

**PHILIPPINE PROJECT BRIEF**

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## THE INSTITUTE OF CULTURAL AFFAIRS

The Institute of Cultural Affairs, a not-for-profit organization headquartered in Chicago, is a global research, training and demonstration group concerned with the human factor in world development. The ICA is convinced that effective human development must be initiated on the local community level. Toward this end the ICA is engaged in planning and actuating 24 comprehensive socio-economic projects in the less developed communities around the world. The projects, located in both rural and urban communities of extreme poverty, are for the purpose of demonstration for replication by regional authorities. The ICA is proposing to initiate a project in the Philippines. The project is located on Mactan Island in the citio of Sudtungan in the village of Basak. The project will begin with the initiation of nine procedures in preparation for a week long Consult. The following brief will describe the setup, initiation design, and anticipated results of a Human Development Project.

## HUMAN DEVELOPMENT PROJECT PROPOSAL BRIEF

### HUMAN DEVELOPMENT

I. The Human Development Projects of the Institute of Cultural Affairs are inclusive socio-economic community development programs conceived and actuated at the local level. Their intent is to demonstrate, within four-year timelines, practicable and replicable models for the rapid economic and social advancement of local communities in seriously underdeveloped situations. Each project begins with a week-long Initiation Consult and is implemented with the support of both the public and private sectors at the local and national levels. Projects currently in the actuation phase are the Marshall Islands, in the Trust Territory of the Pacific; Oombulgurri, an aboriginal community in northwest Australia; Kwangyung Il, a community on Korea's Jeju Island; Kawangware, an urban village outside Nairobi; and Maliwada, a village near Aurangabad, India. The ICA is now proposing to initiate a project in the Philippines. The site is on Mactan Island, near Lapu Lapu City. The project will be called the Lapu Lapu Human Development Project.

### PROJECT SETUP

II. The Lapu Lapu Human Development Project will follow this general pattern of development between now and the scheduled consult May 23, 1976:

1. Site Selection: The first step in the initiation of a human development project is the selection of a suitable site. The criteria for selection is referred to in the accompanying document. In the particular case of the Lapu Lapu project, approximately 200 villages were visited and studied prior to the selection of Sudtungan. As a site, Sudtungan fits the criteria guidelines, and the residents have indicated their eagerness to begin. Local and national officials gave their approval to the decision that the site should be on Mactan Island.

2. National Governmental Authorization: A close working relationship with the Philippine National Government is mandatory for a successful project. The ICA has consulted with the Philippine Economic Development Agency on both the regional and

national levels. The Office of Economic Development, headed by Secretary Mr. Gerardo Sicat, in Manila, has been briefed on the plans. Further authorization has been granted in a meeting with Secretary of Local Government and Community Development, Mr. Jose Rono. Further discussions will be conducted prior to the Consult.

3. Regional Governmental Coordination: Alongside the local participation, and national authorization, Sudtungan is dependent upon the larger regional network of structures for a successful project. The Governor of nearby Lapu Lapu, Mr. Maximo Patalingugy, and the Governor of the entire Island of Mactan, Mr. Edwardo Gullas, have also been involved in the setup of the project. They have been of great assistance in coordinating the work of the more encompassing agencies which serve the local community. The Mactan office is acquiring statistical and analytical data which will be used during the Consult.

4. Preparation of Local Leadership: The local ICA has immediately begun to familiarize local village leadership, including both the grassroots residents who are eager to participate, and the designated leaders of the community, with the methodology of development. The staff will slowly and carefully acquaint them with the dynamics of the Consult and the initiating Program procedures. These local leaders will play a crucial role in the Consult, and therefore will be trained in the workshop methodology.

5. Initiatory Village Meetings: The citizens of Sudtungan will meet each week to coordinate the pending Consult, and to do practical planning for the event. Part of the task of this group is to call upon every citizen of the community and introduce them to the project, as well as invite them to participate in the Consult. The ICA staff on Mactan Island is currently implementing such meetings with the support of the local administration.

6. Investigation of the Site: Research will be conducted on the site in order to accurately

assess the current condition and latent possibilities of the village. The local staff will compile data on the history of the community, and assemble information on the economic and social makeup. In addition it will gather information on the relation of the community to the larger units of society, both on Mactan Island, and to the Philippine national government. This data will then be assembled in a loose leaf notebook, to be used during the Consult. Much of the essential data will be gathered through interviews with the local villagers.

7. Establish residential accommodations on site:

The ICA insists that the auxiliary staff live on site in every Human Development Project; therefore, housing is being developed at this time in Sudtungan. The local village, in conjunction with the ICA, will make arrangements for a suitable dwelling for its use during the Consult, and for staff residence during their four year stay. This accommodation will be similar in every way to the standard housing of the village. A major value will be to keep the cost at a minimum, or preferably, to locate a donated facility. Thus far, we have not located a facility, and the staff is currently making plans to construct a facility, to have it finished by the time the consult begins.

8. Practical Preparation for the Consult: The Consult itself requires a great deal of practical work. Residential and workshop space is planned, as well as kitchen and sanitation facilities for the large group of consultants. The local residents assist in these efforts during the evenings and on weekends. Local material is used; therefore, expenses are kept at an absolute minimum. Much of the common village space is being rehabilitated and provided with suitable equipment, such as blackboards, tables, chairs, etc. Also, materials are being gathered for the workshops and for the writing of the Consult Manual which will be written following the Consult.

9. Assignment of the Consultants: The ICA staff in Manila will issue the invitations to those persons who will be needed in the week-long meeting. The local ICA staff on Mactan is compiling the list of local residents who have indicated an interest in attending the meeting. Approximately half the total group will come from the target community. Then national consultants whose expertise and professional relationships that can be of help to the project will be called upon. Others from approximately 10 other countries will be invited to attend, providing their special expertise will add to the meeting. At the present time, a list of the names of men and women who are interested in attending the Consult is available in the ICA office.

III. The project formally begins with a week-long Initiation Consult at the Consult site. The Consult brings together community citizens, local and regional leadership, ICA staff and expert consultants from around the world. This diversified groups acts as a unified research body, using common methods of planning for comprehensive community reformulation. The Consult first identifies the vision of the future from which the community is presently operating. Second, it discerns the underlying contradictions which prevent or restrain the realization of the vision. Third, the consultants build a set of practical proposals for dealing creatively with the restraints and for moving effectively in new directions. Fourth, they create a set of tactical systems to actualize the proposals and a series of programs to implement the tactical systems. The aim of the Consult is to produce a comprehensive and highly practical development model out of the aspirations and efforts of the local people.

INITIATION  
DESIGN

IV The Initiation Consult will design specific programs to meet the needs of the Suidtungan community. During the Consult, a major statement is written by the participants, drawing together the project as a whole and describing the various components. The summary statement

ANTICIPATED  
RESULTS

also includes one and four-year budgets and funding plans and defines personnel needs for each program. The document then serves the community as a resource for working out the detailed implementary steps after the Consult has ended. Program implementation begins immediately following the Consult, and involves initiating all the programs at once. To enable this, the ICA assigns an auxiliary staff to work with the local project leadership in the actuating programs, developing funding and support systems, and coordinating the efforts of needed expertise.

PROJECT  
PHASING

V. The project is phased over a period of four years. All designated programs are launched during the first year, and a major emphasis is placed on motivating significant numbers of local people toward sustained involvement in them. The second year is devoted to accelerating the programs and expanding their influence to surrounding communities. The growing need for developing a complex of able leadership requires that detailed training in leadership methods be stressed. By the third year, the programs are well established under the direction of capable local leadership. It is phased in such a way as to ensure that it achieves economic and social self-sufficiency by the fourth year.

REPLICATION  
DESIGN

VI. From the outset of this project, careful consideration is given to ways it may be replicated across the larger society of the Philippines. The concept of replication is an essential element in sustaining local motivity for program actualization. This replication is set within the rational framework of the phasing design so that local leadership can focus their energies first on a delimited geographical area. Replication efforts in the first year emphasize introducing the project to adjacent communities, extending this in succeeding years to other districts within the nation. Initial visitation by the local leadership to neighboring communities begins this replication process. Following this, a series of one-day forums or "town meetings" is held in interested communities,

PROJECT  
SUPPORT

VII. The cooperation and support of many groups outside the local community is depended upon by the Lapu Lapu Project. The decision to hold an Initiation Consult is made after extensive consultation with national, regional and local leadership in both the public and the private sectors of the host nation. Such broad-based support is critical to the Consult and to the implementation of the project. The Philippine government encouragement facilitates and expedites the undertaking in a number of ways. At the same time, a network of businesses, industries, social institutions and concerned individuals must be developed to provide seed monies and in-kind contributions of materials and services. Such assistance needs to come both from the public and private sectors of the host country, but it will be developed in other nations as well, in order for the community to sense that it is pioneering in a model which is replicable beyond its own locality.

FOUR  
CONSULTS

VIII. In order for the Human Development to achieve its full potential within the four-year time frame, it is important that systematic evaluation be held and modifications to programs be implemented. In addition to the Initiation Consult in the first year, different types of Consults are held at the start of each of the three remaining years. The second year begins with an Evaluation Consult in which the work of each program and of the project as a whole is reviewed and appropriate mid-course corrections made. The third year opens with the Formative Consult in which the emerging structural forms of the project are evaluated and programs for training local leadership expanded and accelerated. In the last year of the project, the Final Consult examines the level of economic and social self-sufficiency achieved by the programs and builds plans for insuring complete project self-support by the year's end. Each type of Consult involves a week-long gathering of local leaders, ICA staff and specialized consultants, along with representative leadership from the various other Human Development Projects at the project site.