

## SUDTONGGAN HUMAN DEVELOPMENT PROJECT

In the arena of the Do-ment of the 24, the Sudtonggan Human Development of Area Hong Kong announces to the Global Order the completion of its second year in operation. This report will attempt to provide a picture of the accomplishments of Sudtonggan, a description of the Sudtonggan 2nd Year Anniversary Fair, an image of the honored guests in attendance and an initial brooding on the implications of the project.

### A DAY IN THE LIFE OF SUDTONGGAN, Circa 2 Yr. A.C. (After Cousult)

Mr. Juan Fernandez is a businessman from Manila. Two years ago, his construction company was invited to support a comprehensive community development project in Sudtonggan, Lapu-Lapu City, in Cebu province. His company decided to extend financial backing then and also sent him as a volunteer consultant during the initiating project consultation. Mr. Fernandez is returning for his second trip to Sudtonggan. The occasion: the second anniversary of the project.

Juan does not find difficulty getting to the community this time. The tricycle cab drivers at the Mactan Airport know where to go upon mention of the word 'Sudtonggan'. Prominently displayed along the provincial highway, fourteen kilometers from the airport is a sign which reads: SUDTONGGAN HUMAN DEVELOPMENT PROJECT, 1 km. The tricycle turns off at the Basak market into an unlevelled dirt road. The ride is a bit bouncy for comfort.

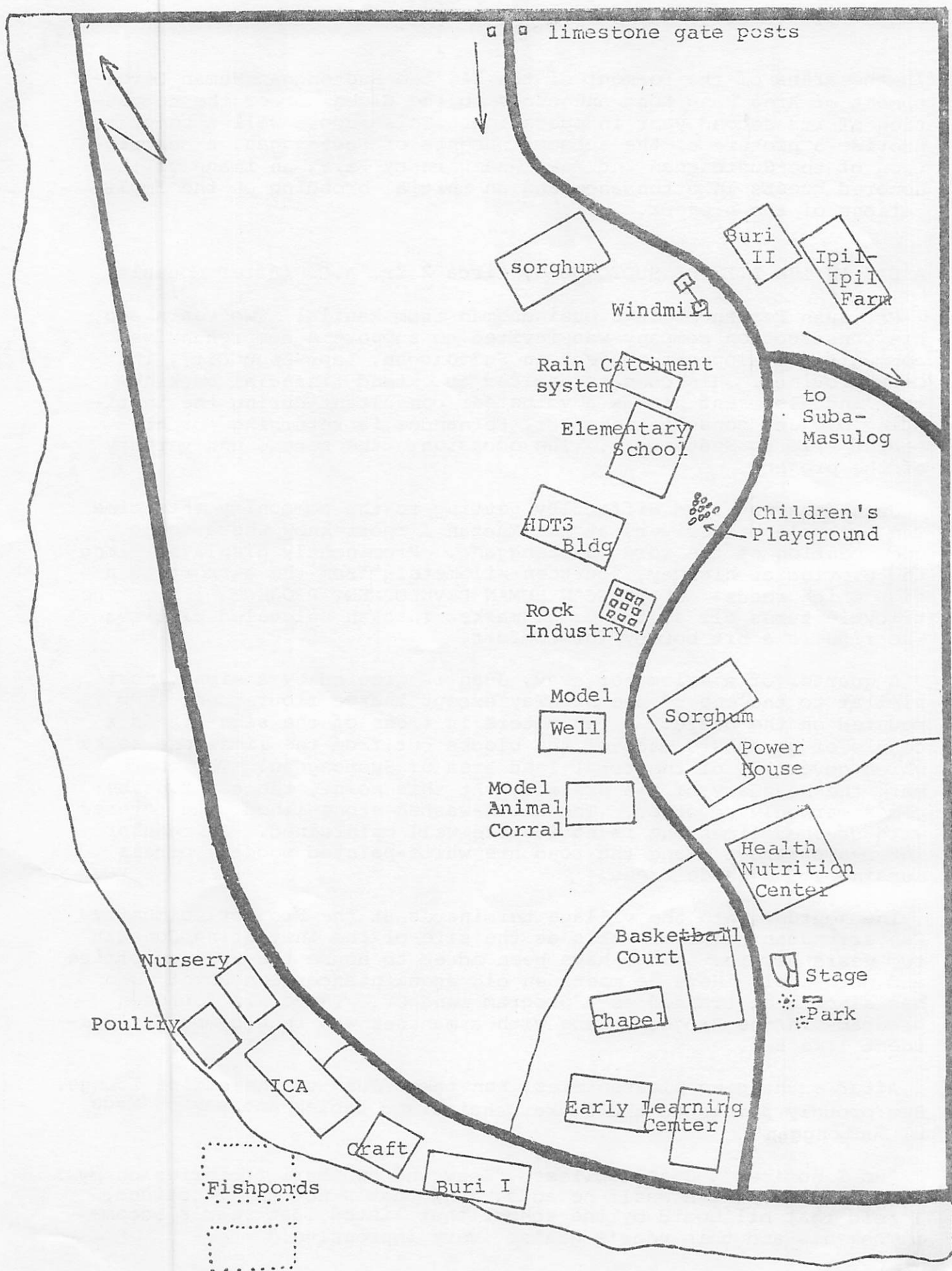
A quarter of a kilometer away, Juan is greeted by a sign almost similar to the one by the highway except that a fluorescent lamp is mounted on the board. A few meters in front of the sign stands a couple of gateposts made of the blocks cut from the limestone rocks which cover 75% of the total land area of Sudtonggan. The posts mark the boundary of the project. At this point, the cab ride becomes markedly smoother. The white-washed stone-lined road covered with crushed limestone is noticeable well maintained. At regular intervals strewn along the road are white-painted wooden corrals nursing young shade trees.

The journey into the village terminates at the Project Community Center. Juan remembers this as the site of the initiating Consult two years before. Wings have been added to house the Project office and personnel. Here he meets an old acquaintance, Ben Potot, who has since been trained as a program manager. There are fourteen programs in the Project, each with a manager who is a community resident like Ben.

After exchanging pleasantries, Ben takes Juan to the office lounge. Ben proudly points to the wicker chairs and tables and says, "Made in Sudtonggan".

"So I noticed", Juan replies. "Isaw the two buri factories on my way in." Seating himself he adds, "And that's not all I noticed. I read that billboard by the school that listed last year's accomplishments and this year's goals. Very impressive!"

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Basak



"Well, I think we're getting on fine," Ben utters modestly.

"You don't have to tell me all about it now, but give me a quick rundown, and then we'll walk around some."

Ben nods. "Alright, where do you want me to begin?"

"Let's start with the agricultural changes. I saw the purok gardens. I heard that 42 new varieties of plants have been introduced since the project began. I saw the ipil-ipil trees by the buri factory, the sorghum fields and several fruit-bearing dwarf papayas. What are some others?"

"The new hybrid corn tripled our production," Ben begins, "and for cash crops, aside from the sorghum, we have ampalaya (bitter melon), pechay (Chinese cabbage), lima beans, green beans, squash, eggplant and camote (sweet potato). Of course, we also eat them."

"The children sure look healthier."

A slight commotion in the kitchen catches Juan's attention. Sensing this, Ben explains that the community people are running the whole show for the celebration and the kitchen is teeming with cooks to prepare the main course for the evening feast. They just brought in the 60 kilo hog for butchering, one of several livestock being raised in the community, along with cross-bred goats, rabbits, quail and chicken.

Aware that sight explains faster than sound, Ben decides to take Juan through the village. Ben gives some last minute pointers on the tracking charts in the center following all phases of operation and the involvement of every single resident in the community. They stop briefly in the Project office and meet Vicky Limpangog, the newly trained Project bookkeeper, working with her electronic calculator. A member of the commerce guild, Vicky handles the payroll of 133 employees of the various industries and programs. She also coordinates with the extension worker of the Mactan Rural Bank who comes once a week to service the 80 savings accounts that have been established since the start of the Project. Sensing that Vicky is deeply engrossed in her work, they decide to move on.

Close to the Community Center, Juan examines the chicken coops with the 200 4-week old fryers and broilers, another two weeks away from the market. The hygienic surroundings and systematic feedings have made this a profitable business for the community. Not far away is the plant nursery with various seedlings in varying degrees of growth. Juan notices the open compost pit which the community has since copied in their own backyards. Ben points to the elevated soil plots lined with stones to deter erosion and instant flooding. In view also, is the network of interconnecting vinyl cords where vegetables grow vertically to maximize the use of land space.

Walking away from the center, Ben points to the fishponds which are raising milkfish in commercial quantity. Young men and women are working on buri furniture and abaca handicrafts for export. Ben points out that the industries have raised the per capita income of the village 400%. Along the road, Juan stops to read a bulletin board for the purok nailed into a coconut tree. A good portion of the board shows a map indicating the location of each household and the names of each cluster of households comprising a team. Ben explains that the remaining four puroks have similar boards.

Arriving at the village plaza, Juan glances at the stage that is sporting a large community logo painted in bright green and yellow. The cemented stage had been moved from the middle of the square to the side to make way for a full basketball court. Ben relates how this has attracted neighboring barangay youths to join Sudtonggan in community sport festivals. A new, locally managed and operated beauty parlor is also thriving by the plaza. Juan observes a group of young people clustered around a blaring record player, practicing the latest dance steps. They are preparing for their performance during the evening celebration.

Juan stands at the center of the square, gaze transfixed on the stage. Suddenly his face lights up. He faces Ben and exclaims: "My lord, now I know what you've done!" Pointing to the community symbol on the stage, he adds, "You've placed that sign on every signboard, on houses, on T-shirts, on everything in this community. You've put it in the mind and soul of every resident. You have created a single community!"

A group of pre-schoolers, a hundred strong, march in formation, wearing uniform T-shirts of green and yellow. They are singing a marching song written to an Indonesian tune. Leading them is the head teacher, a mother of four who thought of herself as a simple housewife only a year ago, a school drop-out who never managed to get past sixth grade. Now she leads a staff of eight in running the Early Learning Center, building their own curriculum and creating their own imaginal tools for effective learning.

In subdued voice, Ben looks Juan in the eye, and says, "Yes, we are a united community who are investing in the future so that our children can stand a chance in a rapidly changing world."

A tricycle marked Barangay Taxi drives in with a couple of ladies holding shopping bags full of supplies and materials for the celebration decor. Ben hails the cab and introduces Juan to his co-workers. They, in turn, inform Ben that the generator for the community electricity has been fixed. Lightning struck the night before and rendered the machine out of commission. The mechanics who looked at it estimated a repair job worth ₱1000. However, with the help of a volunteer consultant, the repair was made for less than ₱50.

Ben and Juan continue their tour along Paglaum Street into the direction of the marching pre-schoolers. The children are on their way to the Health Center for their monthly weighing as well as their daily supplementary meal, part of the village nutrition program. At the Center, they are met by the Center Director, Purita. She is putting the finishing touches on the Center's welcome sign. She invites Juan to step into the Center and he immediately scans the wall charts indicating the various programs of medical dispensary, immunizations, nutrition feeding, treatment of scabies, TB tests, and others. A medical doctor's weekly visit is on schedule. Preventive and medical treatment programs are operational for the whole community, with a complete medical history record for each resident.

Fascinated by the self-confidence of Purita, Juan queries her on her academic training. He finds out that Purita and another community resident are certified health diagnosticians although they never finished high school. Eight other residents work as health aides in the Center. Often, visitors come to observe the operation of a community-managed health center. "The key to our operation" Purita explains, "is that health is viewed as an integral part of a total community project. The covering of the 22 open wells in the community and the cementing of the surroundings to prevent seepage of used water was a crucial factor in cutting down incidents of diseases. The reverse is equally true. Because we watch the health of every resident, the productivity of the community industries is high. It is by knowing the inter-relatedness of all these that we avoid deteriorating into a purely medicine dispensing unit."

Juan graciously takes leave and heads for the new school site. On the way, Ben points to one of the wells Purita mentioned which services drinking, bathing and laundry water. Juan recalls the strange contraption he saw in one of the wells while coming into the community. Ben explains that it is a windmill made out of half drum barrels. It draws water into a storage tank for continuous running water supply.

At a bend in the road, the two pedestrians see the newly constructed, two-story, multi-purpose building. In the same compound, two men are cutting limestone with an electric saw. The cut slabs of stone are choice decorative material for home building. The production has yet to catch up with the demand.

In the same compound stands the three-room Bagong Lipunan (New Society) building for the elementary school. This year, Ben explains, the school opens a third grade class. He points to the children's playground built out of Goodyear tires, one of only two such playgrounds in the Philippines.

But it's to the multi-purpose building that Juan zeroes in his attention. They walk into one of the ground floor rooms and examine the movable wall on wheels. "It's a very functional structure," Juan comments, "but what is it for?" he asks.

Ben's passion shows in his answer. "We do not wish to be just a unique experiment. Sudtonggan is a demonstration of grassroots consensus-making and cooperative action. We intend to train local barangay people to do what we have done."

Juan furrows his brow in deep thought. For a moment he feels dizzy absorbing all he has seen and heard. His own participation in the project takes on a different color. His benevolence and noble idealism have been transformed through Sudtonggan into the structural building of a human community.

Juan looks at Ben, instinctively pulls his shoulders back, breathes deeply, and declares, "Ben, I am ready for a great celebration!"

The preceding narrative is a composite picture of what transpired between 200 visitors and community residents of the Sudtonggan Human Development Project June 3, 1978, on the occasion of the Project's 2nd Year Anniversary celebration.

#### THE SUDTONGGAN FAIR

The preparation for the Sudtonggan Fair focused on the completion of the Community Training Center, a new multi-purpose building in the community. All the rest of the project programs were prepared by simply continuing to do their normal operation. The preparation was done primarily by the community residents. This was by design and necessity. By design, because the community leadership understood the 2nd year anniversary as the formal turning over of the management and operation of the project to them. By necessity, because members of the auxiliary staff and program managers were out for three weeks with 12 teams who conducted the 66 province Community Forum Philippines maneuver. The same returned to Sudtonggan two days before the Fair.

As the preparation was primarily conceived and implemented by the community, so was the gunning of the day's program. The program had three parts, namely, the inauguration and blessing of the Training Center, the Feast at the Community Center, and the Community Dance. At 4 p.m., 200 guests and Sudtonggan residents gathered at the Training Center while members of the Mactan Air Force Base Band played. Mrs. Carmen Go, representing the Aboitiz Foundation, who had funded the building, cut the ribbon, followed by words of greeting from the offices of the Provincial Governor, the Mayor of Lapu-Lapu City and the ICA. Fr. Eugene, the parish priest of Lapu-Lapu, led the crowd in the Rites of Blessing. Following the inauguration, the guests were given tours of the project by the project managers and students from St. Theresa College in Cebu City. A community-prepared feast followed at the Community Center. The guests were then invited to walk down to the Sudtonggan 'Plaza' for the evening program. Local songs and dances were interspersed with reports from the Guilds. Ben Potot, one of the program managers, was Master of Ceremonies. The Mactan Air Force Base Band continued to play as the program culminated with a Community Dance. The 'party' went long into the evening celebrating two years of hard-earned yet fun-filled victories.

## THE HONORED GUESTS

Of the 200 guests hosted during the 2nd year anniversary celebration, the visitors fell into four major categories. Guests representing the private sector which primarily underwrote the start-up capitalization of the Project included staff and Board members of the Ramon Aboitiz Foundation, Inc. (RAFI), representatives from Goodyear, Scott Paper, Columbian Philippines, Norkis Trading, IBAA, Bristol Laboratories, and others. Lockheed, though not a supporting corporation, was represented.

Coordinating Governmental Agencies represented included the Department of Local Government and Community Development (DLGCD), Department of Social Services and Development (DSSD), the U. S. Consulate of Cebu, the National Social Action Council (NASAC), the National Commission for the Role of Filipino Women, and various Provincial; Development officers from across the country. Also in attendance were representatives of 14 provinces who were invited during the 66 province Community Forum Philippines program May 15 through 31. Other Human Development Projects who sent representatives were: Langub (Davao), Nam Wai (Hong Kong), Hai Ou (Kaohsiung, Taiwan). Other friends and supporters who have been involved in the SHDP for the past two years included the students of St. Theresa College and the Mactan Air Force Base. Guests of special mention are Mrs. Norma Patalinghug, wife of the Mayor of Lapu-Lapu City, and Jeanne Young, a popular movie and television star from Manila. Finally, ICA staff members from Manila and Hong Kong represented the global network of ICA offices across the world.

## IMPLICATIONS OF SUDTONGGAN FOR THE WORLD

The implication of Sudtonggan's two-year development journey are many. Paramount are four major arenas, the issue of Local Management, the form of a continuing ICA Consultant Role, effective Training Dynamic, and the design that will freight massive and rapid replication.

Local management is the cornerstone for the SHDP to become a completely self-reliant community. The first and most important concern is the creation of the "role" of management. This has to do with formulating a style of leadership that assumes responsibility for task identification and assignments, and can hold the same in a method of accountability. The unintentional usage of time and the sole concern for immediate and extended family are two examples of the old mindset that is breaking into a more comprehensive picture of responsibility. Simultaneous with the creation of the role of management is management training in technical skills and corporate methods. In the SHDP, a community association is in the making which will serve as a Board of Directors, the composition of which is half residents, a fourth guardians, and a fourth ICA staff. Development and authorization will be the concern of the Board in providing for certain needs of the Project and guarding the interests of the Community as a whole. Because of the successful development of the SHDP in so many arenas, the Project will serve as a LABORATORY for forging out a viable management framework for developing local communities. The relationship of this next two-year phase of Sudtonggan to the Global campaign of Social Demonstration hits directly on the issue of what it means to complete a Project.



To see the community into its new phase of development, the ICA will continue to play a consultant role by keeping a small auxiliary staff there. The task of the auxiliary will be to monitor the XIV programs and guard the comprehensiveness of the community thrust. Regular training with the community leaders, periodic guardian consultation and extension work for development and authorization purposes are important parts of this task. The auxiliary staff will continue to be the channel between the Project and the world, receiving guests from abroad, telling the story, assisting in the exchange of community leadership with the other projects around the world. In terms of other programs such as CYF and GWF, the auxiliary will again be the servant force providing for programs needed in the village at different times and following through on training for these programs.

Effective training dynamic is crucial to the next two-year phase of Sudtonggan as a model community. The shadow principle remains the over-arching maneuver to bring about and maintain the local leadership and to entice continuing widespread community involvement. Permeating all 14 programs and all age groups with some form of training is a continual part of this process. One measure of effective training is trained local leadership training other local residents. Sudtonggan is taking a more active role relative to the global campaign of Social Demonstration and Community Forum. Already, community leaders have visited other projects and this will continue in order for Sudtonggan to lend its wisdom to other SD sites. Further, Sudtonggan leadership have participated in conducting cluster as well as nationwide maneuvers to hold Community Forum. Conversely, Sudtonggan's role as a laboratory for training people from other Projects and Community Forum contacts will bring new ideas to the Project in community development methods. The continuation of indirect training in spirit methods, the power of songs, symbols and rituals, and the intentional usage of time and space is a key part of the training dynamic.

With the completion of the new multi-purpose Community Training Center, Sudtonggan is ready for replication. The new facility will be the site for the HDTs before the end of 1978. A new project in Luzon, about an hour away from Manila is also planned before the end of 1978, thus covering the 3 geo-social areas of the Philippines. A Cebu cluster is the current image for a spiral replication process out of Sudtonggan with anywhere from 3-6 new sitios to be initiated as HDP sites. This would serve as a stronghold for a possible saturation maneuver for the Province of Cebu. The residents of Sudtonggan will play a major role in making the Cebu cluster a key development demonstration for the Philippines. With the Community Forum Philippines 66 Province maneuver done, there is now a network of contacts in both the public and private sector at the provincial, municipal and barangay levels, who are aware and are excited about the possibility of an HDP in their province. The stage is set for serious strategizing for a massive nationwide replication plan.

Sudtonggan finds itself in a totally new phase where depth human development is being formulated and channeled outside itself to the Philippines and to the rest of the world.