive vision through practical programs.

BASE LINE

The Project area is approximately 100 hectares of flat, rocky fields. It is bounded to the South by Kapaping, to the East by Cagoday, to the North by Basak Center and Sudtonggan to the West. The population is approximately 1500 of whom more than 50% are under the age of 15. The elementary school serving the village is in Basak Center, and the high school is in Marigondon. To reach the schools, children walk 1 kilometer along the Basak Highway. The villagers have a keen interest in vocational and technical training for adults. Public facilities include an old, unmaintained chapel used only for the annual fiesta, a dirt basketball court and a market shed. No new buildings can be seen. Villagers rely on the services of Lapu-lapu City such as markets, gasoline stations, banks, churches, restaurants, health facilities. They travel the 5 kilometers to Lapu-lapu by tricycles, although few of these motorcycles with sidecars are owned by the villagers. Kerosene lamps and petromax are used for lighting and drinking water is supplied from open wells with concrete sides and drainage pads. Health services are located 4 kilometers away at the Opon Emergency Hospital. There is a high incidence of respiratory, skin and intestinal diseases. Animals in the village include goats, pigs, chickens and carabao. There are two major sari-sari stores along the Basak Highway and many smaller shops on the interior pathways. Secondary roads include the Sudtonggan Road, Gisi Road and the Intong Road. By far the largest number of gainfully employed people are carpenters who sell their products to Cebu retail stores. Only one shop owns a transport vehicle. Cash is also earned by cottage industries such as rattan and shellcrafts. Farming is mainly for home consumption rather than profit. Root crops, ampalaya and corn are easily grown. Most high school graduates left to work in the city and much of the farmland is owned by absentee landlords.

OPERATING VISION CHART
A Summary of the Existing Vision of the People of Basak Mercado

ICA Consultants

Plate 1

A—toward EXTENDING LOCAL ENTERPRISES economic self sufficiency		B—toward INITIATING ENVIRONMENTAL STRUCTURES physical reconstruction			C—toward INTENSIFYING SOCIAL PATTERNS social self-reliance	
COMMERCIAL AGRICULTURE I	BUSINESS STRUCTURES II	INDUSTRY EXPANSION III	ESSENTIAL SERVICES IV	FACILITIES CONSTRUCTION V	SOCIAL ACTIVITIES VI	COMPREHENSIVE EDUCATION VII
encouraging MECHANIZED FARMING	establishing SHOPPING CENTER	introducing DIVERSIFIED FURNITURE	installing ELECTRICAL POWER	contracting MULTI-PURPOSE BUILDING	scheduling VILLAGE-WIDE EVENTS	instructing EARLY SCHOOLING
			improving PUMPED WATER			
developing LIVESTOCK INDUSTRY	creating DIRECT MARKETING	providing CRAFTS INDUSTRIES	modernizing SANITATION FACILITIES	building RECREATION FACILITIES	improving SPORTS PROGRAMS	offering EARNED DIPLOMAS
		initiating CO-OPERATIVE BUYING	initiating SEWING FACTORY	reconstructing HOUSING REPAIR	facilitating LIBRARY CENTER	
providing MECHANICS SHOP	expanding RURAL BANKING	organizing WOMEN'S EMPLOYMENT	intensifying NUTRITION PROGRAM	fostering BEAUTIFICATION CAMPAIGN	extending COMMUNITY COMMUNICATIONS	promoting ADULT EDUCATION
			catalyzing SERVICES ACCESS			

THE UNDERLYING CONTRADICTIONS

I. DECISION MAKING

THE INDIVIDUALISTIC MECHANISM OF DECISION MAKING is the first Contradiction. Across the world today, grassroot people are taking responsibility for the destiny of their communities by banding together in many forms of corporate groups to carry out their decisions. The passion and concern of local Basak Mercado citizens is clear, but few networks exist through which they can participate in community consensus. The key factor has nothing to do with those structures but with formal and informal decision-making which informs the local citizens so that they can participate in the building of the consensus. The furniture manufacturers are in competitions for their products that blocks community communication; the public market, once a sign of successful corporate work, now stands virtually empty and uncared for. Until the structures for corporate decision-making of the residents of Basak Mercado is rebuilt, efforts to build an effective human community will be thwarted by the lack of firm corporate consensus.

II. PRACTICAL SKILLS

THE NEGLECTED DEVELOPMENT OF PRACTICAL SKILLS is the second Contradiction. Over the last quarter century a growing demand for a workforce highly trained in technology has produced a trend towards practical, specialized education. The global and national proliferation of special education programs created in response to this demand is in some fashion mirrored in local communities everywhere. Basak Mercado has seen and even encouraged the migration of its educated youth to the industrial centers in search of jobs. Training in agriculture, management, leadership, medical and preschool teaching is available less than an hour away, however, the villagers are not confident in their ability to appropriate new knowledge and skills. They inevitably refer to their lack of educational background as a block. Unless literacy, skills training and extension resources are appropriated and systematically applied, the village has no way to develop its services, attract industries or increase businesses without which it can not compete in the modern world.

III. ESSENTIAL SERVICES

THE PREVAILING ABSENCE OF ESSENTIAL SERVICES is the third Contradiction. 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. It is, therefore, surprising to find this market crossroads community of multiple small industries with so few services. Public electrical service and with it the provision of telephone service is four kilometers down the road with no promise of extension for years to come. A public market and industrial complex must have electricity and communication sources to make the leap into the twentieth century. Proximity to Lapu-lapu City has allowed Basak Mercado to by-pass the

provision of basic health and emergency services and today the residents only use those services in critical cases. To postpone introducing services such as pumped water, outside communication system, electricity and health care deters future development.

IV. SUBSISTENCE LIFE-STYLE

THE SHORT RANGE PRIORITIES OF SUBSISTENCE LIFE STYLE is the focus of the fourth Contradiction. Rising expectation across the world has developed a recognition that people no longer need to live at a bare subsistence level. The proximity of Basak Mercado to Lapu-lapu City, the International Airport and the tourist resorts has in the last ten years occasioned the building of schools nearby, a higher than average educational level, the awareness of modern sanitation facilities unseen in the more rural villages and electrical wires within four kilometers. Yet, residents act out of priorities set one hundred years ago relative to the day's food and care. Although they place a premium on education, their children become truant as they help with family work. Long range industrial investments, home improvements, sanitation facilities and electrical power sources become unspoken secondary priorities next to the obvious urgencies of day-to-day living. It will be necessary for Basak Mercado to balance immediate needs with long range planning if they are going to be a part of the national and global economy.

V. VOCATIONAL TRAINING

THE MINIMAL OPPORTUNITY FOR VOCATIONAL TRAINING is the concern of the fifth Contradiction. During the last quarter of this century industrialization and technology have increased the living standards of both rural and urban areas. Employment depends on the continual acquisition of new skills. Many residents of Basak have no job because their skills are extremely limited and they lack the requirements to enter appropriate vocational schools. There are no apprenticeships available. In many families both parents are illiterate and unless there are enough money to go to outside schools or to a place where they can find employment the children find their advancement is blocked. Because skills training is not offered in Basak there is distrust in technological services except in the form of furniture products. Without skills to develop the resources and energies of Basak Mercado the residents are more and more excluded from authentic participation in the larger community.

LIMITED EXPERIENCES WITH BUREAUCRATIC PROCEDURES is the sixth Contradiction. The ongoing urbanization of this market village has brought it to the pivotal point of making a leap into the twentieth century economy or remaining at the subsistence level. Hectares of land remain undeveloped and uncultivated and residents have not been able to communicate with the absentee landowners while new agrarian reform

VI.
BUREAU-
CRATIC
PROCEDURES

laws and procedures are 'Greek' to them. Banking procedures loan regulations and development aids under the New Society are basically unknown. High school completion procedures are not understood. Unless the residents can deal with these procedures with confidence, the next leap will never be made.

VII.
SKILLED
EMPLOY-
MENT

RESTRICTED OPENINGS FOR SKILLED EMPLOYMENT is the arena of the seventh Contradiction. The technological revolution has radically altered the job market around the world. Schools everywhere, including Basak, prepare people for full, technical employment. However, employment today in Basak Mercado approaches twenty percent and is weighted towards women and youth. The market itself is non-functional, the nine furniture companies are at the tip of their present capabilities and farming is performed as a family side line not as a commercial venture. The options are to leave Basak and compete with the more metropolitan residents for jobs or to subsist on day-to-day basis. Until a way is found to deal with the training and employment voids, Basak Mercado will continue to be economically and socially dependent.

VIII.
LAND
USE

THE UNPRODUCTIVE SYSTEMS OF LAND USE is the arena of eighth Contradiction. Current scientific knowledge of crop farming has allowed agricultural communities everywhere to rapidly increase production and leap to commercial ventures. Yet Basak Mercado farmers use methods generations old. Uncultivated land lies fallow as unknown absentee landowners wait for industrial opportunities to appear. Small family garden production, mirrors of mediocre success of the larger plots, produce non diversified vegetables for families' consumption only. Basak market has not sold fresh vegetables for years. The image of rocky depleted soil discourages capital outlay for more sophisticated machinery. Unless a thorough agricultural land plan is created to unblock both the outmoded methods and uncultivated land, the future of this community will remain dependent on outside interests and utilization of the land will continue to symbolize the bare subsistence living.

IX.
MANAGE-
MENT STRUC-
TURE

THE NARROW SCOPE OF MANAGEMENT STRUCTURE is the ninth Contradiction. In the twentieth century it has become clear in order to deal with the economic development of local communities, these communities must be able to provide jobs for their residents. For many years Basak Mercado has several small furniture factories managed by local residents and due to the high costs of machinery and difficulties in obtaining new capital their operations have not shifted. Market expansion and new designs for their products are still unexplored. Collaterals required for loans are beyond reach of the local businessmen's imaginal present capacity. Until the community finds the courage to risk its resources corporately to shape its future,

additional investments in industry and business will not happen.

X.
TRADITIONAL
ROLES

THE REDUCED ENGAGEMENT OF TRADITIONAL ROLES is the arena of the tenth Contradiction. During the years since World War II around the world, the traditional roles of family provider, home maker, youth, child and the family unit as whole have expanded to enable every member to be totally engaged in community life; that is, the family is seen not as an isolated unit unto itself, but as a part of and dependent on the larger community. In Basak Mercado today the roles and traditional time structures of family life have come face to face with urban life and have backed of into a posture of defensive individualism. Women protest they can not help with the preschool because of their own child care obligations. Community workdays called for by village leaders are poorly attended because of rigid time demand images of the home and job. Unless the context of these demands is shifted from "my family only" to that of a lively, unified community, the hope of any community-wide social programs in Basak Mercado is futile.

XI.
COMMUNITY
FACILITIES

THE OUT-MODED INTENT OF COMMUNITY FACILITIES is the focus of the eleventh Contradiction. In order to enable the members of a community to reach their full potentials, community facilities need to be made available for community use. In Basak Mercado there is a low priority on recreational space for all members of the community. There is no playground and equipment for the children. In fact, there is no recreational facilities at all. At this point in time, there has been inadequate planning for recreation on every level. Consequently, both young children and youth are left to their own devices as far as recreation is concerned. In addition there are very very few parking spaces near the market area. If Basak Mercado does not figure out a comprehensive plan on the use of available land to meet these needs, the residents will remain isolated from their hopes of a new human community.

PRACTICAL PROPOSALS CHART

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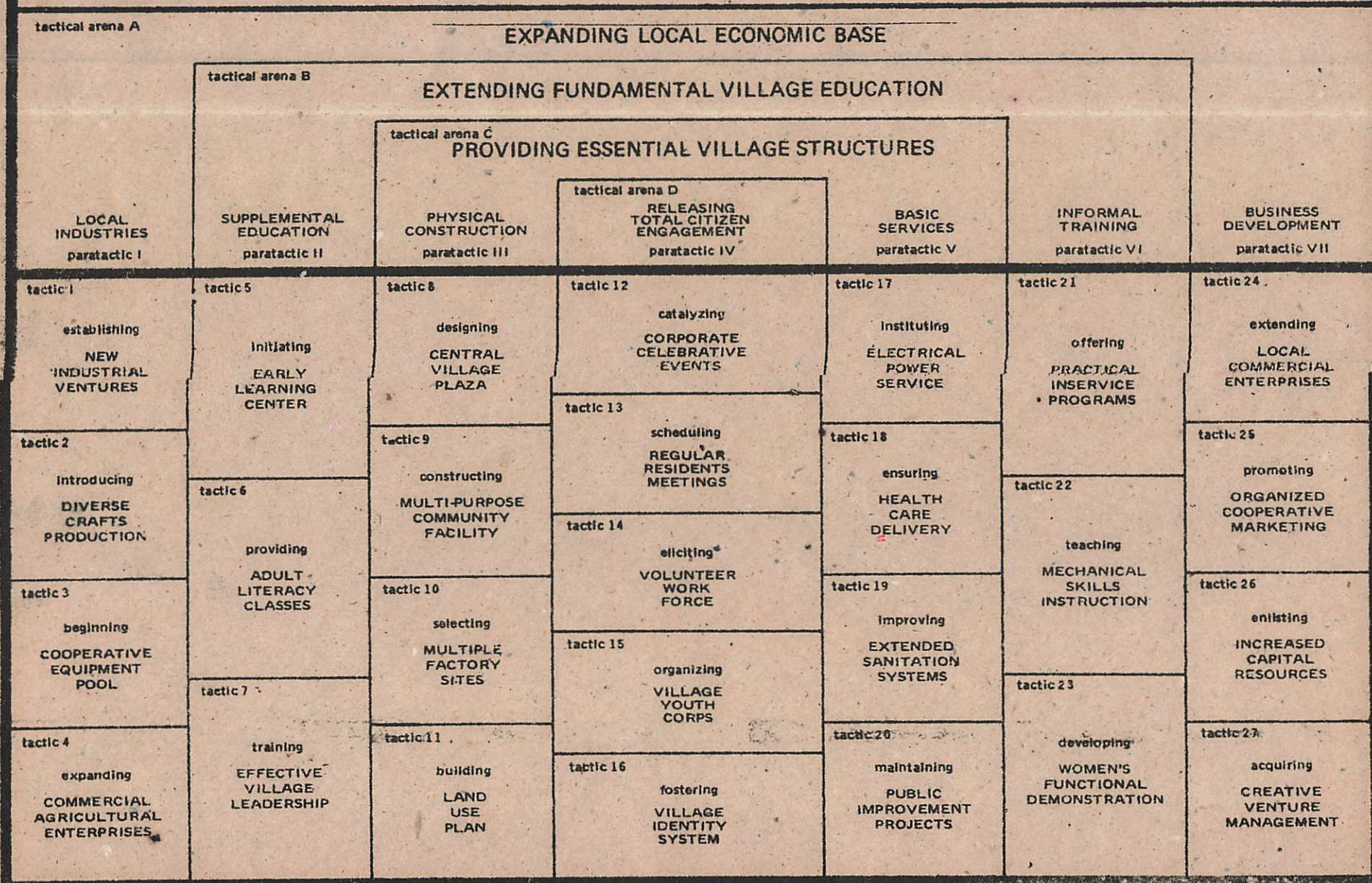
Plate 3

I ECONOMIC GROWTH PROPOSALS			II COMMUNITY DESIGN PROPOSAL	III SOCIAL LIFE PROPOSALS		
AGRICULTURAL DEVELOPMENT PROPOSAL A	INDUSTRIAL INTENSIFICATION PROPOSAL B	VILLAGE IDENTITY PROPOSAL C	D	BASIC FACILITIES PROPOSAL E	COMMUNITY ENGAGEMENT PROPOSAL F	FOUNDATIONAL EDUCATION PROPOSAL G
INTENSIFIED FARMING PROJECT 1	DIVERSIFIED WOOD-CARVING PROJECT 4	CEBU OUTLET PROJECT 7	VILLAGE MEETINGS PROJECT 11	COMMUNITY CENTER PROJECT 14	VOCATIONAL EXPANSION PROJECT 18	EARLY LEARNING PROJECT 21
EQUIPMENT POOL PROJECT 2		CENTER BEAUTIFICATION PROJECT 8	LAND USE PLAN PROJECT 12	RECREATION FACILITIES PROJECT 15		ADULT EDUCATION PROJECT 22
MECHANICAL SERVICES PROJECT 3	HANDICRAFT PRODUCTS PROJECT 5	ELECTRIC UTILITIES PROJECT 9	COMMUNICATION NETWORK PROJECT 13	HEALTH DELIVERY PROJECT 16	YOUTH CORPS PROJECT 19	LEADERSHIP DEVELOPMENT PROJECT 23
		NEW INDUSTRIES PROJECT 6	COMMUNITY EVENTS PROJECT 10			SANITATION SYSTEM PROJECT 17

TACTICAL SYSTEMS CHART

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Plate 4



THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Basak Mercado

ICA Consultants

Plate 5

ONE TOWARDS IMPROVING THE ECONOMIC BASE OF BASAK MERCADO		TWO TOWARDS REVITALIZING THE CORPORATE PATTERNS OF BASAK MERCADO		THREE TOWARDS STRENGTHENING THE SOCIAL STRUCTURES OF BASAK MERCADO					
INDUSTRIAL EXPANSION A		COMMERCIAL EXTENSION B		C		PHYSICAL WELL-BEING D		FOUNDATIONAL EDUCATION E	
I LIGHT INDUSTRY VENTURE	1	SMALL BUSINESS ASSOCIATION	13	COMMUNITY WORK CORPS VI	21	ESSENTIAL SERVICES COMPLEX	EARLY LEARNING INSTITUTE XI	41	
	2		14		22			42	
	3		15		23			43	
	4		16		24			44	
5	17		25	45					
II COMMERCIAL AGRICULTURAL ENTERPRISE	6	IV	16	VILLAGE COMMUNICATION NETWORK VII	26	IX	FUNCTIONAL TRAINING ACADEMY XII	46	
	7		17		27			47	
	8		18		28			48	
III BASAK MARKETING SERVICE	9	FISCAL PROMOTION AGENCY V	18	BASAK CULTURAL NODE VIII	29	PUBLIC FACILITIES PROJECT X	VOCATIONAL DEVELOPMENT CENTER XIII	49	
	10		19		30			50	
	11		20		31			51	
	12				32			52	

MCHDP: BASAK MERCADO

A. ECONOMIC BASE TACTICS
Paratactic I : LOCAL INDUSTRIES

1. NEW INDUSTRIAL VENTURES	1 Metal Furniture	make welded household furniture
	2 Buri Production	establish buri furniture production
	3 Rattan Furniture	make rattan furniture and components
	4 Wood Carving	initiate decorative wood carving
	5 Office Furniture	make wood and metal furniture
	6 New Design	design wooden living room pieces
	7 Contract Sewing	arrange garment factory contracts
	8 Furniture Finishing	train women finishers
	9 Coconut Products	integrate coconut product operation
	10 Meat Processing	establish sanitary slaughter-house
	11 Contract Baking	build commercial enclosed baking oven
	12 Furniture Association	initiate cooperative marketing
2. DIVERSE CRAFTS PRODUCTION	13 Embroidery Products	manufacture hand decorated clothing
	14 Shell Designs	produce jewelry and decor items
	15 Ipil-ipil Craft	design seed decor and jewelry
	16 Coconut craft	carve coconut shell products
	17 Rope Products	introduce knotted rope macrame
	18 Speciality Boxes	make small disposable wooden boxes
3. COOPERATIVE EQUIPMENT POOL	19 Farm Tractor	secure cooperative community tractor
	20 Agro Equipment	provide mechanical sprayers
	21 Wood Shop	acquire cooperative power tools
	22 Village Truck	secure cooperative marketing truck
	23 Skilled Operators	assure trained machinery operators
	24 Storage Facilities	provide common equipment storage
	25 Maintenance Structure	establish systematic maintenance
	26 Mobile Irrigation	acquire portable pumping unit
4. COMMERCIAL AGRICULTURAL ENTERPRISES	27 Commercial Vegetable	establish large acreage operation
	28 Ipil-ipil Plantation	plant ten hectares of fenced fields
	29 Seed Selection	provide high yielding varieties
	30 Farm Supplies	establish bulk buying schemes
	31 Irrigated Crops	set up cooperative watering schemes
	32 Crop Rotation	plant for high prices
	33 Livestock Feed	design pig feed production
	34 Pig Production	set up family dispersal model
	35 Farmers Association	initiate profitable cooperation

Paratactic II : SUPPLEMENTARY EDUCATION

5. EARLY LEARNING CENTER	36 Infant Care	release mothers for extra income jobs
	37 Mini Program	initiate early education
	38 Preschool Operations	provide early disciplined training
	39 Kindergarten School	initiate public school preparation
	40 Comprehensive Curriculum	build 6 month to 6 year curriculum
	41 School Uniforms	secure uniforms for students and teachers
	42 Nutritional Snacks	provide daily meals and snacks
	43 Teachers Training	provide imaginal education training
	44 Student Participation	enforce 100% daily attendance accountability
	45 Permanent Facilities	equip adequately for full attendance
	46 Parent's Association	active participation opportunities
47 Program Funding	secure adequate school self support	
6. ADULT LITERACY PROGRAM	48 Lively Curriculum	imaginal relevant course schedule
	49 Student Recruitment	publicize exciting course schedule
	50 Permanent Facilities	provide adequate accesible full time locat
	51 Volunteer Teachers	recruit volunteer teachers and instructors
	52 Basic Literacy	provide diploma equivalency preparation
	53 English Conversation	enable social and business capability
7. VILLAGE LEADERSHIP CORPS	54 Regular Meetings	schedule weekly project planning sessions
	55 Project Interchange	plan Mactan and global travel
	56 Community Planning	assure successful village meetings
	57 Rotating Assignments	plan co-ordinated role assignments
	58 Workshop Methods	teach leadership methods
	59 Forum Orchestration	lead community forums throughout Macta
	60 Village Hosting	give tours to village visitors and guests

C. ESSENTIAL STRUCTURES TACTICS

Paratactic III : PHYSICAL CONSTRUCTION

8. CENTRAL VILLAGE PLAZA	61 Decorated Gardens	create gardens in community plaza
	62 Village Canteen	put up snack bar in garden near plaza
	63 Waiting Shade	provide comfortable waiting area
	64 Mainstreet Beautification	locate road side trees, shrubs, and trash
	65 Relocate Market	build plaza on market site
9. MULTI-PURPOSE COMMUNITY CENTER	66 Meeting Hall	provide adequate community assembly space
	67 Study Library	provide study and reading space
	68 Health Center	provide dispensary and caretaker's office
	69 Police Outpost	build convenient comfortable facility
	70 Media Center	provide public radio, tv and phonograph space
	71 Meeting Spaces	locate permanent spaces in community street
	72 Children's Playground	construct adventure equipment play areas
	73 Basketball Court	Build all weather concrete court
	74 Dance Floor	provide convenient location for dances
	75 Office Space	locate project and village administration
76 Community Stage	provide space for performances and presentations	
10. FACTORY FACILITY CONSTRUCTION	77 Equipment Center	store and maintain agricultural equipment
	78 Stake Factories	locate factories near homes
	79 Craft Rooms	secure place in every factory
	80 Sewing Room	locate near workers and children
	81 Slaughter House	establish a modern sanitary facility
	82 Lumber Yard	provide dry bulk lumber supplies
	83 Wood Shop	house common power equipment
	84 Community Store	establish cooperative market facility
11. LAND USE PLAN	85 Village Design	decide facility and land required
	86 Display Map	put-up three dimensional futuristic model
	87 Community Plaza	acquire land for plaza and center
	88 Farming Fields	sign up farmers for commercial production
	89 Industrial Location	secure release of land for good industry
	90 Recreation Spaces	secure scattered recreation and playground
91 Landowners Liason	approach owners to authorize land use	

MCHDP: BASAK MERCADO

D. CITIZEN ENGAGEMENT TACTICS

Paratactic IV : CITIZEN ENGAGEMENT

12. CORPORATE CELEBRATIVE EVENTS	92 Regular Dances	hold free village dances weekly
	93 Celebration Calendar	schedule regular village celebrations
	94 Sports Tournaments	schedule basketball, volleyball, and chess
	95 Workday Celebration	hold celebrations following every workday
	96 Cultural Movies	show regular scheduled movies
	97 Annual Fiesta	prepare special annual fiesta events
	98 Industry Fair	conduct quarterly display of products fair
13. REGULAR RESIDENTS' MEETINGS	99 Community Assembly	hold quarterly community assembly
	100 Stake Meeting	hold weekly meeting in each stake
	101 Program Guilds	assume broad responsibilities for new pro
	102 Cultural Groups	sponsor orchestra and dance groups
14. WORK FORCE VOLUNTEER	103 Administrative Commis	sions operate economic and social comm
	104 Regular Workdays	conduct regular scheduled workdays
	105 Stake Team	provide local workday units
	106 Scheduled Clean-up	make community wide clean-up assignments
	107 Trash Collection	schedule regular trash collection
	108 Security Patrol	assign regular security rounds
15. VILLAGE YOUTH CORPS	109 Health Caretakers	appoint caretakers for each stake
	110 Electrical Administration	make regular collections of electrical
	111 Vocational Training	broaden marketable skills of youth
	112 Acceleration Training	prepare youth for acceleration tests
	113 Youth Projects	schedule community service workdays
	114 Youth Forums	prepare youth forum leadership
	115 Science Club	conduct technical explorations for local in
16. VILLAGE IDENTITY SYSTEM	116 Cultural Travel	schedule trips outside Mactan
	117 Sports Clinics	conduct occasional sports clinics
	118 Map Boards	erect community and stake map boards
	119 Village Office	direct community and projects operations
	120 Community Symbol	display symbol on building signs and produ
	121 Village Newsletter	publish newsletter weekly for all residents
	122 Bulletin Boards	erect bulletin boards in each stake node
	123 Project Signs	identify each program location
	124 T-shirt	provide T-shirt for project workers (each
125 Global Reporting	send global reports weekly	
126 P.A. System	secure community owned public address s	

C. ESSENTIAL STRUCTURES TACTIC

Paratactic V : BASIC SERVICES

17. ELECTRIC POWER SERVICE	127 Comparative Wiring	assure wiring compatible with gov't stand
	128 Industrial Power	assure adequate industrial power
	129 Home Connection	design mainline route to provide power for e
	130 Steet Lights	install lights along all village roads
	131 Electric Operators	recruit villagers to operate the power house
	132 Electric Generator	secure village electric power generator
	133 Financial Structure	establish cost structure for installation
	134 Electrical Commission	set and administer company policy and op
18. HEALTH CARE PROVISION	135 Family Planning	provide information classes and materi als
	136 Doctors Visits	establish regular schedule for doctors vis
	137 Maternity Care	schedule regular maternity care examinat
	138 Special Clinics	schedule vaccinations, circumeisions, and
	139 Referral Service	provide referral for all emergency and se
	140 Dent al Clinics	schedule annual dental exams and treatme
	141 Medicine Supply	secure and dispense low cost medicine
	142 Baby Weighing	conduct weekly baby weighing program
	143 Health Aides	recruit health center workers and stake c
19. EXTENDED SANITATION SYSTEMS	144 Water Testing	test all wells periodically
	145 Water Pumps	enable low cost pump installations
	146 Garbage Dumps	build and maintain sanitary disposal dump
	147 Public Toilets	build accessible toilets in center
	148 Family Toilets	build sanitary toilets for all families
	149 Insect Spraying	secure cooperative sprayers for insect .o
20. PUBLIC IMPROVEMENT PROJECT	150 Trash Cans	locate trash cans in public places
	151 Road Repairs	perform regular road maintenance
	152 Road Drainage	dig roadside drainage ditches
	153 Roadside Trees	plant roadside ornaments and trees
	154 House Painting	provide low cost hu ise paint
	155 Surfaced Pathways	construct surfaced all-weather pa thways
	156 Housing Materials	provide low cost renovation materials

ANTICIPATED BENEFITS

Basak Mercado intends to be a signal community which people will come to visit in the future as a demonstration of a rural development. It is important, therefore, that the benefits of the project be clearly evident. The variety of things a visitor might observe some six months after the consult are presented in the following sketch.

The day is bright and sunny in Basak Mercado. A visitor going to Marigondon beach for swimming stops at the entrance to Basak Mercado because he is having trouble with his jeep. He has a flat tire. When he gets out to look for somebody to help one of the barangay policemen comes and tells him it's no problem. "You know, we have an automotive shop here". "Well" says the visitor, "last time I had trouble like this here, I had to go back to Lapu-lapu". The policeman smiles and says "We have had lots of improvements here, and one of them is the automotive shop. We also have a welding shop". The visitor says he would like to see all those improvements and the barangay policeman now becomes a guide. They start walking along and first see the community plaza's beautiful entrance with a statue of the model family. Inside the plaza they see street lights, concrete benches and flowers. Then the barangay policeman says, "Okey, let's go now to the multi-purpose building". When they are walking there they see a big building: the furniture factory. The policeman explains that they have Cebu showroom to display their products. On the other side of the road they see a cottage, the buri factory. To the right of the buri factory is the craft factory where most women work. The visitor also notices a small native house that looks like a kitchen almost hidden by smoke. That is the bibingka factory, the guide says, When they reach the multi-purpose building they see a gate and a sign that says "Welcome Visitors". A beautiful children's playground is in front and at the back is a tennis court. The barangay policeman says "Let's go inside the building and see a spot map of Basak Mercado which is divided into stakes". There they meet the barangay captain who explains "This building has the health clinic with medical supplies and 3 health aides and that room is for adult literacy classes. At the center of the building is a seminar room where we're having a meeting about the coming annual fiesta." The visitor listens to the discussion for a while and says "It's good here that you have a committee to plan for those activities." The barangay policeman says, "You know, in this building we also have a guest room upstairs for visitors to stay. We have a big room for the community office where the workers receive their salaries." They go out and see the back of the building where 150 preschool children and teachers are in white and red uniforms. "Those are local teachers who have been trained to teach the children".

When they enter the school the children shout "I'm the greatest!" The visitor says "This is the first in my life I've heard those words." Having completed their walk they decide to go back where the visitor's car is being fixed. When they return they find out that the car is out of gasoline. The visitor scratches his head and says "It's good that you have a gasoline station on the corner there". Suddenly the barangay police chief calls out to the guide, "We have a meeting in the outpost." The visitor says, "Okey, you can leave. Anyway my car is okay now. Thank you for your friendliness." Then he starts his car and drives slowly so that he can glance once again at the sign that says "Basak Mercado, a great place to be alive". 'It really is a village where the impossible dream has become a reality', he thinks as he drives on out of town.

PROLOGOMENA

LOCATION

Malingin is one of the six sitios of Barrio Punta Engaño, which stretches for 8 kilometers along a peninsula at the North Eastern end of Mactan Island. The village is 10 kilometers from Mactan International Airport and 20 kilometers from Cebu City. For decades it has been primarily a subsistence fishing and farming village. Although one of the most isolated barrios on Mactan, Punta Engaño is well known for its beautiful beaches and the Magellan Monument commemorating chief Lapu-lapu's defeat of the Spanish which stands at the entrance to the peninsula. Both monument and beaches attract large numbers of tourists each weekend from places as far away as Japan. In the 16th century, the sister of Lapu-lapu, Mahinhin, (in Tagalog, "gracefully modest") and their father Datu Mangal were killed defending the peninsula from the Spanish invaders. Legend has it that they turned into rock, and a large, round rock standing off the shore at Malingin now bears the girl's name, changed in the pronunciation of the local dialect, to Malingin, meaning "round stone". In 1973 beds of beautiful and sometimes rare shells were discovered off the coast of Malingin. This discovery changed the shape of the village adding another source of income, but an irregular, unpredictable one which altered the previously stable economic structure. Isolation with all its consequences, and this new "lucky strike" economy mixed with the endless cycle of subsistence living have given birth to a deep longing amongst the people for a new kind of future. Malingin's response to the demand of the globe, to take charge of its future, stands as a promise to all such rural villages

Malingin consists of approximately 65 hectares of rocky land bordered on the north and south by rocky cliffs and beautiful beaches. 85% of the land is owned by absentee landlords. With a population of about 300 people, 45% are children under the age of 15. The

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

ICA Consultants

Plate 1

A-toward EXPANDING VILLAGE INCOME economic self-sufficiency		B-toward FORMULATING COMMUNITY STRUCTURES physical reconstruction			C-toward REVITALIZING SOCIAL PATTERNS social self-reliance	
AGRICULTURAL DEVELOPMENT I	LOCAL EMPLOYMENT II	VILLAGE ENTERPRISES III	ESSENTIAL SERVICES IV	FACILITIES CONSTRUCTION V	COMMUNITY SOCIALITY VI	EDUCATION INTENSIFICATION VII
promoting DIVERSIFIED FISHING	introducing FURNITURE CRAFT	initiating CO-OPERATIVE MARKETING	ensuring WATER SUPPLY	improving SECONDARY ROADWAYS	scheduling COMMUNITY EVENTS	providing EARLY SCHOOLING
			installing ELECTRICAL POWER			
commercializing LIVESTOCK ENTERPRISES	intensifying HANDICRAFT PRODUCTION	starting VILLAGE FACTORIES	systematizing HEALTH CARE	building COMMUNITY PLAZA	extending LEADERSHIP DEVELOPMENT	fostering ADULT LITERACY
		expanding VILLAGE SHOPPING	upgrading CHILDRENS NUTRITION	developing RECREATION FACILITIES		
designing LAND USE	creating SEWING INDUSTRY	increasing TOURIST INCOME	renovating HOUSE FACILITIES	launching VILLAGE BEAUTIFICATION	structuring YOUTH ACTIVITIES	broadening EMPLOYABLE SKILLS
			regularizing TRANSPORT SERVICES			

BASE-LINE

Elementary School is located 1 1/2 kilometers away at Punta Engaño, and the children walk the distance four times a day to and from their classes. There is a high drop out rate after grade 4 when the children begin to fish and farm to augment their families' income. About 20 students attend secondary school and 10 go to college in Cebu. Public facilities include 5 chapels and 3 basketball courts. 17 sari-sari stores that sell a limited range of grocery items. A one-nurse Health Clinic, serving the whole Barrio, a total of 4,000 people, is also located in Punta Engaño. Skin diseases, such as scabies are very common. A large number of children suffer from malnutrition. Deformities caused by dynamite fishing are evident amongst the fishermen. Malingin is located on a strip of Mactan Island which has no fresh water. Each day a water truck drives through the village filling drums. Most families use ₱2.00 of water per day making it a very expensive item on a ₱200/month average income. Lighting is mostly by kerosene, with a few gas lamps, and food is cooked generally on wood fires. Seven tricycles are owned by people in the village but most have to wait for jeepneys and tricycles to travel the 45 minutes to Lapu-lapu and the market. Many fishermen use motorized boats to go to the fishing grounds in Bohol and neighboring islands, returning each day to sell the fish in Lapu-lapu or Cebu City. Farming is done by bolo and crops consist mostly of corn and cassava. Most fishermen also gather shells. Rare shells, when found, can be sold for up to ₱20,000. Many people have moved to look for jobs in the cities. Few inhabitants of the village work outside, transportation to the city being relatively expensive.

THE UNDERLYING CONTRADICTIONS

I. PHYSICAL CONSTRUCTION

THE FRAGMENTED PLANS OF PHYSICAL CONSTRUCTION is the first Contradiction. It lies in the arena of fragmented plans. A planned community is one of the ways a village, town or city succeeds or fails to function effectively in an age of long-range planning. Malingin has created a village plan *de facto*, by families living near their relatives, but by not creating recreational, residential, agricultural and commercial zones, these functions have little chance of operating creatively. Since there is no comprehensive, village-controlled plan for developing the land resources, outside speculators have gained control of beach access and prime land. Facilities that would beautify the village, increase income and bring profit from tourism such as toilets, recreation areas, parking, renewed fishing equipment and fish storage, have not been created or secured. The cost of building supplies has added to the fragmented physical reconstruction of Malingin. If the village is to maximize its considerable natural resources, it must move rapidly to create a comprehensive, long-range development plan and put it into effect immediately.

II. PRACTICAL SKILLS

THE NEGLECTED DEVELOPMENT OF PRACTICAL SKILLS is the second Contradiction. Around the world communities are seeing the need to utilize their own resources, both in terms of local need and global demand. For the past years people in Malingin depended on local resources like fishing, fruit trees and small farming for their livelihood. But today these skills are unable to support them. Consequently, people have moved away to find work in arenas unemployable in the village. Fishing is becoming more and more difficult and there is less and less land to cultivate. These traditional sources of support are being radically challenged by shellcraft and tourism but, they are being forced on people who are not trained or ready to grasp hold of these new possibilities. Without the appropriation and systematic training in literacy and updated vocational and industrial skills, the village has no way to develop its services.

III. COMMUNITY OPERATIONS

THE ARCHAIC PATTERNS OF COMMUNITY OPERATIONS is the third Contradiction. One of the characteristics of contemporary man is his understanding of himself as the creator of his future by ancient practices and prejudices. Traditionally Malingin was a fishing village with some farming as the primary source of income. Parents had little use for formal education, and there was little time for anything except making a living. Today finds Malingin living out of these traditional values the demands of the present render these old patterns a hindrance rather than a help. Fishing and related shellcrafting are still key to the community's livelihood but new skills and equipment are needed to wisely control the industry. The marginal farming that is done leaves uncultivated land that could be productive. The youth are restless about staying in a community that neglects

vocational skill training and higher education benefits. The growing tourism demands wise recreational activity in order to capitalize on the beautiful sea and beach. If the citizens of Malingin do not break out of these archaic patterns that bind them and their children, the future will continue to erode its rapidly disappearing gifts.

IV.
FAMILY
ENGAGEMENT

THE RESTRICTIVE FOCUS OF FAMILY ENGAGEMENT is the fourth Contradiction. One of the strongest trends of the 20th Century is the rising longing of local people to control their future by participating fully in the decision-making process. In Malingin the trend runs counter to the family-centered decision-making pattern, which, in the past was adequate. Now however, family identity has been blurred by intermarriage. With this transition from a family-determined village life to a life linked to the whole community, the stance of my family only" undercuts cooperative action, and often when a corporate effort has been agreed upon, it has been weakened. As a result there are few community celebration and events. Since the family priorities are primarily focused towards earning a living, children are encouraged to help the family even if it means not going to school. The most obvious symbol of this "familyism" is the family chapel, thus joining together religious beliefs and family pride as a strong determining force in Malingin. The transformation of family pride into price for the entire community is urgently needed if the people of Malingin are to move forward.

V.
INFORMATION
ACCESS

THE BEWILDERING PROCEDURES OF INFORMATION ACCESS is the fifth Contradiction. The twentieth century has produced a wealth of knowledge but it is centered largely in the cities and urban areas, and so rural villagers become overwhelmed when faced with attaining what is available to them. The low educational levels of most of the people in Malingin have resulted in a lack of self-confidence required to face complex official agencies and bewildering financial structures, which have information and assistance available. Consequently, such things as insufficient nutrition, without a grasp of how improved diets will alleviate poor health and limited skill training, without adequate schemes for making use of existing programs, have heightened a sense of not being able to participate in the gifts of society at large. Until the community of Malingin decides to obtain the necessary information vital to its future, no significant social development will occur, and the vision of its residents will continue to be foreshortened.

THE PARALYZING TRADITIONS OF DECISION MAKING is the sixth Contradiction. It has to do with the decision-making process in the village of Malingin. A decisive mark of what makes a community. It has always been a group of people coming

VI.
DECISION
MAKING

together to make common decisions. Malingin has been beset by unusual forces in the last ten years that have resulted in the community becoming more and more dependent on outside decisions. First, Malingin has become a tourist attraction that has brought land speculation to such an extent that little land is owned by the community. Secondly, the shell business has been booming, but is mostly controlled by high-powered middlemen. The most important aspects of decision seem to have been away, leaving only the necessity to keep peace and order. Decisions used to be made by several leading families, but the break-up of the families and competition between them has resulted in a vacuum of local leadership.

The fact that Malingin is a sitio reinforces its lack of identity as an independent decision-making unit. Unless leadership is encouraged and village-wide decision making opportunities created, Malingin will continue to let other determine its destiny.

VII.
ESSENTIAL
UTILITIES

THE OVERWHELMING EXPENSE OF ESSENTIAL UTILITIES is the seventh Contradiction. The provision of basic utilities at a cost affordable by everyone is a desire of anyone with a concern to see local people come alive. The cost, however, of such basic commodities as water, fuel and electricity is crippling high for Malingin residents. The regular average income of a Malingin family is approximately ₱200 per month. Because well drilling for unsalted water has proven unproductive, water for drinking, cooking and washing comes from rainfall caught in containers or purchased and delivered by truck. To build a small rain catchment system measuring 3mx4mx6m, it would cost a family one year's salary. To purchase a 44 gallon drum of water costs ₱2 and lasts a household one day ---- i.e. 1/3 of their monthly income. Needless to say, water is scarce and precious resource and is therefore not regularly available for gardening or bathing. Fuel costs are equally expensive for Malingin residents. There is no electricity in the village and obtaining it from its nearest source is both difficult and expensive. Unless Malingin explores and acquires these basic needs it will continue to be bound in its subsistence existence.

THE IRREGULAR DELIVERY OF BASIC SERVICES is the eighth Contradiction. It is related to the availability of regular basic services in Malingin. Throughout the world control of diseases is gradually being achieved with the systematic application of medicines, the training of local health workers and an emphasis on preventive health care. However, chronic infections, primarily from intestinal parasite, are common in Malingin. Patterns of personal and communal hygiene and contaminated water tanks contribute to a cycle of rapid reinfection. Added to this is the high cost of medicine. At present poor

VIII.
BASIC
SERVICES

transportation in and out of Malingin hinders access to the medical care and services available at Opon Hospital in Lapu-Lapu or at the small clinic 1 1/2 kilometers away which serves the whole barangay. A basic requirement for developing communities today is a regular, inexpensive and efficient transportation system which allows goods and services to enter the community. For most residents of Malingin, who travel daily to markets in Lapu-Lapu or Cebu, transportation is a costly item. Irregularity of services also adds to a sense of dependence which strips people of confidence, in their own role. Until systematic services are provided for the villagers the sense of being victim to the outside will continue to constrain attempts to promote vital human community.

IX.
NATURAL
RESOURCES

THE DEPLETED PRODUCTIVITY OF NATURAL RESOURCES is the ninth Contradiction. The trend of the times is towards the conserving and careful use of natural resources, in a world where many resources are being depleted. Malingin's rocky terrain is very hard to farm and in most circumstances all food is used for family consumption. Animal grazing and feed production is done on a very minimal scale because of the rocky land. The village is built on a corral rock and there is no fresh water available.

The unlikelihood of finding fresh water beneath hundreds of feet of limestone and the great expense of such an operation has discouraged attempts at drilling. The ocean provides a source for fishing, however, this resource has been reduced by polluted waters along the shore facing Mandaue's industrial area and by illegal fishing methods. Until a strong coordinated plan is developed by the village to conserve, while magnifying productive resources, the present resources that they have will not be enough to support the village's future growth.

X.
INCOME
OPPORTU-
NITIES

THE LIMITED AVAILABILITY OF INCOME OPPORTUNITIES is the tenth Contradiction. The broad exposure of Malingin during the consultation to new income possibilities has convinced residents that there are opportunities available to everyone. Yet the actual experience in Malingin is that there are few jobs available locally for the size of the potential work force. Most of the residents are contented with fishing because they have not had an image of other viable possibilities. They feel their skills are limited to that one arena. Lack of financial resources becomes a real issue when for example, a person is hospitalized. There is no hospital insurance or credit system. People rely on extended families to cover these expenses and many times this demand comes as a burden beyond their own financial capacities. Unless work is created that can generate a sense of self-sufficiency, most of Malingin residents will remain on a single poverty-level income source.

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PRACTICAL PROPOSALS CHART

ICA Consultants

Plate 3

I ECONOMIC GROWTH PROPOSALS			II SERVICES DELIVERY PROPOSALS	III SOCIAL LIFE PROPOSALS		
RESOURCES UTILIZATION A	INDUSTRIAL DEVELOPMENT B	VILLAGE - DESIGN C	D	COMMUNITY FORMATION E	SKILLS TRAINING F	FORMAL EDUCATION G
INTENSIFIED FISHING 1	FURNITURE FACTORY	COMMUNITY CENTER 8	VILLAGE ELECTRIFICATION 13	VILLAGE EVENTS 19	VOCATIONAL SKILLS 24	SCHOOL FACILITIES 28
	HANDICRAFT INDUSTRY 5	RECREATION FACILITIES 9	WATER CATCHMENT 14	MEDIA CENTER 20	HOME MANAGEMENT 25	
MARKET FARMING 2		VILLAGE BEAUTIFICATION 10	SANITATION SYSTEM 15	SOCIAL GROUPS 21	COMMUNITY CURRICULUM 29	
TRADING COMPANY 6		IMPROVED ROADWAYS 11	HEALTH CARE 16	WORK FORCE 22	LEADERSHIP DEVELOPMENT 26	
TOURIST DEVELOPMENT 3	RETAIL SERVICES 7	LAND PLAN 12	TRANSPORT SERVICES 17	COMMUNITY ASSOCIATION 23	GLOBAL EXCHANGE 27	TEACHERS CORPS 30

XI.
PUBLIC
SCHOOLING

THE DEMORALIZING INACCESSIBILITY OF PUBLIC SCHOOLING is the eleventh Contradiction. One of the great leaps of mankind in the twentieth century has been a breakthrough in communications that has allowed man to gather great volumes of information from around the world. Ironically, the Philippine's first leap in development came through promoting education and yet Malingin has been unable to participate in this education revolution. Two kilometers from Malingin is an Elementary School which children do not find the motivation to attend regularly. The long distance to school, coupled with children helping to support their family from an early age, and older children watching younger ones has had a drastically disruptive influence on educational attainment. Besides an obvious need for academic attainments which equip people for the world, there are others, sometimes less apparent gifts. Disciplined use of time and exposure to different life styles provide the opportunity to break out of continuing social situations. Without an accessible school system, Malingin people will be blocked from participating in the mainstream of society.

PARATACTIC I RESOURCE DEVELOPMENT

	1 Fenced Fishing	demonstrate bamboo fence for fishing
I. DIVERSIFIED SEA PRODUCTS	2 Aquarium Fish	sell tropical fish to tourists in shops
	3 Deep Sea Experiment	provide training and common modern equi
	4 Fishermen's Association	share expertise and search for opportunit
	5 Community Building	design and located strategically
	6 Agricultural Land	equip and designate for drop farmers
II. INCLUSIVE LAND DESIGN	7 Recreation Space	establish in every stake
	8 Dump Locations	strategically for health and beautification
	9 Village Design	show total land use plan and ownership
	10 Development Model	display design of new village
	11 Owners Liaison	Involve owners in community projects
	12 Crop Experimentation	sow various seeds to determine profitabil
III. MARKETABLE CROP PRODUCTION	13 Land Reclamation	double acreage, clear uncultivated land
	14 Pineapple Growing	plant 2500 pineapples in community garde
	15 Pandanus Planting	encourage to grow along eastern shore
	16 Agriculture Catchment	provide water for crop and livestock
	17 Feed Production	grow trees for community livestock
	18 Equipment Pool	buy for profitable farming i.e. - HAND TRACTOR
	19 Field Fencing	use pandanus and ipil-ipil as hedges
IV. COMMERCIAL LIVESTOCK ENTERPRISES	20 Community Piggery	raise and breed sows commercially
	21 Fenced Goats	use government aid program corporately
	22 Poultry Raising	start with 100 broilers in co-op hatchery
	23 Animal Pens	build for corporate livestock projects

TACTICAL SYSTEMS CHART

ICA Consultants

Plate 4

tactical arena A

EXPANDING LOCAL ECONOMIC BASE

tactical arena B

EXTENDING BASIC EDUCATIONAL SCOPE

tactical arena C

IMPLEMENTING PHYSICAL WELL BEING

tactical arena D

STRUCTURING
CORPORATE VILLAGE
ENGAGEMENT
paratactic IV

RESOURCES
DEVELOPMENT
paratactic I

PRACTICAL
TRAINING
paratactic II

BASIC
SERVICES
paratactic III

ESSENTIAL
CONSTRUCTION
paratactic V

FORMAL
EDUCATION
paratactic VI

BUSINESS
EXPANSION
paratactic VII

tactic 1 exploring DIVERSIFIED SEA PRODUCTS	tactic 5 up-grading ESSENTIAL VOCATIONAL SKILLS	tactic 8 furnishing SYSTEMATIC HEALTH CARE	tactic 12 organizing COMMUNITY WIDE CELEBRATIVE EVENTS	tactic 18 facilitating RENOVATED FAMILY DWELLINGS	tactic 22 launching VILLAGE PRE-SCHOOL CLASSES	tactic 25 initiating EXTENSIVE LOCAL INDUSTRIES
tactic 2 determining INCLUSIVE LAND DESIGN	tactic 6 providing PRACTICAL LEADERSHIP EXPERIENCE	tactic 9 building PUBLIC SANITATION FACILITIES	tactic 13 forming ORGANIZED RECREATIONAL PROGRAMS	tactic 19 beginning PUBLIC BUILDINGS CONSTRUCTION	tactic 23 broadening EXTENDED YOUTH SCHOOLING	tactic 26 establishing ORGANIZED COOPERATIVE MARKETING
tactic 3 Increasing MARKETABLE CROP PRODUCTION	tactic 7 scheduling HOME MANAGEMENT DEMONSTRATIONS	tactic 10 regularizing LOCAL TRANSPORTATION NETWORK	tactic 15 creating VILLAGE INFORMATION OFFICE	tactic 20 ensuring CORPORATE WATER DELIVERY	tactic 24 promoting FUNCTIONAL ADULT SEMINARS	tactic 27 supplying COORDINATED RETAIL SERVICES
tactic 4 Introducing COMMERCIAL LIVESTOCK ENTERPRISES		tactic 11 extending IMPROVED ROADWAY SYSTEM	tactic 16 developing ENLIVENED COMMUNITY ASSOCIATION	tactic 21 enabling FULL ELECTRICAL INSTALLATION		tactic 28 implementing COMMON MANAGEMENT STRUCTURES
			tactic 14 activating VOLUNTEER WORK FORCE			
			tactic 17 encouraging VILLAGE BEAUTIFICATION CAMPAIGN			

THE FOURTEEN ACTUATING PROGRAMS

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Plate 5

ONE TOWARD THE BUILDING OF SOCIAL SERVICES A		TWO TOWARD THE EXPANDING OF ECONOMIC BASE				THREE TOWARD THE STRUCTURING OF COMMUNITY LIFE D	
		RESOURCE UTILIZATION B		COMMERCIAL ENTERPRISES C			
HEALTH SERVICES OUTPOST I	1	LAND DEVELOPMENT CORPORATION V	17	FINANCIAL INVESTMENTS SERVICE VIII	29	COMMUNITY PARTICIPATION CORPS XI	41
	2		18		30		42
	3		19		31		43
	4		20		32		44
TOTAL EDUCATION ACADEMY II	5	SEA, PRODUCTS ENTERPRISE VI	21	VILLAGE COMMERCIAL COMPLEX IX	33	PUBLIC WORKS SYSTEM XII	45
	6		22		34		46
	7		23		35		47
	8		24		36		48
VOCATIONAL TRAINING INSTITUTE III	9	LAND DEMONSTRATION FARM VII	25	INDUSTRIAL MANUFACTURING PLANTS X	37	CIVIC PRIDE PROJECT XIII	49
	10		26		38		50
	11		27		39		51
	12		28		40		52
WATER DELIVERY COOPERATIVE IV	13				41	VILLAGE INFORMATION AGENCY XIV	53
	14				42		54
	15				43		55
	16				44		56

PARATACTIC II PRACTICAL TRAINING

V. ESSENTIAL VOCATIONAL SKILLS	24 Skill Typing	train skilled typists and office workers
	25 Drivers Training	prepare villagers for driving license
	26 Cosmetology Classes	produce trained barbers and beauticians
	27 Skilled Sewing	train in tailoring and dressmaking
	28 Electrical Courses	offer for skilled electricians and technicians
	29 Mechanic Shop	employ and train village mechanics
	30 Basic Bookkeeping	teach simple common record keeping methods
	31 Management Seminars	expose leaders to project and business
VI. PRACTICAL LEADERSHIP EXPERIENCE	32 Leadership Core	involve leaders in planning and actuation
	33 Assignment Rotations	rotate leaders quarterly to new assignments
	34 Visitors Tours	guided and brief by village group
	35 Villages Exchange	send leaders other cluster villages
	36 Global Councils	send representatives to global events
	37 Daily Collegium	expose potential leaders to methods
VII. HOME MANAGEMENT DEMONSTRATION	38 Mothers Class	teach prenatal and baby care
	39 Nutrition Classes	offer ideas to inexpensive nutritious meals preparations
	40 Family Gardens	plant nutritiously supplement family meals
	41 Home Budgetting	train in household finance management
	42 Home Design	plan intentional home facilities and decor
	43 Health Practices	teach environmental and family hygiene
	44 Family Sewing	train for home clothes making

PARATACTIC III

BASIC SERVICES

VII. SYSTEMATIC HEALTH CARE	45 Medicine Supplies	dispense low cost commonly used med. s
	46 Health Aids	employ and train local health aides
	47 Family Planning	conduct quarterly family planning courses
	48 Baby Weighing	weigh all under three years old babies mo
	49 Full Time Service	maintain daily fulltime health center serv
	50 Spetial Clinic	conduct eight inoculation, deworming type clinics annually
IX. PUBLIC SANITATION FACILITIES	51 Dental Clinic	conduct two dental exam - treatment hygie
	52 Garbage Dumps	establish five community garbage dumps
	53 Public Toilets	(Maintain the cleanliness) construct toilets near public facilities
	54 School Toilets	const ruct and maintain sanitary public sch.
	55 Scheduled Collections	collect and dump garbage from public cont
	56 Garbage Containers	place garbage containers on public areas
X. LOCAL TRANSPORT SERVICES	57 Sanitation Signs	place hygiene and sanitation signs in public
	58 Community truck	secure a cooperative community service
	59 Regular Schedules	establish scheduled jeepney and tricycle services
	60 Emergency Service	provide emergency health order in transportation
	61 School Bus	provide daily elementary school bus service
XI. APPROVED ROADWAY SYSTEM	62 Traffic Signs	install signs for safer, smoother traffic flow
	63 Surface Maintenance	maintain smooth, dust free village roads
	64 New Road Ways	construct access roads and pathways for all homes
	65 Levelled Pathways	Level and widen existing pathways
	66 Street Lights	inst tall street lights on municipal road and major pathways

PARATACTIC IV VILLAGE ENGAGEMENT

XII. COMMUNITY CELEBRATIVE EVENTS	68 Community Celebrations	celebrate scheduled program's completion
	69 Home Contests	award beautiful homes, prizes - quarterly
	70 Village Fair	display village products annually
	71 Annual Fiesta	highlight the year's accomplishments
	72 Weekly Dances	hold community heritage performances
	73 Workday Celebrations	celebrate the day's work
	74 Pa System	Announce the day's events
	75 Sports Days	hold tournaments with other villages
	76 Movie Nights	show educational and entertaining movies
XIII. ORGANIZED RECREATION- AL PROGRAM	77 Recreational Equipment	in kind equipment for cultural events
	78 Basketball League	Organize stake teams and tournaments
	79 Cycling Events	designate times to hold road races
	80 Marine Contests	hold regular boat and swimming races
	81 Sports Teams	form village teams
	82 Competitive Events	send teams out to compete
	83 Playground Activities	provide activities for primary age of children
	84 Stake teams	organize stakes in teams for geographical
	85 Security System	forming 17-45 yrs. old men into security
	86 Workday Uniforms	worn on cooperate work days
	87 Sanitation Aides	ensure public and house gardens clean
	88 Meeting Spaces	hold stake meetings in residents' house
	89 Stake Meetings	have weekly training for stakes' potential leaders
	90 Weekly Workdays	engage all people in important village works

PARATACTIC IV VILLAGE ENGAGEMENT

XV. VILLAGE INFORMATION OFFICE	91 Community Office	designate in the community center serving as project coordination center
	92 Project Filing	keep records of all projects activities
	93 Funding Proposals	secure government and private grants and aids
	94 Financial Administration	manage fund flow and repayment schemes
	95 Services Directory	compile information on assistance resources from agencies and private
	96 Community Calendar	schedule the years events and activities
	97 Village Newspaper	public monthly community plans activities and useful information
	98 Photography Display	show visually the journey of the new village
	99 Village Hosts	receive and invite visitors and plan village tours
	100 Public Announcements	Announce daily activities and events through the PA systems
XVI. FUNCTIONAL COMMUNITY ASSOCIATION	101 Malingin HD Association	involve all residents as members in one administrative organization
	102 Community Assembly	have regular community meetings to plan project activities
	103 Women's Organization	organize women's participation in community's activities
	104 Cultural Groups	hold practices and performances of musical and drama groups
	105 Youth League	plan and coordinate youth recreational p activities
	106 Special Committees	assign for community's special projects
	107 Guild Meetings	held weekly to plan the week's work
XVII. VILLAGE BEAUTIFICA- TION PROGRAM	108 Ornamental Vegetation	plant along the roads and in yards and gardens
	109 Yard Beautification	build and plant fences and plant trees and flowers
	110 Community Parks	construct strategically using natural beauty
	111 Waithing Shed	construct along main road strategically
	112 Entrance Gate	build on both ends of the main road displaying village symbol
	113 House Plaques	Identify every building with names, nos. and other data
XVIII. VILLAGE BEAUTIFICA- TION CAMPAIGN	114 Stake Signs	erect at stake meetings places
	115 Bulletin Boards	strategically place, updated regularly
	116 Roadway Upkeep	maintain smoothness for easy travel

PARATACTIC V FORMAL EDUCATION

XVIII. RENOVATED FAMILY DWELLINGS	118 Demonstration Houses	build in stakes demonstration home facilities
	119 Low Cost Materials	provided for house improvements and painting from inkind and price reduction
	120 Design Plan	secure from consultants add make available for village
	121 Family Toilets	encourage by providing low cost materials
	122 Electric Installation	make available for every house
	123 Labor Assistance	provided for old folks through corporate workdays
	XIX. PUBLIC BUILDINGS CONSTRUCTION	124 Health Center
125 Education Building		house all education and training activities
126 Community Center		centralize coordination and administration
127 Community Store		house village commercial enterprises
128 Equipment Storage		designate in the community center
129 Childrens Playground		construct in every stake and by the presch
130 Game Courts		Build new and maintain existing sports c
XX. CORPORATE WATER SYSTEM	131 Community Stages	built in of every stake center
	132 Model Catchment	build at every demonstration house
	133 Neighborhood Tanks	provide catchments in every stake
	134 Water Committee	carry out consensed policy
	135 Water Filler	ensure tanks store clean water
	136 Distribution System	install pipe and pump from storage tanks
XXI. ELECTRICAL SERVICE	137 No rain plan	ensure supplies during dry season
	138 Compatible Wiring	meet government specification
	139 Village Generator	serve domestic and industrial needs
	140 Payment Schemes	ensure self support
	141 Operation Crew	operate and maintain equipment
	142 Electricity Commission	carry out policy and consensus

PARATACTIC VI

FORMAL EDUCATION

XXII. PRESCHOOL TRAINING	143 Preschool Operation	start a
	144 Imaginal Curriculum	introduce imaginal curriculum and teaching methods
	145 Teachers Training	inducted immediately using the Sudtongan Teacher's Training
	146 School Uniforms	sew school uniform with enkinded materials in sewing industry
	147 Parents Association	hold regularly after home visitation to enlist parents
	148 Intentional Decor	post in preschool as focus on future possibilities
	149 Field Trips	schedule regular educational trips
	150 Food Supplementation	serve two snacks and lunch from kitchen
XXIII EXTENDED YOUTH SCHOOLING	151 Youth Tutorials	tutored by teachers and enlisted students
	152 After School Program	using minds on leadership practice and recreation
	153 Cultural Trips	arrange trips so that students know Philippine culture and life
	154 Vocational Experience	visit and study many jobs and industries
	155 Service Projects	engage in special projects like making community center decor
	156 Diploma Preparation	prepared for equivalency graduation diplomas
	157 Language Studies	conducted to learn different languages
	158 Literacy Classes	hold to teach adults how to read and write
	159 Field Trips	make monthly trips to events and historical places
	160 Talent Bank	establish comprehensive list of teachers
	161 Secondary Equivalency	hold classes to prepare for accreditation

PARATACTICS VII

BUSINESS EXPANSION

XXV. EXTENSIVE	162 Shellcraft Products	establish shellcraft production industry
	163 Buri Production	establish rattan furniture industry
	164 Wooden Products	start pandanus craft production
	165 Wood Furniture	initiate furniture making industry
	166 Sewing Industry	set up commercial tailoring and dressmaking
	167 Rope Products	establish abaca craft industry
	168 Industries Search	investigate new industry possibilities
	169 Production Training	provide training opportunities for local industry
	170 Product Development	create quality control methods for industry
	171 Industrial Equipment	secure up to date machinery and equipment
172 Neighborhood Factories	build factories throughout the village	
XXVI. ORGANIZED COOPERATIVE MARKETING	173 Trading Company	establish cooperative marketing of local products
	174 Craft Outlet	provided in community store and cafe shop
	175 Bulk Buying	purchase community supplies corporately at wholesale rate
	176 Community Warehouse	construct to store supplies and wholesale distribution
	177 Merchants Association	improve community business by corporate purchase plans
	178 Farmers Association	ensure improved and increased farm production
XXVII. COORDINATED RETAIL SERVICES	179 Cafe Shop	serve light village speciality meals
	180 Grocery Store	offer daily needs at community store
	181 Dry Goods	sell clothes and dresses from community business
	182 Beauty Parlors	provide barber and beauty care
	183 Hardware Supplies	sell at community store
	184 Gas Station	serve vehicles and domestic fuel needs
	185 Repair Shop	offer motor maintenance and repair
	186 Credit System	set up condensed policy on loan and payment scheme
XXVIII. COMMON MANAGEMENT STRUCTURES	187 Bank Account	offer pay roll deductions
	188 Accounting System	keep auditable community records and books
	189 Business Projections	create quarterly enabling fund flow scheme
	190 Administration Training	prepare staff in management and filing
	191 Saving Program	open savings accounts for all residents

EPILOGUE

One of the former residents of Malingin heard about the Mali-Human Development Project. When he heard the news he could'nt believe it. It would be impossible to put a project in that village because there's no water and it's too far from the city. That was why he moved, together with his family to live in the city. One day his son suggested they go swimming at the beach, so the following Sunday they decided to go to Malingin. The day came and they all prepared for the trip. When they entered the Village they saw a big sign saying 'Malingin Human Development Project' and they all said, "Wow". They park the car and are surprised to discover a sign that says "Parking ₱5.00 - Proceeds go to support the village nutrition program," While they are talking one of their old friends comes up to them and says, "Hi, Hello compadre, how are you?" They are surprised that he speaks English and ask their friend, "You know how to speak English?" "Oh yes", he says. "It's because we now have adult classes every Tuesday and Thursday. If you want to look at the project I will guide you. Let's go first to the Community Center."

ANTICIPATED BENEFITS

When they enter the center they see a big announcement that says 'Community Assembly Next Week. You are all invited to attend.' One of the Health Aides, wearing a crisp uniform, introduces herself to the visitors and explains to them about the center. She says, "In this building you can also see the Health Clinic. Would you like to see it?" In the clinic is a wide range of medical supplies, and on the wall is a chart titled 'Weighing Program', showing weight levels of children under five. While they are looking at these things they hear excited voices of children shouting "I am the Greatest". Puzzled, they ask their guide, "Do you have a school here as well?" "Yes, we do", answers the Health Aide, so they decide to go and see it. They are surprised to see 150 schoolchildren, all wearing pink and brown uniforms. In another room adjacent to the pre-school are adult literacy materials, sewing materials, mechanics tools and technical equipments. Their friend explains that this is the room for Adult Education Classes. By now they are eager to see more.

They walk outside and down the road until they notice a native building where 20 people, almost all of them men are busily working. "What is that?" they ask. "That's the Buri factory", says their friend. On the other side of the road is a newly painted chapel, and behind it is a wide playground surrounded by benches and beautiful flowers. The sign says 'Community Plaza'. On the left side of the chapel is the stage that their guide tells them is used for Cultural events. At the front of the stage is a tennis court where a group of youth are preparing for a basketball tournament. A child with a bundle of papers in

her hand comes up to them and offers them a Malingin Newspaper. The headline says 'Tuesday night Community Meeting at the Community Center. While he reads the article, his wife says, "I'd like to use the Comfort Room. Do you have one?" "Yes" said their friend, but we'll need to go back to the Center. We have a model toilet there". As they walk back, she notices a large concrete tank attached to a rain catchment system. Surprised, she makes a note to herself to tell her husband about it later. Finally, excited by everything that they have seen, they decide to go to the beach. They walk down the road to a beautiful sign with an arrow pointing to the beach, and turn down a smooth rock-lined pathway. When they arrive at the beach they dive from the smooth rock ledge into clear blue water. There, in an underwater enclosure, are beautiful, tropical fish - it's an aquarium. Back on the beach they talk excitedly about the project. "I can't believe it," says their son", but my eyes tell me that it's true". His wife says, "I'd like to come back and live here with the people of Malingin".

OPERATING VISION CHART

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Plate 1

A—toward activating ECONOMIC GROWTH		B—toward securing ESSENTIAL SERVICES			C—toward empowering HUMAN RESOURCES	
PROFITABLE AGRICULTURE I	LOCAL INDUSTRY II	PHYSICAL IMPROVEMENTS III	VILLAGE IMAGE IV	CITIZEN CARE V	COMMUNITY ENGAGEMENT VI	EDUCATIONAL STRUCTURES VII
introducing MODERN FISHING	locating CRAFT MARKETS	upgrading RECREATION FACILITIES	furthering SPACE BEAUTIFICATION	starting HEALTH CLINIC	organizing YOUTH PROGRAMS	beginning PRE-SCHOOL
ensuring PRODUCTIVE PONDS			designing COMMUNITY SYMBOLS			offering ELEMENTARY ACTIVITIES
expanding COMMERCIAL LIVESTOCK	initiating VILLAGE INDUSTRY	installing MODERN UTILITIES	constructing MODEL HOME	improving WATER SYSTEM	scheduling SOCIAL EVENTS	providing VOCATIONAL TRAINING
enlarging MARKET GARDENING			creating PERMANENT ROADS			building VILLAGE HALL

PROLEGOMENA

San Miguel is a small fishing village which lies on the northwest coast of Mactan Island in the Municipality of Cordova, Cebu Province. The village was named for its patron saint, San Miguel (Saint Michael), the protector of warriors. Since the year it was named, 1930, the village has celebrated its annual fiesta on September 29th. By 1935 the community population was 35 households. Today there are over 100 households in San Miguel. For forty years San Miguel remained an isolated, peaceful fishing village. In 1965 new construction began for a large basketball court. In 1969 a Roman Catholic chapel was completed. The key event in the history of San Miguel is its recognition as the Barangay of San Miguel in 1975. At that time the first and present barangay Captain, Mr. Concordio Inting was elected. Since 1975 the barangay has established the San Miguel Youth Association and the Barangay Police. Last year they became one of six ~~barrios~~ to own their own sound system which they use for local celebrations.

BASELINE

The project area is approximately 35 hectares bounded to the north by Pilipog to the south by Bangbang, to the west by fish ponds and to the east by Gabí. San Miguel is 2 kilometers north of Cordova, the center of the municipality, 5 kilometers from LapuLapu City. The population is approximately 500: 50% are children below the age of 15 and 25% have had formal educational training. Few villagers are farming because the terrain is rocky. Most are fishermen with a small number en-

gaged in shellcraft. The men fish at night and sleep during the day while the women are selling the fish in the markets of Cebu City and Lapu-Lapu. Chickens, ducks, pigs, and goats are raised by individual families. The nearest elementary school is located in the next barangay, Piliog. Many youths have dropped out of school for financial reasons and are looking for vocational alternatives. The majority continue to fish as the generations which preceded them, but the economic gains are minimal. Water is obtained from 18 village wells, five of which have pumps. Transportation is by tricycle or jeepney on most occasions. In case of medical emergencies "local folk" doctors are often consulted. If someone is seriously ill, they are rushed to the hospital by tricycle. Homes are simply constructed with nipa/bamboo/wood. Electricity from Cordova is found in seven homes from 5:00 p.m. to 11:00 p.m. daily. The villagers hope that their village will become a progressive community and a model for other villages

THE UNDER LYING CONTRADICTIONS

I. TRADITIONAL ROLES

THE STAGNATING EFFECTS OF TRADITIONAL ROLES is first underlying contradiction in San Miguel. When the whole family centered its vision around the securing of an adequate living, it was helpful to have very explicit roles. In San Miguel, narrow family vocational patterns push youth to become more and more disengaged from village lives as they see larger possibilities. Although every family wants desperately an expanded income base, the women are blocked from participating in the work force by conflicting images of child bearing and enabling the family. At the same time the men find themselves unable to support the increased technology demanded of successful fishing and farming ventures and are experiencing themselves as failures in sustaining their families. These roles conflicts make any corporate decision making in the village threatening to the fragile ties that still exist. Unless new images of traditional family roles are created, there is little possibility of new forms of social interaction in San Miguel.

II. PRACTICAL TRAINING

The second contradiction has to do with the INEFFECTIVE METHODS OF PRACTICAL TRAINING. The scientific industrial inventions of this century have radically altered and widened the gap between functional skills of yesterday and those required for effective economic and social participation. The people of San Miguel are highly skilled and resourceful especially in shell crafts and fishing. However, modern technology is almost non-existent although the desire to learn is present. Low land productivity outdated fishing techniques, untapped community resources all cry for help while the second largest city of the Philippines is only one hour away. However, the villagers are not confident of their ability to appropriate new knowledge and skills or to be able to even begin building the relationships with agencies and outsiders to gain new knowledge. Until creative forms of functional learning become available in the village as part of its total social and economic development, the community will remain cut off from contemporary dynamics of global growth.

III. VILLAGE LAND USE

THE RANDOM DESIGN OF THE VILLAGE LAND USE is the concern of the third contradiction. Planning new communities and redesigning old ones has become one of the necessities of nations worldwide as population growth continues to explode and community styles continue to change. Although San Miguel has designated space for fishponds, the chapel, village square and some agricultural plots, there is no master plan for the future development of the village. The ownership of the land by absentee landlords is incompatible with the village's intention to comprehensively develop its land. Recreation spaces for the youth and children are unallocated, resulting in the

children playing in the roadway. Random placing of houses mitigates against zoning land for residential, industrial and agricultural usage. If the pattern of uncomprehensive use of the land continues, the village will have little chance to maximize the potential of one of its most precious assets -- land.

IV.
COMMUNITY
STRUCTURES

THE UN-SELF -CONSCIOUS PATTERN OF COMMUNITY STRUCTURES is the fourth Contradiction. Every evening the San Miguel fishermen light their petroleum lights and walk through the village on their way to the sea returning early the next morning. This activity represents the main livelihood of the village and yet, also the basic division of the community into night and day people. This split has historically made community challenges difficult and allowed a non-traditional sense of time to exist. These "night people" plus unemployed youth who loiter day and night cause San Miguel to appear undisciplined in its use of time. This is manifested by unenforced school attendance, disorganized barangay officials and sporadic work. The fishermen are a great symbol that man can order his use of time as he pleases but the ordering of time to get a job done must be deeply intensified so that all time becomes productive time.

V.
COOPERATIVE
ACTION

THE FRAGMENTED EFFORT OF COOPERATIVE ACTIONS is the arena of the fifth Contradiction. One of the basic insights of the modern world is that man is both most effective and efficient when he works corporately. In San Miguel the basic dynamic is the family which has blocked large groupings as well as produced cliques and even broken down into vested interest struggles. Fishing and agriculture production is so tied to making a living that a person fails to see the corporate advantages nor the curriculum of sharing skills. Families have taken great pains to beautify and improve their immediate surroundings without concern for the public spaces. In 1975 an outstanding youth group was formed which has since become dormant which reflects that the great difficulty of the community is organizational. Unless the power of corporate effort is released, individuals will continue to find themselves more and more holding on to outmoded methods and refusing to dialogue with the future.

VI.
PUBLIC
SERVICES

The sixth Contradiction focuses on THE LIMITED AVAILABILITY OF PUBLIC SERVICES. Today, services which only a few years ago were considered a luxury have become utterly necessary for effective participation in the realities of contemporary society. San Miguel presently exists outside of the realm of such services. Only a few of the residents have electricity which is turned on only six hours a day. The exposed sewage disposals and open dug wells heighten the diseases in the village. Skin diseases among the children are especially prevalent. Reliance upon the folk-belief and medicine does little

to remedy this situation. Transportation for carrying products to market must be secured from outside the village and are thought to be impossible to obtain. Unless this debilitating paucity of essential services is rectified, the village will be bereft of its power to care for its human needs.

VII.
FUNCTIONAL
SKILLS

THE UNDEVELOPED POTENTIAL OF FUNCTIONAL SKILLS is the seventh Contradiction. The education that is in most demand in developing countries is functional skills training. San Miguel is typical of rural villages in that the formal educational level is minimal and the skills training is limited. San Miguel is primarily a fishing village, but training in the skills of deep sea fishing and use of new fishing techniques is absent. The small handicraft industry has great potential but will grow only with excellent managerial skills which currently are minimal. The skills that would enable villagers to handle legal regulations and the skill to deal with forms and customs regulations are missing, due to infrequent travel experience outside the local setting. Only by obtaining these functional skills can the village participate in the opportunities that history is presenting to it.

VIII.
EXTERNAL
EXPERTISE

The eighth Contradiction focuses on THE HABITUAL RELIANCE ON EXTERNAL EXPERTISE. Self-sufficiency and self-confidence are the clearest signs of a new selfhood manifesting itself among local people around the world. The villagers of San Miguel have shown their intentions to be self-sufficient by electing to be a demonstration village. The fact of life that faces San Miguel is that there are few responsibilities for the village leadership, thus intensifying the trend of dependency of the rural upon the urban centers. Over the years the habit of looking to outside experts to provide leadership and resources has resulted in a dependency mindset. The expense of securing external transportation and trainers further discourages the villagers from securing needed assistance. Developing the internal leadership resources and acquiring village-owned transportation is extremely important if San Miguel is to take the next step in self-confidence and self-sufficiency.

IX.
NEGLECTED
SPACE

THE NEGLECTED PHYSICAL SPACE IMPROVEMENTS is the ninth Contradiction. Human settlements throughout the world which began in random family dwellings, have come to a fresh realization of the necessity of intentional ordering and care of the village space to ensure that community life will flourish. The day to day ease of cultivating beautiful lush gardens instead of creating permanently improved structures, allows individuals and the community to create short-term overnight 'beautification' miracles while actual structures continue to be gradually destroyed. This all creates for the San Miguel residents a passive acceptance of this mounting deterioration and deepens communi-

nity despair. Unfenced animals are let to destroy gardens and disrupt ordered spaces. Until radical, expansive rehabilitation and new constructions take place, gradual erosion of the total village will continue to paralyze actions and degrade human dignity.

X.
INFORMA-
TION
ACCESS

THE IMMOBILIZING COMPLEXITY OF INFORMATION ACCESS is the tenth Contradiction. The twentieth Century has experienced a knowledge explosion as well as having created multiple means of communicating information rapidly and massively. Villages like San Miguel do not participate in these advantages, however. With one T.V. and a few radios and no regular newspaper nor telephone available, the village relies upon word of mouth communication method and personal contacts, which result in poorly disseminated information. The difficulty of obtaining information is compounded by the complex bureaucratic procedures and agencies which tend to overwhelm the villagers seeking vital legal, financial, and agricultural information. The villager seeking information tends to be discouraged in obtaining it. Unless access to crucial information such as financial resources, training opportunities, legal regulations and also a way of simplifying the communication of this information, the village will continue to be paralyzed and stunted in its progress.

XI.
SUBSISTENCE
ECONOMY

THE DEBILITATING CYCLE OF SUBSISTENCE ECONOMY is the eleventh Contradiction. Every developing country in the world has created some plan for lifting itself above a subsistence level and so has the Philippine nation. San Miguel finds itself just above the subsistence level living and envisions the time when it's villagers will have a thriving economy. It is therefore very frustrated by the large number of tenants who must find many part time jobs to even make a low income. The ancient pattern of having many children to help farm and fish changes into a liability when food supplies are limited and the head of the family is the only one to earn a salary. If San Miguel is to break out of this pattern it must find ways of increasing it's income, reducing it's family size and creating new jobs for it's willing workers.

XII.
BUSINESS
DEVELOP-
MENT

THE UNUTILIZED RESOURCES FOR BUSINESS DEVELOPMENT is the twelfth Contradiction. The world needs the resources of every local community and every local village needs the opportunity to get a fair price for it's marketed products. San Miguel has been mainly a fishing village, but few fishermen make enough to live by fishing alone. Some farming and small handicrafts provide additional income. The market, however, is controlled by middlemen outside the village. Although the chance to produce more and varied agricultural products is at hand, the lack of financing and

PRACTICAL PROPOSALS CHART

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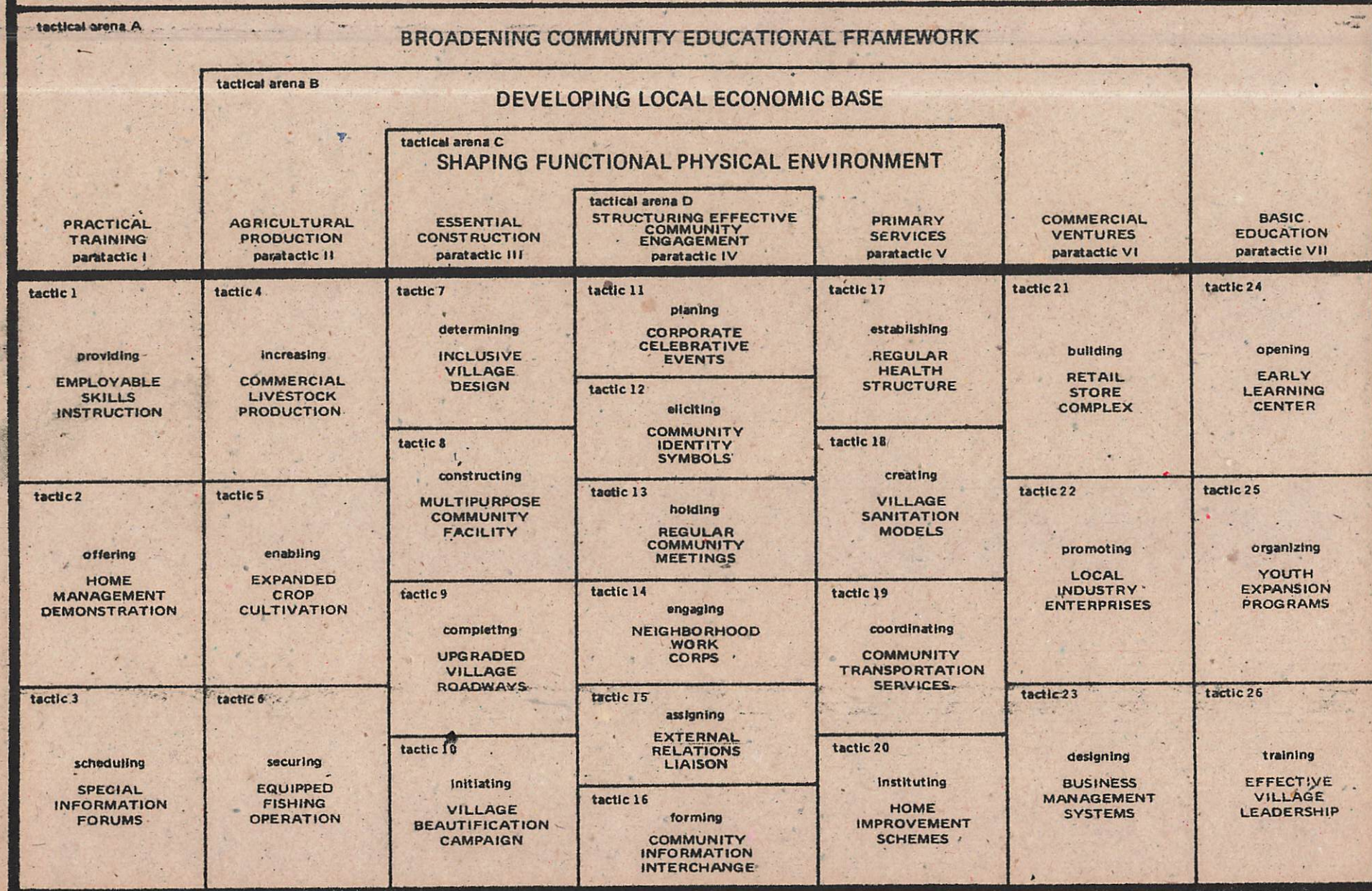
Plate 3

I ECONOMIC GROWTH PROPOSALS			II PHYSICAL IMPROVEMENTS PROPOSALS	III SOCIAL LIFE PROPOSALS		
ESSENTIAL SERVICES A	LOCAL BUSINESS B	VILLAGE INDUSTRIES C	C	FUNCTIONAL EDUCATION E	ENGAGEMENT STRUCTURES F	CITIZEN INVOLVEMENT G
HEALTH DELIVERY PROJECT 1	RETAIL ENTERPRISE PROJECT 4	HANDICRAFT PRODUCTS PROJECT 8	VILLAGE DESIGN PROJECT 12	EARLY LEARNING PROJECT 17	COMMUNITY EVENTS PROJECT 21	COMMUNITY WORK DAYS PROJECT 25
	COOPERATIVE MARKETING PROJECT 5	BURI FURNITURE PROJECT 9	BEAUTIFICATION CAMPAIGN PROJECT 13	VOCATIONAL TRAINING PROJECT 18	LOCAL LEADERSHIP PROJECT 22	
PUBLIC SANITATION PROJECT 2	DEMONSTRATION FARM PROJECT 6	NEW INDUSTRIES PROJECT 10	COMMUNITY CENTER PROJECT 14	TECHNICAL SKILLS PROJECT 19	YOUTH DEVELOPMENT PROJECT 23	NEIGHBORHOOD CORPS PROJECT 26
TRANSPORTATION SERVICES PROJECT 3	FINANCIAL SERVICES PROJECT 7	FISH PRODUCTION PROJECT 11	ROAD IMPROVEMENT PROJECT 15	BUSINESS MANAGEMENT PROJECT 20	RECREATIONAL ACTIVITIES PROJECT 24	VILLAGE COMMUNICATIONS PROJECT 27
			WATER SYSTEM PROJECT 16			

TACTICAL SYSTEMS CHART

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Plate 4



THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in San Miguel Village

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Plate 5

TOWARD THE REFORMULATION OF ECONOMIC ACTIVITY				TOWARD THE REFORMULATION OF COMMUNITY IDENTITY		TOWARD THE REFORMULATION OF SOCIAL SERVICES							
EMPLOYMENT FORMATION A		EXPANDED AGRICULTURE B		C		FUNCTIONAL EDUCATION D		ESSENTIAL SERVICES E					
I VILLAGE COMMERCIAL ENTERPRISES	1	Retail Store Program	IV FARM IMPROVEMENT ASSOCIATION	13	VI VILLAGE ENGAGEMENT CORPS	21	Volunteer Work Program	33	XI HEALTH SERVICES CENTER	41	Village Immunization Program		
	2	Export Company Program				22	Youth Association Program			42	Dental Services Program		
	3	Domestic Marketing Program				23	Cultural Exchange Program			43	Parademic Corps Program		
	4	Wholesale Marketing Program				24	Social Clubs Program			44	Village Nutrition Program		
5	Worker's Saving Program	15				Crop Diversification Program	25			Village Communication Program	45	Garbage Collection Program	
II FINANCIAL MANAGEMENT SERVICES	6	Financial Loans Program	IV	16	VII COMMUNITY CENTER NODE	26	Media Center Program	36	XII VILLAGE SANITATION SYSTEM	46	Animal Containment Program		
	7	Industry Administration Program				17	Fish-Pond Development Program			27	Management Office Program	47	Village Drainage Program
	8	Personnel Relations Program				18	Deep-Sea Fishing Program			28	Village Recreational Program	48	Family Toilets Program
III LOCAL INDUSTRY COMPLEX	9	Buri Factory Program	V VILLAGE FISHERIES PROJECT	19	VIII VILLAGE DESIGN CAMPAIGN	29	Community Parks Program	38	XIII UTILITY SERVICES COMPANY	49	Public Transport Program		
	10	Handicraft Expansion Program				30	Children's Playground Program			50	Electric Services Program		
	11	Rock Industry Program				31	Space Beautification Program			51	Water Delivery Program		
	12	Repair Shop Program				20	Cold Storage Program			32	Road Improvement Program	52	Village Telephone Program
						IX PRACTICAL SKILLS INSTITUTE							
						X							

equipment tends to discourage agricultural improvements. If the village is to realize it's potential, it must develop it's scarce raw materials and aggressively look for new markets and investment sources. Unless the village backs up its hope with radical new models, additional investment in village will not happen.

PARATACTIC I PRACTICAL TRAINING

I EMPLOYABLE SKILL INDUSTRY	1 Model Farming	demonstrate modern farming methods
	2 Typing Skills	prepare skilled typist
	3 Mechanic Training	train skilled auto mechanics
	4 Beautician Instruction	produce skilled barbers & beauticians
	5 Management Training	prepare staff to manage village program
	6 Fishing Seminar	instruct fishermen in a new skills
	7 Experienced Instructors	secured for all training program
	8 Driving Class	instruct drivers for village transport
	9 Electrical Repair	train electrician for maintenance in the Village
	10 Welding Skills	training opportunity for a new employment in the village
	11 Curriculum Design	schedule comprehensive necessary training programs
II.	12 Family Budgeting	prepare villager to manage financial
	13 Sanitation Procedure	instruct their household hygiene
	14 Nutrition Courses	teaches the villager in balance diets
	15 Cooking Demonstration	demonstrate expensive nutrition skills
	16 Mothers Class	will be comprehensive family care
	17 Sewing Instruction	teach all villagers to their own clothes
III.	18 Cluster Event	provide cluster village interchange
	19 Global Forum	conduct forum across the Philippines
	20 Womens Forums	will be conducted by her community
	21 Youth Forums	conduct a youth assembly in whole Phil.
	22 Economic Forums	will be provided that the village discussed economics

PARATACTIC II AGRICULTURAL PRODUCTION

IV. COMMERCIAL LIVESTOCK PRODUCTION	23 Cooperative Marketing	conducted by trained personnel
	24 Modern Piggery	raising hybrid pigs in sanitarily
	25 Experimental Farm	demonstrate group agricultural projects
	26 Poultry Production	poultry products in commercial quantities
	27 Feed Production	plant cassava ipil-ipil kang-kong
	28 Goat Herd	demonstrate fattening techniques
V. EXPANDED CROP CULTIVATION	29 Expanded Acreage	in kind unused land from villagers
	30 Yield Experiment	get high yield seed from FMT
	31 Compost Pits	dig a 3 meters times 3 meters hole
	32 Community Garden	organizing youth for cultivation
	33 Backyard Garden	encourage households to plant in backyard
	34 Farmers Co-operative	gather interested farmers
VI. EQUIPPED FISHING OPERATIONS	35 Expanded Fishpond	excavate new ponds
	36 Fisherman Cooperation	purchase fishing equipment
	37 Experimental Fishing	initiate deep sea fishing
	38 Seaweed Culture	grow marketable & expensive seagrapes
	39 Shrimp Cultivation	exportawns
	40 Motor Boat	secure great fishing boat

PARATACTIC III ESSENTIAL CONSTRUCTION

VII. INCLUSIVE VILLAGE DESIGN	41 Land Use Map	displays consensus on ^{industrial com-} commercial do- mestic zones
	42 Playground Construction	attract children by seesaw - swing - slide
	43 Community Park	create a community park with rock and wooden benches - flowers - trees & pond
	44 Identification Signs	enhance the corporateness of the project
	45 House Numbering	establish convenient information delivery system
VIII. MULTI- PURPOSE FACILITY COMPLEX	46 Assembly Hall	provide meeting place for community
	47 Meeting Room	designate for group meeting
	48 Industrial Space	constructed for each industry
	49 Administration Office	Co-ordinate project activities
	50 Health Centre	secure medicine and available it to the villagers
	51 Reading Room	initiate library and provide newspaper daily
	52 Vehicle Garage	provide parking space for project jeep
	53 Storage Room	keeping community equipment and supplies
	54 Centre Decor	display pictures of San Miguel
IX. UPGRADED VILLAGE ROADWAY	55 Maintained Surface	new roads put limestone (and pog) on hollow space
	56 Surfaced Pathways	create smooth accessible pathways
	57 Drainage Ditches	dig drainage at both side of road
	58 Street Lighting	elect street light thru the whole village
	59 Village Entrance	put up light for the welcome sign
	60 Waste Bins	locate along the roadways and commu- nity nodes
	61 Shade Trees	plant fruit tree along both sides of road at
	62 Wood Garage	secure family supplies
	63 Roadway Edges	whitewash roadways
	64 Rock Garden	beautify community nodes with rock garden

PARATACTIC IV COMMUNITY ENGAGEMENT

XI CORPORATE CELEBRATIVE EVENTS	65 Musical Group	organize village chorus and orchestra
	66 Field Trip	visit successful model projects
	67 Sports Day	invite teams to compete for trophies
	68 Community Dance	construct community dance monthly
	69 Movie nights	show information and entertainment movies
	70 Trade Fair	exhibit industrial & agricultural products
	71 Drama Show	stage social art events
XII COMMUNITY IDENTITY SYMBOLS	72 Community Brochures	tell new village story to outside
	73 Community T-shirt	sell in community store
	74 Workers uniform	obtained for community workers
	75 Community Anthem	written and conserved upon in the community
	76 Songs Creation	sing new songs on new village
	77 Yearly Calendar	display years' events and programs
	78 Village Grid Lines	used in every identification sign
XIII. REGULAR COMMUNITY MEETINGS	79 Quarterly Meeting	conserve community quarterly plan
	80. Yearly Assembly	celebrate the community accomplishments
	81 Stake Organization	hold weekly leadership training
	82 Guild meeting	present reports and plan next week
	83 Special Committee	serve for special events and tasks
XIV NEIGHBOR- HOOD WORK CORPS	84 Stake Meeting	involve all residents in weekly meetings
	85 Meeting Space	secured in residence in each stake
	86 Established Teams	assigned geographically within stakes
	87 Space responsibilities	maintained by teams in stake
	88 Recruitment Structures	contact all for event participation
	89 Weekly Workday	engage resident in necessary works
	90 Quarterly Planning	evaluate and design new quarter plan
	91 Leadership Corps	catalyze & guide project development

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PARATACTIC IV

COMMUNITY ENGAGEMENT (2)

XV. EXTERNAL RELATION LIAISON	92 Workday Material	using local and unhindered materials
	93 Outside Volunteers	invited service groups for workshop
	94 Liaison Corps	receive and visit support network
	95 Monthly Reports	published and presented to supporters
	96 Government Grants	obtained through aid programs
	97 Funding Proposals	invite private sector to fund projects
XVI. COMMUNITY INFORMATION SYSTEMS	98 Village Newspapers	published plans & reports of event and programs
	99 Editorial Committees	recruited and trained from residents
	100 Bulletin Board	put up in every stake
	101 Daily Announcement	inform the community of daily events
	102 News Broadcasting	disseminate information to the whole village
	103 TV Conversation	reflective conversation on global events
	104 Magazine subscriptions	made available through reading centre
	105 Newspaper Delivered	every house receive village newspaper
	106 Photo Display	documenting all village activities & programs

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PARATACTIC V PRIMARY SERVICES

	107 Clinic Operations	provide preventive & curative medicare
	108 TB Campaign	detecting and ensuring treatment
	109 Health Aides	house to house preventive care by trained
	110 Dental Check-ups	organize dental exam days for vill. childr.
	111 Baby Weighing	weigh and chart village babies regularly
	112 Vaccination Days	schedule necessary vaccination for country
XVIII.	113 Hospital Referral	close cooperation with Opon Emergency Ho
	114 Prenatal Care	regular check-up days by a midwife
	115 Gargage Dump	secure space for refuse disposal
	116 Covered Well	all well have a cover
	117 Rainwater Catchment	not for the well the village depend but
	118 Water Treatment	examine and treat wells regularly
	119 Sanitation Aides	ensure all villages have health aides perm
	120 Neighborhood Toilets	bulding toilet in each stake
XIX.	121 Community Vehicle	procuring corporate jeep operation
	122 Regular Schedules	initiate schedule with villagers' routines
	123 Maintenance Service	cleanliness and repair necessary
	124 Management Sys tem	training fulltime community drivers
	125 Emergency Transport	provide emergency service
XX.	126 Demonstration Design	design model house
	127 Low Cost Materials	secure the same price all retail store
	128 Running Water	build storage tank with tube
	129 Insect Screens	secure health sanitation in surroundings
	130 Common Fencing	modernizing all housing with fence
	131 Plant Nursery	demonstrating special plant
	132 Marked Pathways	printing & widen the pathways

PARATACTIC VI. COMMERCIAL VENTURE

XXI. RETAIL STORE COMPLEX	133 Craft Sales	promote village quality products
	134 Community Store	offer privileges shares T-community
	135 Grocery Merchandise	supply daily consumers goods
	136 Dry goods	sell village made clothes
	137 Hardware Supplies	sell common construction items
	138 Bakery Shop	offer different kinds of snacks
	139 Village Luncheonette	serve local nutritious meals
	140 Beauty Parlor	offer barber and beauty care
	141 Pharmaceutical Items	sell ordinary medical supplies
	142 Bulk Buying	purchase all store's supplies
	143 Merchant Association	coordinate all merchants
	144 Buri Production	create new employment
	XXII NEW INDUSTRY ENTERPRISE	145 Shellcraft
146 Woven Products		augment family income in homes
147 Abaca Crafts		create traditional and new designs
148 Rock Industry		coordinate marketing with Sudtonggan
149 Repair Shop		employment for newly acquired skills
150 Quality Control		produce high quality items
151 Seaweed Processing		drying and preserving seaweed
152 Ancillary industries		prepare guaranteed market industries
153 Export Enterprise		marketing oversea demanded goods.
XXIII BUSINESS MANAGEMENT SYSTEM	154 Expanded Marketing	train teams to develop and serve market
	155 Product Promotion	design promotional product brochures
	156 Finance System	implementing effective common bookkeeping
	157 Capital Funding	secure loans and repayment schemes
	158 Saving Plan	manage saving accounts for workers.
	159 Personnel Development	prepare state for project management
	160 Administrative Staff	coordinate & record programs development
	161 Planning Structure	involve potential leaders in planning

PARATACTIC VII BASIC EDUCATION

XXIV.	162 Pre-school Program	make a chart that the outside know about the progress ...
	163 Parent Association	will have a good unity for their children
	164 Story Hour	secure they have conversation every meeting
	165 Village Teacher	recruit and train villagers as teachers
	166 Imaginal Curriculum	the children and tutor know the steps
	167 Community Kitchen	secure & have cooking place for snack day
	168 Outside Trips	will know what's happening outside
	169 Children Uniform	secure a good attraction to the people
	170 School Facility	proper needs with in their school
	171 After School Program	some occasion they need
XXV	172 Sports Teams	more participation in the village
	173 Competitive Events	secure a good sport participation
	174 Youth Club	good unity of whole teenagers
	175 Activities Program	the village know their duties
	176 Leadership Training	improve the village public relation
	177 Community Service	secure a good voluntary work
XXVI.	178 Literacy Classes	the villager did not ignore some occasion
	179 Adult Curriculum	the village folk know their vacant time
	180 Media Center	secure the villager. know what's happening in the village
	181 Second Language	teach adult English and Tagalog Class
	182 Leadership Method	they know some method how to guide the villagers
	183 Workshop Method	demonstrate new method of works
	184 Leadership Rotation	they agree to unite their leadership
	185 Global Exposure	the village connect their mind to the whole world

EPILOGUE

My tricycle driver easily finds San Miguel, thanks to the large entrance sign on the Cordova Road and the "Six Months Accomplishments" sign behind it which beckons us into the village. As we turn the corner onto San Miguel Road we find the 150 students of the Early Learning Center in line before the flag pole in front of the new multipurpose center, shouting "I am the Greatest! I live in the Universe . . . I go to change the world". One villager sees my astonishment and introduces himself as the Barangay Captain. I express my disbelief of the list of accomplishments on the entrance sign, so he invites me into the Community Center office to see the master plan, the wall map of the village, the latest village quarter plan, and the pictures of the last village workday on the road. One surprise is a large trophy on a shelf waiting for the upcoming basketball tournament. My guide says they have great hopes for their own team, whose record is 9-0. As we leave the office we find the 6 Nutrition Aides cooking the hot morning snack for the ELC wearing light blue and white uniforms made by the Sewing Class.

The Barangay Captain then walks me to the new pride of the village, the motorized fishing boat, and on the way pass the 4 month old poultry project with 100 fat chickens ready for market. Since it is late morning, the boat has already returned with its catch of 50 kilos of fish which its crew of 10 has sent to Cebu market with their delegated salesman.

In the distance I notice many people sitting together laughing and working and the barangay captain tells me it is the buri factory which has employed 50 out-of-school youth. Not far from this house is the craft industry where at least 25 women are working together and I hear one mother proudly telling that her baby is the "Healthy Baby of the month".

As I walk down the street, I look up and notice street lamps. I am so amazed that I don't see the village jeepney on its way to deliver craft goods to the export buyer, and it misses me by inches. I decide to rest for a minute, so my guide takes me to an attractive store near the Health Center which says "San Miguel Cooperative Store". In the store is a Health Aide showing the manager a brochure on the winged bean plant. She then begins to recruit both my guide and myself to help on the workday this coming Saturday. I am already 'one of the village'. It is time for me to go, and the barangay captain gives me a souvenir copy of the San Miguel Voice, the monthly newsletter. This issue announces the winner of the "Fisherman of the Year" award and an upcoming Baby Weighing Contest with the house paint as prizes.

As my tricycle leaves the village, I fold up the newsletter and decide I will return to San Miguel.

PROLOGOMENA

BASELINE

There are about 92 families and about 500 people who reside in Suba Panas, one of the oldest and first settled sitio on Suba Basbas recalling its history back to over a century ago. The original inhabitants of the are were merely Bisayan who made the place as a market town on the river trade route. In the early days it was a very prosperous community, you can see this apparently by the large two story wooden houses with galvanized metal roofings, which are over 70 years old. In the past 10 years about 10% of the community has moved to other provinces to begin business because they see no possibility of earning enough for their families. Most of the people who get an education, also leave the community to look for a greener pastures. Suba Panas is eager to be a model community to work together and create new job opportunities and activities in the village to change the migration pattern from outside to back into the community.

BASELINE

Bounded on North and West by Marigondon and South by river - east by Suba Basbas. It is 8 kilometers from Lapu-lapu City but has a sense of isolation as tricycles and jeepneys pass through the village irregularly. There is no electricity in Suba Panas. Lighting is kerosene lamp. There are several salty uncovered wells that are also considered unsafe for drinking, and they are used only for people washing and for animals. People walk 1/2 kilometer to the neighboring Barangay of Gabi in Cordova to get Potable water. There are four sari-sari stores in the village selling a variety of necessary foods and snack items. There is a fine cement Health center facility which is open very seldom. There appears to be a high

incidence of skin disease and there were several children appears difinitely malnuourished, with large distended bellies. The elementary students goto school in Suba Basbas which is half kilometer away. Only 80% of the eligible students go to school and then end their schooling at 6th grade. 20% of the students are currently in high school. There are many youth who have nothing to do and just hang around all day.

As you walk around the community you will notice a wide range of housing designs and conditions of housing. Most are unpainted wood with nipa palm roofs. The houses are up high on stilts and you notice rope making going on under 70% of the houses. The women do rope making for three to fice pesos a day. There are few families who make heavier rope and earn up to ten pesos per day. Many of the houses were eaten by the termites and need to be repaired. There is only one public toilet to be used by the visitors coming from outside Suba Panas.

Everywhere you look around there are goats usually 2-3 each family although a few have large goat herds. Pigs, chickens and cows were raised commérçially again small amounts per family. The cows are owned by outsiders and the village raising them get half an interest in each new calf born. There are rough rock cutters in the village and one family owns a water supply company. Families grow corn and cassava for their own consumption and Ipil-ipil trees for sale. There are fishermen in the village but the income is minimal. Some go by boat to Bohol to trade goods. There are a few professional people, teachers, welders and who live in the village and work outside.

THE UNDERLYING CONTRADICTIONS

I. COMMUNITY PLANNING

THE FRAGMENTED PATTERNS OF COMMUNITY PLANNING is the first Contradiction. In the world today Comprehensive decision making and consensus building is happening at the village level of society. In Suba Panas about thirty to forty years ago, there was careful planning and building of two story houses, but since then a haphazardness has happened in the village such as random housing, unattended lots and dilapidated facilities. What has allowed this to come about is an undeveloped information system. All information is passed on by local gossip which is neither efficient nor helpful in the village planning. Suba Panas is one of the oldest villages on Mactan Island. It used to have a sense of village cooperativeness which has since declined because of the income and thereby also in pride, which is symbolized in low community meeting attendance and individual beautification planning. Unless a carefully planned village design is created Suba Panas will continue to fail in its move into a new future.

II. JOB OPPORTUNI- TIES

UNDEVELOPED LOCAL JOB OPPORTUNITIES is the second Contradiction. Across the globe today a major push towards village level training and the opening of village level job is in the process. In increasing the wealth of the community Suba Panas has gone through a series of single uncoordinated production efforts including farming, fishing and shellcraft which has scattered and reduced the effectiveness of the labor force. The local job is a family based affair. Design to exploit available resources in an immediate manner in order to assure physical survival. These industries are focused upon the return of small amounts of quick cash for daily needs. It is essential for the development of Suba Panas to bring in new jobs that have long range possibilities as well as diversified employment for all ages of both men and women.

III. PRACTICAL SKILLS

THE UNREALIZED DEVELOPMENT OF PRACTICAL SKILLS is the third Contradiction. The world and particularly the Philippines have made great strides in the twentieth century through developing work forces. Highly trained in technology. Suba Panas has not made this leap which is reflected in farming methods that are only subsistent. But more important than the training that has been done is formal in nature rather than practical specialized education which is related to a villagers daily needs. Even if the villager develops organizational skills. He finds that he must go outside for employment as he finds himself facing a deep sense of insignificance in organizing village skills. The gap between wanting to be trained and the fear of outside experts traps the community in falling back into old ineffective methods. Unless the arena of practical skills is tapped. The productive force of Suba

Panas will not be engaged in helping to bring about a new Mactan.

IV.
HEALTH
CARE

THE MINIMAL STRUCTURES OF HEALTH CARE is the fourth Contradiction. All over the world and especiall in the Philip-pines the trend is toward improving health standards and care. In Suba Panas there is a beautiful health center that is rarely open. The people are dependent on busy government agencies to come and run it rather than going out to arrange scheduled service on a regular basis. Preventive health and nutrition education has been almost non-existent resulting in poor nutrition habits and their malnourished children. There are few toilets and waste disposal is unstructured and unsani-tary. Family planning education is erratic and this ineffective and medical supplies are difficult to obtain. Unless adequate health services are provided to the village there will be a continued loss of vitality and all other aspects of village life will be affected adversely.

V.
SOCIAL
ROLES

THE RESTRICTIVE TRADITIONAL SOCIAL ROLES is the fifth major Contradiction. Traditional role patterns..In these times the roles of men, women and children are rapidly changing. They are finding new social identities and different working patterns. A wife and mother is expected to spend full-time with the children instead of releasing her skills somewhere else. The youth and children are educated only if the parents have the income and ambition to send their children to school. Because of forgotten recreational patterns of the community, the youth do not know how to structure their free time. Unless village traditional roles are updated so both youth and woman can release their individual creativity while also meeting the needs of the village and family income, the spirit and outlook of the village will continue to be low.

Also, if recreational structures are not developed to supply youth and children with creative ideas, the village will continue to lose a valuable section of the community.

VI.
EXPERTS
RELATION-

THE DEBILITATING OVER-DEPENDENCE ON EXPERTS is the sixth Contradiction. Around the world a great surge is being made to bring adequate human services to villages. Suba Panas as part of that surge has now become over-dependent. For many years Suba Panas has wanted a road to be built between itself and the neighboring community, but has received no gov-ernmental response. Although the community has the skills and the resources to do their own work, a mind set has devel-oped that only with government help can people move on obvious community needs. One of the parodies of this expert dependence is that as Suba Panas has become more dependent the less willing has the community become to approach govern-

ment and private experts for help in extracting themselves from their myriad of community issues. The future of Suba Panas is dependent on the development of a healthy relationship between itself and the outside world in which the community plans on and solicits outside help.

VII.
LAND
USE

THE UNIFOCUSED DESIGN OF LAND USE is the seventh Contradiction. The modern world is experiencing the criticalness of land as our population grows and more land must be used for production and buildings. Suba Panas faces serious challenges in use of its land as a great part of it is rocky. Probably more important is that public land is not being considered for the necessity of new public buildings and industrial areas. Parts of Suba Panas are inaccessible except through rock fields. Although a major road goes through Suba Panas the secondary roads are poor or non-existing. The Marginal land is rarely used except for some seasonal planting but in the future must be recaptured as year round productive land. Without a comprehensive land use plan; Suba Panas will continue to find land to be a block for future expansion.

VIII.
SOCIAL
ACTIVITIES

THE LIMITED SCOPE OF SOCIAL ACTIVITIES is the eighth Contradiction. Around the world today socially engaging events for all ages have been recognized as vitally important in the structure of a Community. Surrounded by other larger communities, Suba Panas has not developed a unified identity that allows them to have their own regular social activities. Because of immediate economic demands of the village, recreational activities and social groups have low priority. Youth leadership has not been developed because of the low priority which the youth have. In Suba Panas the negative image of few village wide activities results in the lack of critical cooperative activities such as fire protection and police protection. Until Suba Panas decides to make a creative new level of engagement for all ages at the same time, residents will continue to have their future vision shortened as has been the case in the past.

IX.
COMMUNITY
LEADER-
SHIP

THE DISORGANIZED FORMS OF COMMUNITY LEADERSHIP is the ninth Contradiction. The world today has realized the vital importance in creating village leadership to develop village organization. Suba Panas has not yet developed official leadership roles. Family heads are usually the ones that make decisions but usually these decisions are only thought of individually. Because these decisions are not cooperate the full impact of the leadership is not felt. Youth leadership has not been developed because of the inhibiting traditional roles of the youth. Also, helplessness in assuming outside leadership roles while at the same time working long days in order to support families. Until ways are found to develop new leadership, particularly among elders, women and youth; and, until there is more community involvement so that decisions are corpo-

rately felt, Suba Panas will continue to feel an unenabling leadership helplessness.

X.
BASIC
SERVICES

THE INADEQUATE DELIVERY OF BASIC SERVICES is the tenth Contradiction. If there is one thing that differentiates participation in the modern world it is in arena of essential services. Every morning and evening Suba Panas is marked by people walking half a kilometer with water cans on their heads and at night by lighting of kerosene lamps. Although electricity and water are high on government priority lists, the distance and thousands of other villages have bred a resignation among the villagers concerning these basic services. A good transportation system seems even more remote. Suba Panas is situated between two major transportation arteries. This remoteness especially constricts marketing practices and outside help without these basic services, Suba Panas will continue to experience themselves as cut off from the modern world.

Where only irregular jeepney and tricycle service come, therefore, the distance appears to be even greater.

XI.
FARMING
RESOURCES

THE LIMITED UTILIZATION OF FARMING RESOURCES is the eleventh Contradiction. In local areas everywhere, governments are calling for full and replenishable ways of developing all farming resources. Suba Panas is far from this (all at this point with uncultivated land area.) Livestock is still allowed to roam freely with organized feeding programs or breeding practices. The improvements which have been made in other villages are yet to be introduced in Suba Panas. Nearby fishing grounds are poor, yet fishermen are unwilling to go further out without training. Every day new farming methods and new opportunities in animal husbandry are being made available for those who dare step out and take them. If the villagers of Suba Panas refuse the future. There is only a continued struggle for the barest of living standards.

It takes two years to get cows ready to market. At this point in time all of the livestock is owned by outsiders.

XII.
CAPITAL
RESOURCES

THE UNRELEASED BENEFITS OF CAPITAL RESOURCES is the twelfth Contradiction: One of the key world economic strategies is the use of capital to release the resources of a people. Suba Panas still works out of conserving their capital resources rather than creating and expanding them for the future. Farmers are afraid of home improvements since it will raise their land assignments. Although fishermen know they need bigger boats with small motors, they will not risk being involved in loans which may cause future trouble. In terms of borrowing money the residents think interest rates are too high and that they do not own enough property for collateral. On the other hand, few villager have actually talked to a bank. Consequently, business,

OPERATING VISION CHART
A Summary of the Existing Operational Vision of the People of Suba Panas

ICA Consultants

Plate 1

A—toward BROADENING EMPLOYMENT POSSIBILITIES		B—toward STRENGTHENING COMMUNITY COOPERATION			C—toward INSURING SOCIAL WELL-BEING	
ECONOMIC VENTURES I	AGRICULTURAL RESOURCES II	LOCAL CONSTRUCTION III	PHYSICAL IMPROVEMENT IV	VILLAGE UNITY V	FORMAL SCHOOLING VI	COMMUNITY ENGAGEMENT VII
establishing VILLAGE INDUSTRY	Introducing EXPANDED CROPS	building COMMUNITY CENTER	securing POTABLE WATER	stimulating VILLAGE BEAUTIFICATION	supplementing EARLY LEARNING	structuring YOUTH ACTIVITIES
			installing ELECTRIC SERVICE			
initiating COTTAGE CRAFTS	advancing PROFITABLE FISHING	developing RECREATIONAL FACILITIES	arranging SCHEDULED TRANSPORTATION	planning SPACE DESIGN	providing ADULT EDUCATION	promoting LEADERSHIP DEVELOPMENT
			expanding HEALTH SERVICE			
encouraging COOPERATIVE MARKETING	increasing COMMERCIAL LIVESTOCK	extending CONNECTING ROADS	upgrading CHILDREN'S NUTRITION	broadening COMMUNITY ORGANIZATION	Improving MARKETABLE SKILLS	fastening VILLAGE INTERCHANGE
			constructing IMPROVED HOUSING			

PRACTICAL PROPOSALS CHART

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Plate 3

I SOCIAL WELL BEING PROPOSALS		II ECONOMIC EXPANSION PROPOSALS			III COMMUNITY FORMATION PROPOSALS	
VILLAGE EDUCATION A	BASIC SERVICES B	RESOURCE USE C	LOCAL INDUSTRY D	COMMERCIAL ENTERPRISES E	PUBLIC CONSTRUCTION F	LOCAL ORGANIZATION G
CHILDREN'S SCHOOLING PROJECT 1	WATER DELIVERY PROJECT 5	RIVER DEVELOPMENT PROJECT 9	WOOD PRODUCTION PROJECT 12	CO-OPERATIVE VENTURES PROJECT 16	VILLAGE DESIGN PROJECT 19	COMMUNITY COUNCILS PROJECT 23
PROFESSIONAL TRAINING PROJECT 2	ELECTRIC POWER PROJECT 6		CRAFT FACTORY PROJECT 13		RETAIL MERCHANTISING PROJECT 17	VILLAGE SQUARE PROJECT 20
PRACTICAL SKILLS PROJECT 3	HEALTH CARE PROJECT 7	AGRICULTURAL PRODUCE PROJECT 10	ASSEMBLY PLANTS PROJECT 14	CAPITAL FORMATION PROJECT 18	TRAINING CENTER PROJECT 21	SOCIAL INTER CHANGE PROJECT 25
HOME MANAGEMENT PROJECT 4	TRANSPORT SERVICE PROJECT 8	LIVESTOCK PRODUCTION PROJECT 11	ROCK PRODUCTS PROJECT 15		ROADWAY IMPROVEMENT PROJECT 22	YOUTH ACTIVITIES PROJECT 25

TACTICAL SYSTEMS CHART

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Plate 4

tactical arena A

EXTENDING COMPREHENSIVE EDUCATIONAL OPPORTUNITIES

tactical arena B

EXPANDING LOCAL ECONOMIC BASE

tactical arena C

PROVIDING ESSENTIAL VILLAGE SERVICES

tactical arena D

ASSURING
PRACTICAL
COMMUNITY
ENGAGEMENT
paratactic IV

BASIC
EDUCATION
paratactic I

BUSINESS
DEVELOPMENT
paratactic II

PHYSICAL
CONSTRUCTION
paratactic III

BASIC
SERVICES
paratactic V

AGRICULTURAL
DEVELOPMENT
paratactic VI

PRACTICAL
SKILLS
paratactic VII

tactic 1 beginning EARLY SCHOOLING INSTITUTE	tactic 4 developing RETAIL SERVICES NETWORK	tactic 8 determining VILLAGE LAND DESIGN	tactic 12 organizing GRASSROOTS COMMUNITY ASSOCIATION	tactic 17 providing COMPREHENSIVE HEALTH CARE	tactic 21 raising COMMERCIAL LIVESTOCK PRODUCTION	tactic 25 supplying EMPLOYABLE SKILLS TRAINING
tactic 2 offering FOUNDATIONAL ADULT SEMINARS	tactic 5 initiating LOCAL INDUSTRIAL VENTURES	tactic 9 Building MULTI-PURPOSE COMMUNITY CENTER	tactic 13 creating YOUTH ENGAGEMENT ALTERNATIVES	tactic 18 ensuring WATER DELIVERY SYSTEM	tactic 22 Introducing EXPANDED CROP CULTIVATION	tactic 26 teaching HOME MANAGEMENT CLASSES
	tactic 6 establishing VILLAGE DEVELOPMENT CORPORATION	tactic 10 promoting COMMUNITY BEAUTIFUL CAMPAIGN	tactic 14 catalyzing CELEBRATIVE SOCIAL ACTIVITIES			
tactic 3 scheduling SPECIAL FORUM EVENTS	tactic 7 supporting CO-OPERATIVE MARKET SCHEMES	tactic 11 empowering PUBLIC WORKS CONSTRUCTION	tactic 15 recovering VILLAGE IDENTITY SYMBOLS	tactic 20 Instituting LOCAL TRANSPORTATION AGENCY	tactic 24 enabling CO-OPERATIVE AGRICULTURE PRACTICES	tactic 27 advancing EFFECTIVE COMMUNITY LEADERSHIP
			tactic 16 stimulating COMMUNITY INFORMATION INTERCHANGE			

THE TWELVE ACTUATING PROGRAMS
OF SUBA PANAS

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Plate 5₁

TOWARDS REMODELING ECONOMIC STRUCTURES				TOWARDS REINVIGORATING COMMUNITY LIFE		TOWARDS RESTRUCTURING SOCIAL FORMS									
PROFITABLE AGRICULTURE		EXPANDED COMMERCE				COMPREHENSIVE EDUCATION		ESSENTIAL STRUCTURES							
I LAND DEVELOPMENT CORPORATION	1	Area Zoning Program	III RETAIL SERVICES NETWORK	13	SUBA PANAS VILLAGE ASSOCIATION	21	29	VI EARLY SCHOOLING CENTER	37	X HUMAN SETTLEMENT SERVICES	Water Delivery Program				
	2	Corporate Leasing Program									Service Shops Program	22	30	38	Electric Power Program
	3	River Resource Program									Local Vendors' Program	23	31	39	Village Conveyance Program
	4	Capital Funds Program									Credit Union Program	24	32	40	Health Care Program
II ANIMAL HUSBANDRY COMPOUND	5	Commercial Livestock Program	IV	15	VI	25	33	VIII	41	XI PUBLIC CONSTRUCTION PROJECTS	Road Improvement Program				
	6	Diversified Poultry Program									Craft Factories Program	26	34	42	Sanitation Facilities Program
	7	Animal Feed Program									Rock Products Program	27	35	43	Communal Building Program
	8	Cross- Breeding Program									Assembly Plants Program	28	36	44	Agro-Industrial Plants Program
III CROP PRODUCTS PLANTATION	9	Fruit Orchards Program	V VILLAGE INDUSTRIAL INVESTMENTS	17	VII	29	37	IX	45	XII COMMUNITY CENTER MULTIPLEX	Village Plaza Program				
	10	Demonstration Garden Program									Wood Manufacturing Program	30	38	46	Educational Center Program
	11	Organic Fertilizers Program										31	39	47	Recreational Facilities Program
	12	Farm Equipment Program										32	40	48	Information Office Program

SUBA PANAS PARATACTIC I -- FORMAL EDUCATION

TACTIC I EARLY SCHOOL INSTITUTE	1 Community Pre-school	Enroll pre-school age children
	2 After-school program	Provide curriculum for school-age children
	3 Imaginal Curriculum	Teach image of greatness
	4 Trained Teachers	Hold imaginal educational seminars
	5 Educational supplies	Obtain basic educational material
	6 Feeding program	Offer nutritious lunch and snack
	7 Parent-Teachers Assn.	Secure active family support
	8 Children's garden	Teach basic planting knowledge
	9 Pre-school uniforms	Procure uniforms for student and teachers
TACTIC II FUNCTIONAL ADULT EDUCATION	10 Literacy classes	Teach adult functional literacy
	11 Business Management	Offer sales and marketing method
	12 Volunteer Teachers	Trained volunteer adult-literacy teachers
	13 High School equivalency	Equip for full examination knowledge
	14 Conversation English	Develop English conversation skill
TACTIC III SPECIAL EDUCATION EVENTS	15 Core Curriculum	Enable early learning process
	16 Field Trips	Broaden common knowledge
	17 Camping /Excursion	Extended new geographical landmarks
	18 Cultural trips	Retell existing social history
	19 Guest lectures	Provide social/economic development
	20 Heritage sharing	Articulate local historical greatness

PARATACTIC II - BUSINESS DEVELOPMENT

TACTIC IV RETAIL SERVICE NETWORK	21 Shoe repair	train 3 workers and acquire a shelter
	22 Hardware store	supply construction materials in comty.
	23 Retail Association	organize all sari-sari storeowners for bu
	24 Gasoline Station	provide gasoline and kerosene retail busi
	25 Furniture Outlet	set up a display space for local market
	26 Welding shop	provide new employment for trained mech
	27 Garment Business	Consign locally-made dress to Cebu stor
TACTIC V LOCAL INDUSTRIES VENTURES	28 Furniture industry	started with apprenticeship program
	29 Buri Factory	set up in conjunction with Sudtonggan Pro
	30 Rock industry	cut rocks into tile and brick block
	31 Manufacturing plant	producing industrial salt locally
	32 Guitar making	expand the market and industry
	33 Handicraft factory	start with bamboo and abaca crafts
TACTIC VI VILLAGE DEVELOP- MENT CORPORATION	34 Equipment procurement	securing common industrial equipment
	35 Capital funding	secure for particular projects
	36 Credit organization	open family savings account
	37 Technical assistance	ask business management for advice
	38 Progress reports	send regularly to supporters and agencies
	39 Legalization process	seek legal assistance for comty eco ventu
	40 Office equipments	obtain typewriters and duplicating machi
TACTIC VII MARKETING SCHEME	41 Bulk buying	buy corporately store supplies at wholesa
	42 Product brochures	describe all local products to Cebu busine
	43 External Outlets.	establish es in Cebu and Manila corporate
	44 Overseas Market	investigate for sale of local products
	45 Market delivery	obtain community vehicle
	46 Tourist sales	initiated by sending brochures to tourist

PARATACTIC III PHYSICAL CONSTRUCTION

VIII. VILLAGE LAND DESIGN	47 Development Plan	gain consent from residents
	48 Industrial Zone	designate based on health & hazard meas
	49 Land Acquisition	securing written permissions from owners
	50 Agricultural Space	constructed to house tools, literatures
	51 Recreation Area	secured and equipment facilities
	52 Public Buildings	designed for various public activities
IX. MULTI- PURPOSE COMMUNITY FACILITY	53 Community Center	constructed in the village center thru
	54 Office Spaces	designated in the community center
	55 Meeting Rooms	design, for group meetings in the center
	56 Childrens' Playground	build as part of the community center
	57 Community Museum	designate at the community center to disp.
	58 Pelota Court	construct two walls at the playground
	59 Swimming Pool	develop the natural spring into recreation
	60 Community Library	use a room in the community center
X. COMMUNITY BEAUTIFICA- TION CAMPAIGN	61 Flowering Trees	plant along the road and pathways
	62 Housing Renovation	start by providing low cost materials
	63 Village clean-up	schedule regular community clean-up day
	64 Levelled Pathways	maintain smooth surfaced pathways
	65 Road Signs	post display signs and community symbol
	66 Dumping Area	designate and utilized for compost produc
XI. PUBLIC WORK CONSTRUCT- ION	67 Connecting Road	build to connect with Suba Masulog road
	68 Road Repair	maintain smooth surfaced road
	69 Public Toilets	set up in strategic places in every state
	70 Basketball Court	construct by improving the present court
	71 Village Stage	build at the side of the basketball court
	72 Pre-School Building	construct near the community center
	73 Power House	construct on workdays

PARATACTIC IV COMMUNITY ENGAGEMENT

XII. FUNCTIONAL COMMUNITY ASSOCIATIONS	74 Community Council	Co-ordinating overall development activities
	75 Volunteer Work Force	Recruiting interested volunteers
	76 Womens Group	Developing womens leadership
	77 Regular Workdays	promoting village beautification
	78 State Organization	establishing care structures
	79 Working guilds	actuate plans for projects
	80 Schedule meetings	checking progress of project
	81 Community Assembly	report and plan for next quarter
XIII. YOUTH ENGAGE- MENT SCHEME	82 Leadership Seminars	conducting week-end seminars
	83 Dance Presentation	organizing dancing group
	84 Sports League	organizing basketball and volleyball teams
	85 Youth Uniforms	provide youth identity
	86 Activities Calendar	provide timeline of activities
	87 Youth Forums	engage in campaign
	88 Village Exchange	sending people to other project
	89 Funding Projects	soliciting program fund
XIV. CELEBRA- TIVE SOCIAL ACTIVITIES	90 Regular movies	arrange movie night with core
	91 Home Contest	promote beautiful healthy houses
	92 Musical Groups	gather guitar players
	93 Village Fair	exhibit village products
	94 Drama Shows	arrange drama show in village fair
	95 Sports Tournament	encourage individual and sports core
	96 Visiting Acts.	invite outside performers
	97 Community Dance	secure funding through community dances
XV. VILLAGE IDENTITY SYSTEM	98 Agro-Industrial Displays	show agro-industrial products
	99 Written History	organize elders to write village history
	100 Heritage Murals	show heritage on outside walls
	101 Community T-shirt	low-cost community T-shirts
	102 Village Grid	place village grids throughout the village
XVI. COMMUNITY INFORMATION SERVICE..	103 Identification Signs	put up geography and program signs
	104 Village Newspaper	publish weekly newsletter
	105 Public Address System	secure community-owned P.A. Equipment
	106 Bulletin Boards	put and updated in every stake
	107 Public Announcements	announce project events
	108 Cluster Design	send regular reports of meetings
	109 Mail Boxes	establish family mail box system

PARATACTIC V BASIC SERVICES

XVII
COMPRE-
HENSIVE
HEALTH
SERVICE

110 Trained Health-Aides	arrange first-aid classes
111 Nutritions programs	pro mote educational campaign on nutrition
112 Family Planning	education campaign on family planning
113 Medical Supplies	contacting drug company
114 Civic Supporters	developing public/private fund
115 Special Clinic	arranging vaccination for different diseases
116 Resident Workers	assigning health/caretakers

XVIII.
WATER
DELIVERY
SYSTEM

117 Community well	install central deep-bore well
118 Piping System	deliver water to homes
119 Technical Assistance	secure from the water district office
120 Water Testing	conduct regularly to ensure purity
121 Storage Tanks	construct strategically in each stake
122 Drainage Sys tem	build in every house yard
123 Electrical Pump	pump water from central well

XIX.
TOTAL
VILLAGE
ELECTRICITY

124 Community Generator	obtain community generator
125 Master Electrician	hold electrical seminar
126 Fee System	set-up payma t schedule
127 House Connections	connect wire to house
128 N. E. A. Plan	take as base base in ensuring compatible
129 Regular Maintenance	ensure electricity supply
130 Stree t Lighting	provi de light along main arteries

XX.
LOCAL
TRANSPORT-
ATION
SERVICE

131 Driver Training	driver education classes
132 Vehicle Garage	keep community vehicle safe
133 Community Vehicle	provide convenient transportation
134 Regular Schedule	set-up routing and schedule
135 Trained Mechanic	repair broken vehicle

PARATACTIC VI MODERN AGRICULTURE

XXI. COMMERCIAL LIVESTOCK PROJECT	136 Poultry Farm	raise laying hens
	137 Goat Herds	raising hybrid goat
	138 Pasture Land	designate hybrid goat pasture
	139 Hog Raising	establish community pig farm
	140 Proper Drainage	building drainage for piggeries
	141 Cattle Farm	increase production of milk
	142 Feed Plant	utilize non-commercial feed
	143 Manure Plant	store manure for fertilizer
XXII. EXPANDED CROP CULTIVATION	144 Backyard Gardens	grow family consumption crop
	145 Shade Nursery	prepare seedlings in nursery
	146 Demonstration Garden	plant diverse nutritional vegetables
	147 Ipil-ipil Plantation	produce fertilizer and feed
	148 Diversified Planting	grow commercial acreages
	149 Organic Fertilizer	apply productive fertilizer quantities
XXIII. RIVER RESOURCES DEVELOP- MENT	150 Nipa Plantation	Extend nipa-planted acreage
	151 Seaweed Culture	produce commercial seaweed
	152 Renovated Fishpond	increase fishpond production
	153 Salt Production	build salt beds
	154 Mangrove Production	plant mangrove for furniture
	155 Fisherman's Cooperative	community equipment and improving skill expand fishing industry by buying
	156 Guard House	designate security guard
	157 Product Warehouse	build storage place for local products
	158 Farmers' Association	establish co-op farming
	159 Modern Equipment	acquire community-owned equipment

PARATACTIC VII PRACTICAL SKILLS

XXV. EMPLOYMENT SKILL TRAININGS	160 Craft Skills	teach abaca products skills
	161 Welding Instruction	teach welding techniques
	162 Buri Training	train buri apprenticeship
	163 Fishing Techniques	introduce different fishing methods
	164 Farming Methods	introduce recycling farming methods
	165 Typing Classes	hold typing classes
	166 Dressmaking Classes	teach new fashion designs
	167 Beauty Culture	conduct manicure and pedicure classes
	168 Skilled Instructors	invite outside experienced instructors
XXVI. HOME MANAGE- MENT	169 Home Design	hold interior design seminar
	170 Mothers Classes	instruct balanced diet seminar
	171 Cooking Demonstration	conduct proper food preparation
	172 Womens Forums	train workshop leaders
	173 Finishing Classes	introduce hosting, modelling skills
	174 Special Trips	arrange trips to model houses
	175 Government Seminars	invite speakers from govt. agencies
XXVII. EFFECTIVE COMMUNITY LEADERSHIP	176 Designated Leaders	assign stake and guild leaders
	177 Youth trainers Core	organize trained youth leaders
	178 Global Interchange	send leaders overseas
	179 Methods Training	offer corporate planning methods

EPILOGUE: SUBA PANAS

These was an early morning news broadcast over the radio telling about the great improvements of Suba Panas since it became one of the model villages in the Mactan Cluster. A certain balikbayan who was newly arrived from abroad and checked in a hotel heard this news and got excited and eager to visit his birthplace. He could not sleep that night, he was afraid to talk to the villagers of Suba Panas which he left many years before to improve his living in another place. It took a long time for him to decide whether he'll go back to his place or not. He had already prepared his things to leave the next morning. Without hesitation he took a PU taxi and the driver drives him to Suba Panas. More than a hundred meters distance from the entrance he could already see the signboard with green and white colors and big letters "SUBA PANAS HUMAN DEVELOPMENT PROJECT". His heart began to beat swiftly. He told the driver to drop him right at the entrance and decided to enter in the village with all his cargoes. While walking to the center of the village he begun to look at the street lamps and connections of wires from house to house wondering where the source of electricity was. Soon he became tired and stopped to rest under the shade of a painted house in the main street. He noticed that almost all houses in the main street were painted. While spending a minute to rest, the cluster jeepney stopped right away in front of him and the driver who knew him very well asked where he was going. While riding, he kept on asking the driver about the projects, how it was started and how it is done. He knew that the driver will be going to get the finished products of handicraft industry to be delivered. They stopped at the front of the new community center. He urged the driver to walk with him. He leaves his things in the jeepney which parked in front of the cemented tennis court with a nice formed stage and two basketball courts. They entered first in the village multi-purpose center with several big rooms. His attention was only focused on the pictures in the wall which showed the 80 uniformed pre-schoolers singing together. As they went out from the center, they met the handicraft workers from five zones going to do their daily work in handicraft industry. Not far in the distance, he saw the girl open the cooperative store where garment and dry goods were sold. But he didn't notice that the auxiliary house which he wanted to go to, to meet the people who started the project was behind the building center. He saw the group of 25 young men & women making buri-furniture under the newly built shelter. Very closed to the center, the products of rock industry were filed for delivery. It was almost 2:00 o'clock in the afternoon the driver lead him to the restaurant owned by his old friend and they eat their lunch. There he was interested upon hearing from his friend that they have a new gasoline station and their health clinic with 5 health workers was opened daily providing medicines as well as educational services. After he ate lunch he went to the community toilet which had four rooms

MCHDP: SUBA PANAS
ICA Consultants

for men and women. He went near to the Mangroove plantation and he saw the 10 villagers making salt for the salt industry which they get from seawater near the river bank. He wanted to have a siesta after lunch, so he suggested to his friend to take him to the swimming pool and take a rest in the new cottages. After seeing the village, the new road connecting Suba Panas to Sudtonggan through Suba Masulog which would make it easier for him to visit his old friends he decided to return to live in Suba Panas.

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I ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of the four villages of the Mactan Cluster are found in the five comprehensive charts and the accompanying discussions for each village 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 represent the findings of the consultation.

PHASES

The Human Development Project models produced during the consult represent the decisions of the citizens of the four villages to intensify and expand development effort in their communities. The Actuating Programs provide a broad one year phasing model for the completion of the villages (Plate 5). The emphasis of the first month is to launch half of the programs which are most catalytic for the broadest participation of the community. During this first phase there is a heavy emphasis on highly visible improvements meeting the most urgent needs. The second phase is months two and three and is focused on the initiation of all of the programs, thereby making the comprehensiveness of the model visible to everyone. New social and economic structures become visible and active during this phase. Months four through six are phase three of the project which is the time of extensive major physical improvements in the community. Phase three is also the time when the core of community leaders are in training to take over project operations and are beginning to extend the focus of the project to nearby villages and across the Province. Phase four is the final six months in which program maturation occurs and external assistance is considerably reduced and local initiative is maximized in all development programs. Village citizens will be playing an active role in replicating their methods to surrounding communities.

FUNDING

A comprehensive funding scheme is required for social demonstration. While the communities must move as quickly as possible to assume responsibility for the costs of their development, outside financial coverage is necessary to build economic momentum. The Project requires direct assistance from both public and private sectors in the form of grants, long-term loans at favorable rates, lines of credit, and in-kind contributions of goods, services, and personnel. 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.

The Actuating Programs provide the means for an initial analysis of the Project costs as well as broad funding patterns. The estimated costs for the full year for each program are broken down

COSTS

into capital expenses salaries and operating expenses. The heaviest expenses will be in phases two and three as the major capital programs are actualized. Phase four will see a reduction in outside support such that no additional inputs will be needed after the close of the first year. Through the expansion of existing industries and the introduction of new village owned industries and services within the community a stable economic base will be established which will sustain both the economic and social efforts of the villages in the future.

III IMPLEMENTING FORCES

GUILDS

The Actuating Programs of each village provide the framework for local participation and give direction to the necessary organization of the community residents who will do the work of implementation. Those of all ages who participate could form a series of working groups a modern form of the traditional guilds. These groups could then subdivide into task forces to do particular jobs related to varied aspects of program implementation. Through the guild structure these citizens could also do continual planning and evaluation.

COMMISSIONS

This organizational format would provide the structure through which all the residents could participate in making decisions about the future of their community. The Actuating Programs of the Project for each village could be grouped in relation to the two commissions responsible for coordinating the unified forces of the Project. One commission could deal primarily with economic development the other with the social. Such commissions comprised of guild participants and other community residents would include both men and women youth and elders so that there would be a representational cross-section of the community. Cooperation on such a broad basis is vital to the success of effective community development. The commissions would also need to have participation from the auxiliary staff and the guardians who would catalyze and support the Project.

GUARDIANS

The Guardian and Patron networks assure the continuance of external support to the Project villages. Such a supportive network would allow for the participation and assistance of governmental departments as well as the establishment of relationship with the private sector across the Province and the world. In addition to funding outside support would include information sources advocacy and access to services and expertise not presently available within the community.

Finally, the Actuating Programs indicate the form of the catalytic force referred to here as the auxiliary. One of the indices of a dynamic human development Project is the presence of a catalytic body that brings dedication and methodological exper-

AUXILIARY

tise to the task at hand. Functionally the group engenders motivation in the community at large and continually seeds its imagination thus enriching and focusing its understanding of the development task. It also provides on-going training most of which goes on informally as people work shoulder to shoulder on a common task. Such training makes possible the continual emergence of new leadership. The presence of such a body whose membership is international provides a continual freshness of 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 energy emerges. In the Mactan Cluster today such a force of people needs to include those skilled in agronomy fishing construction electrical systems water and sewerage management financial management vocational training early education home economics youth work recreational programs mechanics and bi-lingual language instruction. Each member of the auxiliary will be charged with the responsibility of training. Each member of the auxiliary will be charged with the responsibility of training one or more understudies in his arena of expertise. The understudies in turn will then be prepared to assume leadership responsibilities within the community.

IV SUPPORT SYSTEMS

SELECTION

During the past year the Institute of Cultural Affairs staff in Sudtonggan HDP surveyed rural villages on Mactan Island in anticipation of extending the benefits of the Project to four other villages. The villages of Basak Mercado Malingin San Miguel and Suba Panas were finally chosen for several reasons. First is the geographic coverage of Mactan Island which makes it easy for visitors who wish to see practical village development projects underway. Second they are dramatically in need of socio-economic development. Third both the public and private sectors have indicated a keen interest in cooperating with this expanded village development effort since they have been very pleased with the results of the Sudtonggan project. Fourth and perhaps most important the local residents and their community leaders are ready to move immediately toward the socio-economic development of their villages.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Mactan Cluster 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.

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 year is to develop a base of support for the Mactan Cluster 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.

DIRECT-
ION

The ICA is interested in the further replication of the Sudtonggan Human Development Project and is currently initiating three different models. The Mactan Cluster is one of the three designs for replication in the Philippines. The Anchor wheel model is being used by the Mactan Cluster. It has auxiliary staff living in each of the four cluster villages. The auxiliary staff is strengthened by a group of Human Development Training School Graduates who are under assignment, but stay in their own homes. The auxiliaries will work autonomously in their own village but have close working relationships with other cluster villages and Sudtonggan. A cluster meeting will be held biweekly. The anchor base model will be started in June 1979 around the Langub HDP in Davao City. It will have an auxiliary based in Langub who will travel daily to the cluster villages. They will also be strengthened by HDTS grads who are residents in the project villages. The spinning wheel model will be applied in Region Manila. It will have one auxiliary team which will travel from one village in the cluster to another. This team will pick up a local auxiliary in each village who will work with them in the next village during their stay there and then return to his own village. This last design is an experiment in expansion in a region where there is no established Human Development Project.

