

TEAM: _____

**MCAST 037's Banauue Challenge: Establishing Trust and Developing Relationships
Role Play and Negotiation Instructions for Anjo Buhaye (Banauue's Village Leader)**

Simulation assumptions:

1. It is February 20xx.
2. You are meeting with a representative of MCAST 037. Mr. Andreseen (Norwegian NGO representative / farming and health advisor living in your village) told you that this is a great opportunity to improve some of the village's infrastructure that is simply worn out or storm damaged from a typhoon three years ago.
3. Specifically, you need to replace the old schoolhouse (the current one is in significant disrepair from various storms / typhoons, etc.), drill a new well (the current one is beginning to silt up and has some problems keeping up with demand, especially during hot weather), and also want to build a new three-room municipal building for village meetings, ceremonies and celebrations. The old one is barely usable. These village celebrations are vital to your Banauuean culture.
4. You want to employ at least 72 of your villagers to help in completing these major projects. The harvest season is about done and you estimate about 72 villagers will be looking for work with the other farmers filling their down season with craftwork. These major projects would bring some needed cash flow to your village, cash that you can collect to buy supplies for Banauue at the Regional Market.
5. You trust the NGOs, but want to keep an eye on the MCAST people – so you want to limit the MCAST exposure to just projects in the center of the village. This is important to you because you want your villagers to know that you have ultimate control over the MCAST and that you are in charge of them, they are not in charge of you. Without this power, you could lose your credibility and leadership of the village.

Location: The name of your village is Banauue, a small agricultural village in the highlands. Banauue is a farming and herding community of 500 inhabitants. A third of the inhabitants are elders and young children. The village has some excess production capacity for market (vegetables / fruits, poultry products, pork, mutton, craft products, woolen textiles, soaps, candles, etc.). Banauue is poor, but amazingly self-sufficient. In addition to farming and herding skills (primarily sheep and goats), your villagers are carpenters, masons, weavers, and pottery makers. Banauuean men make good, sturdy furniture. Banauue's hygiene and health standards are fairly good, although you lack direct access to a doctor or dental services and are in need of an additional well / water distribution system. Most people have to walk about 2 kilometers to get access to the village's only functioning water well. Your village is electrified,

but its use is limited to simple house lighting, community building lighting and running a few water pumps and single commercial-sized refrigeration unit (located in the your housing compound at the center of the village).

Area Security: a splinter group from Abu Sayyaf is in the region. Although claiming to be both Islamic radicals and members of the Abu Sayyaf Group (ASG), they act more like local thugs, with extortion and low violence crimes (stealing livestock, assaults, etc., but rarely a murder or rape). One of their favorite targets for extortion is the road leading to Banauue. At night, they like to block the road and demand ransoms as a condition for release or, if they like the merchandise on the truck, they'll ransack the payload. You do not allow any traffic in and / or out of the village at night. You accomplish this security task by having a group of villagers (about 3 per night) patrol the village entrance / exit. Due to the surrounding terrain, there really is no other way to get to the village but through the West Entrance (see map). You strongly feel there is NO need for any other security measures. More security (i.e. more aggressive patrols, etc. would only aggravate the situation.

Geography: Banauue is a village that lies in an upper mountain valley. The village sits at 1,200M above sea level, with the surrounding mountains peaks ranging from 2,000 to 3000M. The soil is rich volcanic soil and excellent for your farming operations. With better seed quality, you could easily double your annual crop production and sell the surplus at the Regional Market – about 40km down the road. The truck you have is old and you hear the MCAST has lots of trucks – you want two of them. Two trucks would hold the weekly surplus without the need for the truck to go back and forth.

The climate is a moderate tropical climate with warm humid summers and mild wet winters. The area is frequented by typhoons and tropical rainstorms, so access to the village via the single dirt road is sometimes difficult, especially during the rainy season (June through October).

Urban Geography: Banauue is a “spider” village with one central (narrow 2-lane) dirt road that comes in from the West. After this road enters the village, numerous “spider” walking and cart paths branch off of this main road. The main road leads to Banauue’s village square, main municipal building, schoolhouse, your “mayor’s residence”, and the water pump. The other houses (modest 2-3 room block houses with metal roofs) are located on the “spider” lanes. There is no indoor plumbing, and your villagers use the equivalent of “outhouses” for sanitation purposes. That said, they take extraordinary care to ensure the waste stream from these facilities does not contaminate the local drinking water or their fields. They learned a lesson about 20 years ago when a poorly maintained system created a typhoid scourge that almost wiped them out – and claimed your two older brothers -- some still think (as you do) it was deliberately done by an “outsider” to harm them.

The “spider” lanes have no logic, and are not made in a typical street “grid pattern”. Located behind each house is a garden plot for vegetables and the chicken coop. To the north of the village are the main crop fields – to the east are the main pastures for herd grazing.

Culture essentials:

- You speak Tagalog, are high context, and are very protective of your people and the land (their source of sustenance for generations). You are not especially trusting of out-group members (especially not the US – some Banauueans think the US poisoned their water and blew-up their bridge).
- Hierarchy: Adhere to a strong belief in hierarchy and centralized decision-making. Custom insists that the village leader be the sole person to make and maintain contact with outsiders and that all decisions go through him. Although autocratic, you are well known to take the time to listen to the problems your villagers have and take that advice into consideration. You maintain your position and face by conducting business so that the entire village, not just a select few, benefit. Therefore, it is not unusual for you to take something from one villager (say a few chickens) and give them to another villager who just had his coop raided by a wild animal.
- Time: Time is measured by the seasons, by births and by deaths. Meetings are frequent and may last well into the night. Banauueans are great story tellers and this is how history is kept alive, through the telling and re-telling of their stories, even to strangers. The Banauueans cooperated with the Allies during WWII by hiding Allied escapees from the Japanese POW camps until they could be repatriated. However, after the war, the Banauues were ignored by the government and feel slighted because during WWII, many of their villagers were lost because they stood up against the occupying Japanese forces.
- Religion: A combination of animism (deep respect for wind, water, fire and animal life) and Christianity. Your villagers place significant emphasis on traditions, celebrations, and charitable giving. When villager gets sick or is hurt, the village rallies around the family with food and other social and religious supports. Your people are cooperative within their ranks, peaceful, contemplative, respectful of authority, but distrustful of people who don't see life through their paradigms.
- Tradition and Future: Rich in ceremony and custom, the Banauues see their future being driven by their ancestors, by natural forces, and by the spirits. They also have a keen sense of history and like to be reassured that the support they gave to the American and Philippine governments during WWII is not forgotten. Many ceremonies with outsiders begin with gifts and recognition of this sacrifice during the war.
- Risk: Taking risks means risking their existence. Banauues were convinced by the central government to go to a single crop system 40 years ago. The theory was that the single crop (hemp) would be sold at market, and the proceeds from the sales would buy the things the village needed, but didn't provide for themselves, because they had moved to this government-sponsored one-crop system. Disaster struck this concept when the combination of typhoid, an unusually wet winter, and a destroyed bridge formed a "perfect storm", wiping out the hemp crop. The government did not step in and provide the needed support to get them through. Consequently, they almost got wiped out. This story of trust in the government and betrayal by that same government is one that is oft repeated. Self-reliance and conservatism runs strong in their culture. Thus, they abandoned the single crop system to become more agriculturally diverse and thus self-sufficient and less dependent on an unreliable government. This suspicion of governmental organizations lingers on to today.
- Agreements: Banauueans quickly arrive at agreements within their village. They air their concerns to you, the village leader. You patiently consider the evidence, consult with the spirits

and then render a decision. Ceremonial handshakes seal the deal and the agreement is executed, lest someone lose face.

- Literacy Rate: Males 40%, Females 20%

You have heard through the NGO that there are several projects that the MCAST could fund and that NGOs in the area could accomplish. Among them:

1. A three-room municipal building. Block walls, metal roof, tile floor, plaster walls and ceilings, glass windows, solid doors, basic plumbing (sink, toilet, septic system) basic electrical (lights, fans, etc.)

- Labor: You want to employ 45 villagers on this project. This may be more than needed, but having extra hands on the job site will help increase the depth of skills (learning by doing and watching) in the various tasks associated with each project. - Location: You would like to build this right next to you compound in the center of the village

2. A single room municipal building. If you can't get the larger three-room building, you could use a large single room building, but this is a distant second choice. You'd have to get a lot of other things done by the MCAST / NGO teams to take this step down from a three- to a one-room building. You might accept NOT building a school if they built the three room building, because the three-room municipal building could house the pupils and teachers. Not optimum, but can be a bargaining chip.

- For the one room municipal building, you want to employ 40 villagers on this project. This may be more than needed, but having extra hands on the job site will help increase the depth of skills (learning by doing and watching) in the various tasks associated with each project.

- Location: Same site location as the proposed three-room municipal building.

3. Major repairs to a foot and cart bridge from the crop fields and herding pastures into the village / market. The bridge is passable, but only on foot (no carts, etc.) and even the amount of foot traffic that is considered safe is only 25% of the bridge's original capacity. This significantly slows the harvest process and has caused some significant crop losses throughout the last several years. Bridge crosses a small gorge and was damaged by an explosive device 20 years ago and is in deep disrepair – you think it was a leftover bomb that finally detonated and suspect it was dropped by an American Army Air Corps B-25 bomber during WWII. This is a key, but tough job – it requires welding expertise that your villagers don't have. But they can do all the other work.

- Labor: Use 65 villagers – more than the project really needs, but there are many villagers who lost loved ones when that bridge blew up and custom requires that they participate in the restoration of the site where their relatives and family died.

- Location: N/A, repairing the currently damaged bridge is the best and only option.

4. One room clinic facility. A clinic would significantly help you manage routine care as well as preventative care. That cholera epidemic 20 years ago would have not been nearly as bad as it was if you would have had access to a clinic and been able to isolate and treat the victims.

- Labor: Use 20 villagers. This may be more than needed, but having extra hands on the job site will help increase the depth of skills (learning by doing and watching) in the various tasks associated with each project.

- Location: In your compound – best access to the refrigerator (medical supplies) and this single clinic project would be the most prestige enhancing project you could garner from the MCAST team.

5. A new well and a 30,000 liter water storage facility.

- You want to employ 10 villagers—again probably more than needed, but the learning experience is beneficial.

- Location: Across the street from the new municipal building

6. Two-room schoolhouse. Teachers are willing, students want to learn, but the current school setting is essentially “open-air”, and almost useless during the rainy season.

- Labor: Use 15 villagers (they are skilled and can do the required work. This may be more than needed, but having extra hands on the job site will help increase the depth of skills (learning by doing and watching) in the various tasks associated with each project.

- Location: Next to the new water storage facility.

7. A training program to get 4 teachers ready to teach in the new school house. There are 60 school-age children and your current teacher is an elder with declining health. Five teachers would allow for the added education of children under six, but four would be acceptable.

8. Medical screening visits (basic public health [inoculations, parasite treatment, etc.], eye care [exams / glasses], dental [exams / extractions], basic OBGYN, basic pediatric).

- Your NGO recommends 6 of these visits per year – you agree

9. Disaster response training exercise (Typhoon recovery). NGO recommends you get the supplies and training, but you don’t really see the value since the future is in God’s hands and the forces of nature. Besides, your village has remained relatively safe throughout these many centuries of living in “Typhoon Alley”

10. Seed kit. You want ALL the seed kits you can get your hands on – perhaps 20! This would be the single best boost to you farm production – by 50% or maybe more if the God’s allow for a more even rain pattern.

You should plan for this meeting using whatever planning / negotiation tool you deem best.

Some planning hints:

1. You have a decent BATNA – your village has been here for centuries and seems to survive well. You want to make improvements, but not at the cost of “selling out” to any outsider.

2. Your MCAST representative is honest, but he / she is also on a mission. See if you can find out what it is.

3. There are some “splinter groups” (the Thugs) that are indirectly pressuring you NOT to interact with the MCAST. It might expose you / family / tribe to violence from these factions. But their bark seems worse than their bite.

4. To support #3 above, you might want to consider

A. Minimizing the number and frequency of contacts with the MCAST – limit them to a total of no more than 11 visits.

b. Keep as many projects at the town center as you can. Having them visit and be spread out over the west and east sides, etc. provides too many opportunities for the “Thugs” to observe the interactions.

c. To minimize the chances of the Thugs getting to the labor money, you will collect all the labor money from the MCAST and distribute as you see fit. Also, you will make all the hiring and firing decisions, not the MCAST or NGOs, when it comes to hiring “local labor”.