

FORMAL AND INFORMAL LEADERS AND THEIR ROLES IN
COMMUNITY DEVELOPMENT PROJECTS

A Thesis

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the Faculty of the Graduate School

University of San Carlos

In Partial Fulfillment

of the Requirements for the Degree

Master of Arts in Anthropology

by

Rowe V. Cadelíña

October, 1973

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The Thesis attached hereto, entitled "FORMAL AND INFORMAL LEADERS AND THEIR ROLES IN COMMUNITY DEVELOPMENT PROJECTS" prepared and submitted by Rowe V. Cadelina in partial fulfillment of the requirements for the degree of MASTER OF ARTS IN ANTHROPOLOGY is hereby accepted:

MARCELINO N. MACEDA, PH.D.
Adviser

Wilhelm Flieger
WILHELM FLIEGER, PH.D., SVD
Censor

Rosa Tenazas
ROSA C.P. TENAZAS, M.A.
Reader

Gertrudes Ang
GERTRUDES R. ANG, PH.D.
Dean, Graduate School

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APPROVAL SHEET

IN PARTIAL FULFILLMENT of the requirements for the degree of Master of Arts in Anthropology this thesis entitled "FORMAL AND INFORMAL LEADERS AND THEIR ROLES IN COMMUNITY DEVELOPMENT PROJECTS" has been prepared and submitted by Mr. Rowe V. Cadelina. The following members of the thesis committee have reviewed the thesis and hereby recommend the author for the Oral Examination.

MARCELINO N. MACEDA, PH.D.
Adviser

WILHELM FLIEGER, PH.D., SVD
Censor

ROSA C.P. TENAZAS, M.A.
Reader

ACCEPTED, as Partial Fulfillment of the requirements for the degree of Master of Arts in Anthropology.

GERTRUDES R. ANG, PH.D.
Dean, Graduate School

APPROVED by the Tribunal at the Oral Examination with the grade of Passed.

GERTRUDES R. ANG, PH.D.
Chairman

MARCELINO N. MACEDA, PH.D.
Adviser

WILHELM FLIEGER, PH.D., SVD
Censor

ROSA C.P. TENAZAS, M.A.
Member

LEONISA L. RAMAS, M.A.
Member

Representative, Bureau of Private Schools

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to

marcelino n. maceda

wilhelm flieger

the ford foundation

the usc research and scholarship office

the people of barrio luz

my parents

my brothers and sisters

riz

lita

for their tangible and intangible assistance and inspiration.

RVC

PERFECTLY OF US: LIFE AND LETTERS

PREFACE

Among the many problems an innovator faces in his earnest efforts to help in the upliftment of a community is crisis of leadership. At first glance, this might constitute a major roadblock to his work. But a good grasp of the community's structure can make one realize that there might not be any crisis at all. It only needs a technique and the right motivation to make the much needed leadership surface.

This thesis hopes to provide innovators with better understanding of the relationship between leadership and the workings of community development projects. Many times, observations and readings show that the treatment of leaders in relation to community development activities is one-sided. Emphasis on involvement is placed on those leaders who are conspicuous, the official or formal leaders. Perhaps because these people are very easy to spot, efforts can be immediately expended to elicit their cooperation, approval and support.

Innovators are often amazed that the desired cooperation, support, and even approval from the barrio people for a project is far below the innovators' expectation. This is a rather intriguing problem to which innovators have to find valid solution.

By utilizing data from a resettled urban barrio in Cebu City, this thesis hopes to give a few answers regarding the intricacies and complexities of the problem just cited. The main idea that this study would like to propound is that behind the conspicuous and aggressive formal leaders are other leaders who are just as influential, if not more. Hence, proper motivation and treatment for their approval and support must be expended as much as among the former.

How do we spot these other leaders? What are their distinguishing characteristics? Do they have specific functions, and if so, what are these functions? These are some of the specific questions which this study will attempt to answer.

However, the study considers its inherent limitations and weaknesses. The unwillingness of some to provide information, the tendency of the respondents to give information according to what they think the researcher likes them to answer, substitution of many original sample respondents because they have already moved out, and the writer's own biases might have crept in during the analysis of the data are few instances of these limitations. Hence, efforts were made to minimize these but any flaws that readers will encounter is the responsibility of the writer.

In the name of community development projects, many more problems have to be answered. This work might provide

the initiative to encourage other researchers to discover some other ways and means to help innovators and change agents in their work to help the people in the communities to intensify their aspirations to improve their lots.

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