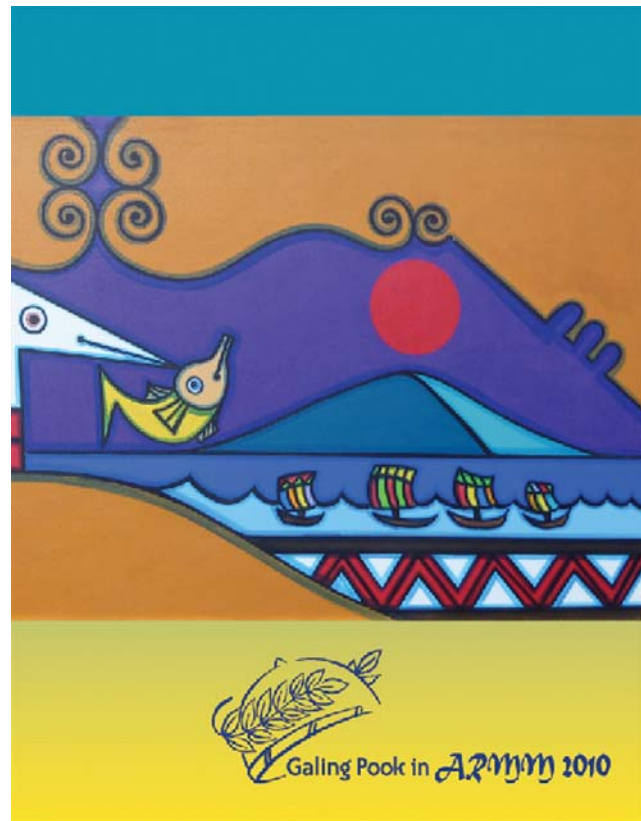




Galing Pook in *ARMY* 2010

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Galing Pook in ARMM 2010

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The Galing Pook

The Galing Pook awards is a pioneering program that recognizes innovation and excellence in local governance. It started in October 21, 1993 under the joint initiative of the Local Government Academy-Department of the Interior and Local Government, the Ford Foundation, and other individual advocates of good governance from the academe, civil society and the government.

The Galing Pook winners are chosen each year from a wide array of programs from local governments after undergoing a rigorous multi-level screening process. The winning programs are selected based on positive results and impact, promotion of people's participation and empowerment, innovation, transferability and sustainability, and efficiency of program service delivery.

For 2010, the Galing Pook Awards program sets in place a parallel equally prestigious formal recognition for innovation and excellence in local governance in the Autonomous Region in Muslim Mindanao. This is a cooperative undertaking of the ARMM Regional Government, Galing Pook Foundation, Local Government Academy - Department of the Interior and Local Government and The Asia Foundation, with the support of the United States Agency for International Development.

The winners for the Galing Pook Awards - ARMM are chosen from among the local governance programs exclusively in the ARMM areas after undergoing rigorous screening process based on positive results and impact, promotion of people's participation and empowerment, innovation, transferability and sustainability, efficiency of program service delivery, and gender responsiveness.

Beyond the awards, winning programs become models of good governance that are promoted for adoption in other communities. They will provide useful insights and strategies to find innovative solutions to common problems. More importantly, they serve as concrete examples of communities and local governments in their unique cultural milieu working to bring the good news of good governance that are actually happening in the Autonomous Region in Muslim Mindanao.

Vision

We are a leading resource institution that promotes innovation, sustainability, citizen empowerment, and excellence in local governance.

Mission

We promote excellence in local governance through recognition, sharing of information and support of efforts to replicate best practices at the local level.

We encourage partnerships among civil society organizations, private sector, and government agencies at local, national and global levels to improve quality of life.

Partners



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The artwork on the cover is printed with permission from the family of Dr. Abdulmari Asia Imao, Jr., National Artist

Galing Pook

music and lyrics by Gary Granada

*vocals: Gary Granada, Bayang Barrios, Noel Cabangon,
Shane and Dave of Crazy as Pinoy, PETA kids, Luke Granada*

Ang aming adhikain
Ay simple lang naman
Sapat sa pangunahing
Mga pangangailangan

Saan mahahagilap
Ang mga munting pangarap
Makaigpaw sa hirap
Maalwang hinaharap

Sa punyagi at kusa
Munting pamayanan
Sa husay kinilala
Umani ng karangalan

Kayraming nagsasabing
Ang galing galing daw namin
Saan ba nanggagaling
Ano ba'ng anting-anting?

Simple lang yan
Kaya mo yan, Bay!

Sa malikhaing paraan, sa paraang malikhain
Kasama ang mamamayan, mamamaya'y pagsamahin
Pagbabago na lantad, lantad na pagbabago
Tuluy-tuloy na pag-unlad, tuluy-tuloy na pag-asenso

Sa dami ng balakid
Sa dami ng hadlang
Ang diwang nalulupig
Nagtitiis na lang
Ngunit huwag kang papayag
Huwag kang pabubuway
Tadhanang ating palad
Nasa ating kamay

Chorus counterpoint:
Galing Pook..



Ang sabi ng iba, ang galing ng Pilipino
Magaling na mang-isa, mandaraya, manloloko
Ang sakit sa tenga, kahit di mo matanggap
Ganyan daw talaga, yan ang sabi ng lahat

Subalit doon sa aming mumunting komunidad
Namayani ang maraming kabutihan ang hangad
Pinaghusay ang lokal na gobyernong niluklok
Pinagpala't natanghal na isang Galing Pook!

Ang sabi ng marami, Pilipino ay tamad
Walang respeto sa sarili, dangal at dignidad
Palakasang palasak, boto na nilalako
Lider na nagbubuhay ng sarili ring bangko

Di man maikakaila ay huwag nating lahatin
Di mo rin maitatatwa, di man sukat akalain
Magandang mga balita sa mga suluk-sulok
Kayraming halimbawa ng mga Galing Pook

Visit www.galingpook.org to download lyrics and music

A New Milestone

My warmest congratulations to the eight outstanding local government units (LGU) that received the 2010 Galing Pook Awards in the Autonomous Region in Muslim Mindanao (ARMM) for their remarkable innovations and initiatives in good governance.

As we give honor to the exemplary performance of these LGUs, I cannot but admire them for their innovativeness and creativity in steering and managing their respective local governments to greater heights.

Indeed, this is a milestone. The first ever Galing Pook Awards in ARMM signals a new dimension in the government's effort to help ARMM improve its local government systems and procedures, especially the delivery of basic services to our people.

I salute the winning LGUs for making a difference in the lives of our people. May they serve as models of excellence in local governance, as the Department of the Interior and Local Government pursues ways and means of building and strengthening the capabilities of local governments in the spirit of good governance and nation-building.

Let me also commend our development partners from the private sector and civil society organizations for their combined efforts in helping us promote good local governance.

Congratulations and Mabuhay!

*The first ever
Galing Pook Awards in ARMM
signals a new dimension
in the government's effort
to help ARMM improve
its local government systems
and procedures,
especially the delivery
of basic services to our people.*



JESSE M. ROBREDO
Secretary, DILG

Good Governance in ARMM

Outstanding local governance plays an integral role in the achievement of genuine peace and prosperity in the ARMM. Indeed, some of the causes of rebellion can be traced back to local governance. It is thus our conviction in the autonomous regional government that local governance in ARMM must be elevated further to a higher level.

It is our aspiration that local government units in the ARMM would be participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. Good governance, by definition, assures that corruption is minimized, if not totally eliminated; that the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making.

We are hence hopeful that through the institution of the 2010 Galing Pook Awards – ARMM, the above-noted characteristics would become more pronounced in our LGUs. We are optimistic that more would truly embrace good governance not only for mere recognition but for the lasting benefits it gives both to the governed and the leaders.

As the winners of the 2010 Galing Pook Awards – ARMM amply demonstrate, LGUs in ARMM have stories to tell that are inspiring. They are sources of emulation for other LGUs.

Governance may remain to be one big issue among LGUs and even with the regional government. But with the conferment of the recognition rightly deserve by yet several towns in the autonomous region, we believe that raising the level of local governance to universally accepted standards is now very much at hand.

I therefore extend my warmest congratulations to the winners of the 2010 Galing Pook Awards – ARMM. We are also grateful to the Galing Pook Foundation for making the autonomous regional government as one of its strategic partners in its Outstanding Local Governance Program.

It is our aspiration that local government units in the ARMM would be participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follow the rule of law.



ANSARUDDIN ALONTO ADIONG
Acting Regional Governor, ARMM

Stronger and More Accountable LGUs

On behalf of the United States Agency for International Development (USAID), I congratulate all the winners of the first Galing Pook awards for the Autonomous Region in Muslim Mindanao (ARMM). This special recognition attests that good governance is happening in the ARMM!

The ARMM has vast potential. Local governments play a crucial role in changing conditions to unlock the region's potential for economic progress and democratic stability. This exceptional cadre of local governments in the ARMM took on the reform challenge, and began their journey towards development for and with the citizens they serve.

USAID is a staunch supporter of good governance worldwide. In the ARMM, we provide assistance in creating a favorable environment for effective decentralization, improving the ability and capacity of local governments to become better administrators, and strengthening mechanisms for transparency and citizen involvement. Our support to the Galing Pook special awards for the ARMM signifies USAID's commitment to support stronger and more accountable local governments that work to ensure economic prosperity, social development, and peace in the region.

We hope that the successful experiences of the first round of winners will inspire other ARMM local governments to explore innovations in the service of their citizens. We also congratulate the Galing Pook Foundation and The Asia Foundation for yet another endeavor to effectively promote decentralization in the Philippines.

USAID is committed to support stronger and more accountable local governments that work to ensure economic prosperity, social development, and peace in the region



GLORIA D. STEELE
Mission Director, USAID

Inspiring LGUs to Improve Governance

Greetings of Peace!

The Asia Foundation has for the past decade provided technical assistance to various local governments to address some of the needs of local governance in the Philippines, through the *Transparent Accountable Governance* (TAG) project, with support from the United States Agency for International Development.

One of the project's activities is the dissemination of exemplary practices in local governance, with the aim of promoting good local governance practices. In the Autonomous Region in Muslim Mindanao (ARMM) we envision that this awards program will inspire excellent performance among local governments in the region. To achieve this objective, the Foundation partnered with the Galing Pook Foundation to promote innovations and excellence in governance in the ARMM. Through this partnership, Galing Pook's well-respected awards mechanism at the national level is replicated in the ARMM to recognize initiatives and innovations that have helped improve local governance as well as community capacities, either in

the form of a policy program, project, process, or organizational intervention. We want to recognize contributions to finding and implementing creative solutions to development needs and priorities in this region. It is my hope that this first-ever Galing Pook Awards in ARMM will inspire other local governments to improve the quality of governance in their localities through sound policies and concrete actions from local officials.

I would like to congratulate the Galing Pook Foundation for successfully taking the lead in organizing this awards mechanism for ARMM. The active support of USAID, the DILG-ARMM, and project partners made these awards possible. May I also take this opportunity to congratulate the eight winners of the 2010 Galing Pook Awards in ARMM for proving that good governance in the ARMM is possible, and for showing the commitment to enhance democratic development in the Philippines.

Sukran!

It is my hope that this first-ever Galing Pook Awards in ARMM will inspire other local governments to improve the quality of governance in their localities through sound policies and concrete actions from local officials.



STEVEN ROOD, Ph.D.
Country Representative
and Regional Advisor for Local Governance
The Asia Foundation

Galing Pook in Mindanao

It is easy for non-Mindanaoans to give up on Mindanao, especially ARMM. But hope springs eternal, it is said, and can be contagious when enough good news emanate from the strife-torn South.

For Galing Pook, this meant finding and showcasing stories of Mindanaoans – local government and constituents – working together for the common good; of local governments doing their job and doing it well. We thus sought out, and happily found, much to be optimistic about in ARMM.

In Sulu, seemingly discordant interests were harmonized and institutional partnerships enhanced, thus allowing essential goodwill to prevail and community development and services to get through.

Kapatagan in Lanao del Sur chose to seize and create every opportunity for both peace-building and building on peace instead of wasting valuable time on the question of which to start first.

Four towns in Maguindanao – the Southwestern Ligawasan Alliance of Municipalities – formed a multi stakeholder health program for their poor constituents, establishing birthing clinics, health centers and local pharmacies. They promoted proper nutrition and local vegetable production, developed solid waste management systems and installed water and sanitation facilities.

The town of Sultan Mastura, also in Maguindanao, brought services directly to the people through a team approach and efficient consolidation of available resources. They made the presence of government

felt in their barangays by delivering vital health, education, livelihood and social services.

Still farther south, Bongao in Tawi-tawi reformed their most basic administrative and fiscal systems, resulting in increases in local revenues and more investments in public facilities.

Upi, also in Maguindanao, took a different tack to dramatically improve the quality of their children's basic formal education. More than just parents, teachers and schools, the local government brought together stakeholders from all other sectors in the community and promoted participative education reform to improve Upi's public education system.

And in Wao, Lanao del Sur, we saw excellent cases of solid waste and watershed management. In the first program, they showed the effectiveness of correlating household and community discipline, local regulations, efficient collection and processing systems and revenue generation. For the second program, they provided a model on expanding forest cover and protecting water sources while increasing the watershed dwellers' income.

These fine examples of governance in ARMM boil down to the choices made by the people and their local officials. And like the LGU achievers that we honor in the 2010 Galing Pook Awards - ARMM, we choose to focus on the positive. We choose to be one with them in believing there is hope in enlightened local governments. Galing Pook is happy to present the good news from ARMM!

These fine examples of governance in ARMM boil down to the choices made by the people and their local officials.



Rafael L. Coscolluela
Chairperson, Galing Pook Foundation

Surmounting Governance Challenges

The struggle for autonomy in Southern Philippines is now over a four-hundred year war that continues to be waged by the Moros. The Philippine government, meanwhile, has been fighting several insurgencies in the last thirty years against four fronts.

In an attempt to put an end to hostilities in Mindanao, the government pursued the granting of an Autonomous Region in Muslim Mindanao. The strategy was to settle for peace with the Moro National Liberation Front and then the Moro Islamic Liberation Front so that the Armed Forces could concentrate on the New People's Army, whom it considers as the most threatening insurgent group.

Origins

In the 1970s, escalating hostilities between government forces and the MNLF prompted then Ferdinand Marcos to issue a proclamation forming an Autonomous Region in the Southern Philippines, which was however, turned down by a plebiscite. In 1979, Batas Pambansa No. 20 created the Regional Autonomous Government in Western and Central Mindanao regions. Eventually, the ARMM was created on August 1, 1989 through Republic Act No. 6734, as a manifestation of the constitutional mandate to provide for an autonomous area in Muslim Mindanao. A plebiscite was held to determine if the residents would want to be part of the ARMM. Of the areas where the plebiscites were held, only Lanao del Sur, Maguindanao, Sulu and Tawi-Tawi voted favorably for inclusion in the new autonomous region.

The ARMM was officially inaugurated on November 6, 1990 in Cotabato City, which was designated as its provisional capital.



Republic Act 9054 was issued in 2001 for the expansion of the ARMM to include the areas which initially rejected inclusion. But only Marawi City and Basilan with the exception of Isabela City agreed to be integrated in the region. Today, the ARMM is divided into two geographical areas – the Mindanao mainland and the Sulu

Archipelago. Lanao del Sur and Maguindanao are situated in the Mindanao mainland, while Basilan, Sulu and Tawi-Tawi are located within the Sulu Archipelago.

The new law stipulated that ARMM “shall remain an integral and inseparable part of the national territory

of the Republic” and the President exercises general supervision over the Regional Governor.

The ARMM is authorized to create its own sources of revenues and to levy taxes, fees, and charges, subject to Constitutional provisions and the provisions of RA 9054. Meanwhile, the *Shariah* would apply only to Muslims and its applications are limited by pertinent constitutional provisions.

Obstacles

Despite its “autonomous” nature, the ARMM receives approximately 98% of its operating revenue from the National Government of the Philippines. It has yet to create significant, viable sources of additional revenue. Per capita spending on vital services such as education and infrastructure in the region are among the lowest in the Philippines.

Expenditure per student on education is very low at less than US\$100, with the result that students within ARMM schools generally score poorly on standardized achievement tests.

The ARMM also remains as the poorest region in the Philippines, with a poverty incidence of 45.4% in 2003 which is almost twice the national average of 24.4 percent. It is the lowest earning region among the Philippines’ 17 regions; with the second lowest having a per capita income that is almost double that of the ARMM’s. The average annual income was just PhP89,000 (US\$ 2,025) in 2006. This is less than a third that of the National Capital Region’s annual income. Its per capita gross regional domestic product of PhP3,433 in 2005 is 75.8% lower than the national average of PhP14,186.

Addressing urbanizing issues—such as the management of waste, water and air quality, and access to adequate housing—has also become a significant challenge. Fertility rates remain above the regional average which is due in part to an unmet needs for family planning. Increasing population density and environmental degradation weighs

further on the population’s vulnerability to disasters, as settlements encroach into disaster-prone areas. The dramatic reduction in forest cover contributes to the severity of flash floods and mudslides.

Peace and order also remains volatile because of the presence of organized lawless elements and terrorist groups such as the Abu Sayaff. And because traditional tribal and family enmities often escalate into armed conflicts, the displacement of hundreds of families and economic disruptions result.

These are some of the challenges faced by LGUs in the region.

Rising up to the challenges

Fortunately for the people, there are LGUs who have risen to the challenge and introduced innovations in governance which has led to much improvement in their lives. Among the LGUs are those recognized in the pioneering Galing Pook Awards - ARMM and are featured in this magazine.

As a result, significant progress has been made in reducing poverty in the region, which, according to the latest available indicators, has been brought down to 10.5 percent from the 2000 figure. All the ARMM provinces in 2000 were among the 10 poorest in the Philippines. By 2003, Lanao del Sur, Sulu and Tawi-Tawi were out of the bottom 10, leaving only Maguindanao, which remains to be the second province with the highest poverty incidence among all provinces. Lanao del Sur reduced its poverty incidence by as much as 26.9 percent, placing itself as the 12th most successful province in poverty reduction. Tawi-Tawi and Sulu have also reduced their poverty figures by 18 and 17.6 percent, respectively.

Comparative advantage

Along with commercial and industrial potentials, the ARMM’s comparative advantage lies in agriculture and fisheries. Maguindanao’s fertile flatlands

is suitable for the farming of rice, corn, vegetables and other commercial crops. It also has wide coconut and cassava plantations for commercial or industrial purposes. Meanwhile, the vast coastline of Sulu has abundant coral reef rich in marine resources. Sulu and Tawi-Tawi produces around 72% of the country’s seaweeds. Sulu’s rolling hills abound with coconut, cassava, abaca, durian and mangosteen.

Lanao del Sur has existing large cassava and coconut plantations. Lanao Lake is the country’s second biggest and provides Mindanao with hydroelectric power aside from providing irrigation to the vast flatlands of the province.

Tawi-Tawi produces the bulk of the country’ seaweeds. Other marine potentials in the province include the culture of pearl, mussels, oysters, lobsters and groupers. Its land is also suitable for growing rice, corn and fruit trees.

Although the region’s agricultural and fishery resources are relatively underdeveloped, it has now an array of fast-emerging agricultural and fishery industries. It is the country’s top producer of carrageenan-bearing seaweeds, mangosteen, durian and cassava. The much sought after-yellow fin tuna abounds in Sulu Sea, a Philippine territory rated as one of the richest fishing ground in the world. Plantation-scale production of banana, durian, mango and other high-value crops is becoming a trend.

With these abundant resources and innovative programs, the LGUs of the ARMM have all the means at their disposal to surmount the numerous challenges confronting them.

Still, considering the unique social and cultural milieu and the seemingly enormous challenges that were engendered over the centuries, those LGUs with demonstrable gains truly deserve to be recognized for their achievements in promoting innovation and excellence in local governance in ARMM.

Municipality of Kapatagan, Lanao del Sur

Bridge to Peace

A mere decade ago, the Municipality of Kapatagan was a “no man’s land” when it became the battleground of the Philippine military and various armed groups. Back then, apart from displacement due to the armed conflict, the farmers and fisher folk of Kapatagan’s 15 barangays also had to endure clan wars, cattle rustling, robberies, and murder. There were also many cases of eloping young couples and early marriages. All these combined to stunt human and economic development in this municipality of Lanao del Sur.

When the armed conflict subsided, the Kapatagan LGU initiated the forging of a covenant of peace among all the stakeholders. Subsequently, it launched the *Tulay sa Kalilintad* or Bridge to Peace program, which enabled the local government to elicit the support and cooperation of various civil society organizations, government line agencies, the military and even the various armed groups in pursuing peace-building initiatives in the municipality.

The Kapatagan program led to the formation of the Kapatagan Municipal Inter-Agency Committee (KMIAC) which ensured stakeholder participation in the planning, implementation, monitoring and evaluation of socio-economic development projects in the municipality. This program included the establishment of the Municipal Peace and Order Council and the “Lupong Tagapamayapa” which are composed of barangay

representatives and religious leaders, who employ traditional conflict resolution practices (such as *taritib* and *ijma*) to settle disputes and promote harmonious relations. These mechanisms were successful in reducing the cases of violent conflict in the municipality. Through *khutba*, the advocacy of gender-sensitive Muslim religious leaders, and Kapatagan’s Gender and Development Code, cases of elopement and early marriages were also reduced substantially. Moreover, more men and women became aware of the roles and rights of women in Islam and within their communities.

Infrastructure has also vastly improved. Kapatagan has a new municipal hall, more farm-to-market roads, a covered sports arena, a health center and a mosque. A wet and dry goods market is now also

thriving across a bustling high school. And two other schools have also been erected by the main highway.

Livelihood and housing projects are also booming in Kapatagan. With 95% of the population being Muslim, one *ustadz* (Islamic teacher) is now assigned per barangay.

The LGU continues to broaden its promotion of peace and development initiatives with other neighboring LGUs and communities to sustain its gains. It also allocates resources for regular meetings and capacity development activities.

Today, the people of Kapatagan are leading peaceful and productive lives. Visitors now marvel at how the local government has managed to bring peace to a once war-torn area.





The Kapatagan Municipal Inter-Agency Committee (KMIAC) ensured stake-holder participation in the planning, implementation, monitoring and evaluation of socio-economic development projects in the municipality.



CONTACT

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The SACC is a centralized action, need and crisis response mechanism – a conduit for relief efforts and development initiatives

Sulu Province

From Conflict Management to Shared Governance

Sulu Province came under international scrutiny when the Abu Sayyaf abducted foreign visitors from a resort in Sipadan, Malaysia and brought their captives to Patikul, Sulu where a long drawn-out hostage drama played out. When the negotiations failed, the military forces engaged the kidnappers in an attempt to free the hostages. The clashes resulted in the displacement of hundreds of families who fled the danger zones and the Sulu provincial government found itself with its hands full in caring for those displaced by the fighting and the tension. The magnitude of the problem required novel solutions.

Thus was born the Sulu Area Coordinating Center, an institutional mechanism for shared governance to steer the socio-economic development of the province.

The Sulu ACC evolved from the Joint Civil-Military Area Coordination Center that was created by then Gov. Abdusakur M. Tan in 2000 specifically to handle the Sipadan hostage crisis and to

cushion the impact of military actions on the civilian populace. The coordination mechanism's uniqueness lies in its being an institution where the local government, different line agencies, civil society organizations and even the military and police can converge and work in partnership without losing, but even effectively taking to task, their respective institutional mandates. It was an efficient mechanism for emergency and crisis-related operations and became a novel approach to coordinating various development initiatives and programs, achieving development goals and promoting multi-sectoral and citizen participation in development efforts. Eventually, the national leadership adopted the mechanism via Executive Order 21 in 2001 to manage military action in other conflict-prone areas.

When Gov. Tan re-assumed governorship in 2007, he enhanced the Sulu ACC as an instrument for shared governance of the province through EO 5, s. 2008. From merely managing the impact of military

actions, the Sulu ACC now also pursues peace-building initiatives, socio-economic development as well as disaster response and relief operations. A major role of the Sulu ACC is ensuring complementarity in the activities of diverse groups who are pursuing peace and development initiatives in the province.

The Sulu governor chairs the Sulu ACC and presides over the ACC Network Conference (its general assembly), while an executive director manages the ACC's day-to-day operations. The Center is perhaps the only government office that remains open during weekends and holidays, with officers and staff working on rotation, to ensure that the people have someone to turn to for assistance.

With the ACC in place, the people of Sulu are now equipped with a better governance mechanism that could help them attain peace and development which have eluded them for so long a time.



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Southwestern Ligawasan Alliance of Municipalities Tri-Partite Health Program for the Poor

The first thing that comes to mind when Maguindanao is mentioned these days is the gruesome massacre of 58 women and media personnel and the divisiveness among the people in the region. Thus, it was a pleasant surprise to learn that several LGUs have banded together to pursue common development goals.

The Southwestern Ligawasan Alliance of Municipalities (SLAM), was organized in June 2008 when the municipalities of Datu Paglas, Paglat, Gen. SK Pendatun and Sultan sa Barongis came together and agreed to pursue programs that will benefit their constituents.

SLAM was able to develop a multi-stakeholder health program for poor farmers and fisherfolk from its previous project partnership with the Zuellig Family Foundation. The health program entails inter-agency coordination and identifies specific roles and responsibilities among three key project

partners—i.e. the Local Government Unit (LGU), Municipal Health Office (MHO), and Civil Society Organizations (CSO)—who cooperate in the program's implementation.

Under the program, the LGUs are tasked to provide leadership, policy support, and logistical resources (such as health, water and sanitation facilities). The CSOs have the responsibility of orienting, organizing, mobilizing and ensuring the participation of the intended beneficiaries in health outreach activities. Health workers training and the conduct of data gathering and monitoring of the health status of the local population are undertaken by the MHO.

This led to the establishment of birthing centers, rural health units and local pharmacies (i.e. Botika ng Barangay) and orientations on proper nutrition and the promotion of vegetable garden cultivation among the population. It also

prompted the creation of an Ecological Solid Waste Management Plan and the construction of water and sanitation facilities.

Today, the poor have better access to health services, such as maternal and prenatal care, medical check-ups and even health insurance. Health indicators show marked reductions in maternal and infant mortality rates as well as decreases in morbidity rates—maternal mortality rates were reduced from 1% to 0.73% while infant mortality rates were reduced from 0.68% to 0.36% within a year (from 2008 to 2009).

To truly appreciate the gains of the health program, one has to consider that it was conceived and implemented by 4th and 5th class municipalities in a war-torn and conflict prone area in ARMM where health services is not devolved, and where displacement was the norm rather than the exception. When viewed in this context, the gains chalked up by SLAM's Health Program makes it worthy replicating by other LGUs under similar circumstances particularly in the ARMM.



CONTACT

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Profile and number of program beneficiaries

Municipality	Fisherfolks		Farmers		Others	
	Male	Female	Male	Female	Male	Female
Datu Paglas			4200	2000	800	300
Paglat	1310	440	2818	2000	300	175
Sultan Sa Barongis	2686	144	4161	1375	420	215
G.S.K. Pendatun	3400	600	5788	2786	600	320
TOTAL	7396	1184	16976	8161	2120	1101

SLAM's health program entails inter-agency coordination and identifies specific roles and responsibilities among three key project partners—i.e. the Local Government Unit (LGU), Municipal Health Office (MHO), and Civil Society Organizations (CSO)—who cooperate in the program's implementation.

Municipality of Wao, Lanao del Sur

Integrated Solid Waste Management

Wao is one municipality in the Autonomous Region in Muslim Mindanao that has also institutionalized a successful Integrated Solid Waste Management (ISWM) program.

Wao's ISWM program covers all of the municipality's 26 barangays in the Province of Lanao del Sur and aims to establish a clean, green, and healthy environment by regulating the disposal and recycling of solid wastes.

The LGU began implementing its ISWM program three years ago when the Sangguniang Bayan issued ordinance no. 262 regulating the collection of residual, biodegradable and special wastes along designated routes and the imposition of penalties for improper waste disposal.

The program entailed the segregation of waste material and the setting up of Materials Recovery Facility (MRF).

At the municipality's Sanitary Landfill (SLF), further segregation is being done by a collection crew and the re-usable or recyclable materials are stocked at the central MRF before being sold to authorized buyers. Biodegradable materials are also processed into compost and sold as fertilizer. All the monies earned from the MRF and composting operations are deposited into the ISWM Trust Account.

Issues relevant to the program are deliberated on by a Multi-Sectoral Body known as the Municipal Environment and Natural Resources

Council (MENRC) which also acts as the Municipal Solid Waste Management Board.

As with all new government programs, the ISWM was met with skepticism and even outright opposition. But the LGU remained steadfast and strictly enforced the law. The fines from apprehension in the first year amounted to P33,500.

Solid wastes Management Enforcers were deployed at designated areas to apprehend violator while street sweepers cleaned at their assigned areas daily. Personnel were on duty even during weekends and holidays.

The diminishing trend in apprehensions in the succeeding



The first Category 1 Sanitary Land Fill in Mindanao

years indicated that the program was gaining momentum.

The LGU's incessant, organized, and effective information and education campaign eventually encouraged households to utilize compost in vegetable gardening and to sell recyclable waste materials to scrap buyers. Schools, offices, religious institutions, industrial and commercial establishments have also complied

and maintained the cleanliness of their premises because of the strict enforcement of the program. And the town has become more elegant as evidenced by cleaner streets, spotless plazas, neat schools, and even tidy wet and dry markets.

In a locality where indifference to ordinances and disorderly conduct were formerly the norm, the strict implementation of the program and the subsequent compliance come as

a big surprise. The ISWM of Wao is a major accomplishment leading towards better, healthier and effective ways of doing things.

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Municipality of Sultan Mastura, Maguindanao

Bringing Public Services Closer to the Poor



In most rural areas in the Philippines, access to government services is something of a luxury, especially for those who reside in far-flung areas. As a result, a lot of the people suffer malnutrition and other health problems and miss out on education for the young.

In the case of the Municipality of Sultan Mastura, 70% of schoolchildren were malnourished and had tooth problems. School facilities were poorly maintained and there was an acute lack of teachers. The majority of senior citizens and person with disabilities were not able to avail of public services due to lack of awareness. These, along with other predicaments, prompted the leadership of Sultan Mastura's LGU to vow that, "If the people cannot go to the LGU, let the LGU go to the people!"



Thus, the local government came up with its "Bringing Integrated Services and Innovation through Team Approach (BISITA) sa Barangay Program." Through this initiative, the LGU aimed to deliver basic services directly to the barangays through concerted and coordinated drive and consolidating whatever resources are available for better results.

The program aims to make the presence of government felt in every barangay with the monthly team visits that entail the delivery of health, education, livelihood development and social services. The visiting team is composed of municipal line agency field officers and LGU officials.



The visits to the barangay also serve as consultation sessions between the barangay residents and the national or regional government agency and the LGU representatives. These dialogues are crucial in the identification and prioritization of community concerns as these provide an opportunity for the constituents to voice out their concerns and participate in finding alternative solutions to their problems.

These sessions also enabled the LGU to carry out relevant actions such as the repair of school buildings, provision of equipment, improvement of roads,

installation of potable water system, cleaning of creeks, installation of electric posts and the enactment of necessary laws such as the ban on illegal fishing.

Within the short period of only one and a half year, the program was able to successfully elicit direct community participation in governance. For example, the reconstruction and re-establishment of the Kir-kir Elementary School encouraged a School Teacher to volunteer her services. Some skilled community members have also expressed willingness to assist in the re-construction of the school building. Meanwhile, fishermen in the coastal barangays suggested ways to curb illegal fishing and the conservation of coral reefs and fish sanctuaries.

As a result of the program, 7 of 13 school centers were renovated and 2 primary schools were opened. There are now 20 volunteer teachers who are subsidized by the LGU and the Parents, Teachers and Community Association. Also, 15 Barangay Health Workers and one Municipal Health Officer are now caring for the people in the barangays. Under the program, 6,689 children have been provisioned with nutritional food supplements and educational supplies through the Healthy Feeding and School Kits programs that in considerable measure accounted for the decrease in malnutrition by 20%.

Since the program started, 70% or 3,000 family heads have been provided with Phil Health Cards. Medical check-ups and medicines have been provided to 5,132 patients while Dental Services has been extended to 1,651 patients.

The program has effectively restored the people's trust and confidence in government. And this achievement is quite a feat given that the LGU of Sultan Mastura Municipality is still in its early stage as a full fledged municipality, (the Municipality was created only in April 28, 2003). More so because it suffers from inadequate technical skills in public management and financial resources to sufficiently respond to the needs of its constituents. Yet, the LGU has institutionalized a program that helps it compensate for its staffing and funding shortfalls.

Clearly, the Municipality of Sultan Mastura has hit on a program that will surely lead to the improvement of its people's lives. If more LGUs in Mindanao would replicate the program, a host of problems plaguing the region would have a bigger chance of getting effectively addressed.



**If the people cannot go to the
LGU, then the LGU will
go the people!**

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Municipality of Bongao, Tawi-tawi

Administrative and Fiscal Reforms for Local Development

In Bongao, Tawi-tawi, the LGU introduced administrative and fiscal reforms that helped transform the municipality from a 4th class to a 2nd class municipality within the span of a decade.

From earning only P42 million in 2000, Bongao's estimated income at present already amounts to more than Php102 million. In the previous administration, the income of the LGU from local tax collections was not adequately monitored. The collectors were reportedly handling money unprofessionally. They bring home the collected cash with them and even use the money for their personal needs.

When the new mayor assumed office in 2001, the first thing he did was to make sure that government resources were efficiently managed. He immediately introduced the simple solution of ensuring that the day's collection is deposited in the bank immediately. He also hired competent financial personnel. These reforms helped the LGU increase its income and enabled it to hire more competent LGU personnel, computerize its systems and standardize personnel salaries. All these, coupled with capacity enhancement activities for its personnel, tremendously improved customer services, civil application processes and financial management.

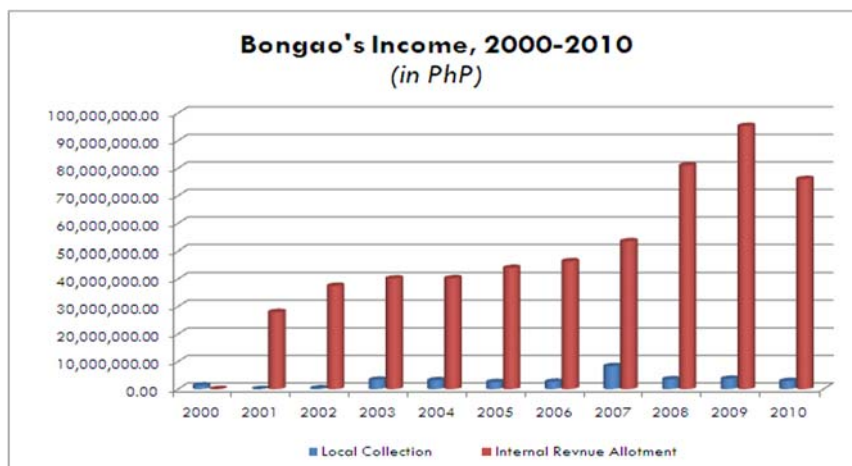
In terms of financial accountability, Bongao LGU is now recognized to have an effective financial management system. Information is already automated and reports are updated regularly. The LGU's Bids and Awards Committee functions satisfactorily. Procurement rules and procedures are being complied with and proceedings of meetings are well documented. Recently, the LGU installed a biometric system for employees' attendance and set up a Close-Circuit Television system to monitor activities. Sanctions for erring local government personnel are strictly enforced.

What is noteworthy is the LGU's concerted effort to involve the people in local governance. Civil Society Organizations' (CSOs'), People's Organizations (POs'), National Line and Regional Agencies (NLRAs) and other sectors participate in the preparation of Bongao's Comprehensive Development Plan (CMDP), Executive-Legislative Agenda (ELA) and other

LGU plans. The LGU also conducts regular consultations with various groups such as the business sector for business permits and licensing processes and real property owners in the implementation of the tax code and ordinances.

To sustain Bongao's socio-economic development, the LGU organized the Bongao Area Coordinating Council whose members also include the heads of the different line agencies, the PNP, CSO's and almost all sectors in Bongao. The local government of Bongao also values transparency and accountability. It has already hired a Municipal Information Officer to provide relevant and timely information about the LGU and its constituents.

Other similarly challenged LGUs as Bongao was prior to the implementation of crucial reform measures would do well to replicate the strategic interventions introduced by Bongao.



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In 2005, only one of 10 children could read.
By 2007, it is 9 out of 10.



A tri-people strategy in mobilizing community support



Rendaw means light in Teduray



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Municipality of Upi, Maguindanao

Better Education Through Community Action



Traditionally, education of young children was seen as the sole responsibility of schools and teachers. But in the municipality of Upi in Maguindanao, parents, teachers, local government officials, Tirurays, armed forces, business sector, religious leaders (both Muslims and Christians) and the community work hand-in-hand to help schoolchildren obtain a bright future through improved quality of education.

This unique participatory approach to education has worked so well that it resulted into a decline in the number of non-readers from

almost 90% in 2005 to only 15.83% in 2007 and an increase in the number of children with advanced reading skills from only 1.56 % to almost 40% in 2007.

Project Rendaw, which means light in the Teduray language, aims to bring a bright future to the children of Upi by improving and developing reading proficiencies of grades one to six pupils. The goal is to make readers from seven out of ten students. Aside from its participatory approach, the Project also adopts a tri-people strategy in mobilizing community support that serves as the engine for education reform and governance, which ensure quality performance in reading for school children.

To accomplish this goal, the municipality conducted education summits that enabled the community to agree on a shared vision for the children of Upi. The Local School Board was likewise reinvented and expanded to become an empowered, responsive and proactive board by accommodating more people who will be involved in improving Upi's state of education. The School Board that has taken leadership in education programs leads parents and teachers' training.

The Special Education Fund is now focused on activities that improve learning performance. Twenty-

three barangay school boards have been organized to coordinate education activities for schools and out-of school youth.

Capacity-building for stakeholders were provided for teachers and parents alike. Training in English and Math were held for teachers to improve class instruction. *"Mentoring of parents was also given to raise awareness on the importance of their role in inspiring their children to do better in school and for them to actively take part in the education of their children"*, says former Upi Mayor Ramon Piang.

More importantly, Upi developed and contextualized its own training program for parents based on the Tiruray dialect. Its parent-leaders now conducts training of other parent-leaders in 11 more municipalities in ARMM, scaling up its program on responsible parenting to reduce dropouts and improve academic performance of children not only in Upi but in nearby towns as well.





Municipality of Wao, Lanao del Sur Stewardship for Watershed Development

Protecting the environment is not just about quality of life, it is a question of survival especially for the poor, who depend on it for their livelihood. For many Filipinos, the result of a degraded environment is hunger, poverty and vulnerability.

The municipality of Wao in Lanao del Sur has taken this perspective seriously and has developed a program—the Watershed Co-management Development Program—to address environmental issues more effectively. Under the development intervention, the LGU and the Department of Environment and Natural Resources (DENR) in ARMM agreed to jointly manage 2,184 hectares of watershed. Conceptualized in 2005, the program aims to increase the income of its beneficiaries while at the same time expand forest cover and water supply.

The municipal government, through its partner, Banga Farmers and Watershed Development Cooperative, oversees nursery planting and maintenance, capacity-building on agro-forestry and livelihood programs and community organizing. Through the direct participation of the program beneficiaries, community needs and livelihood are harmonized with the management of natural resources.

The LGU provided high variety fruit seedlings and other high value crops that would be planted by the farmer-beneficiaries in a “plant now, pay later plan.” To date, about 128 hectares of the watershed has been planted with assorted variety of seedlings.

“Once fully productive, beneficiaries are ensured at least 59.38% monthly income from P1,667 to P9,900” says Wao Mayor Elvino Balicao Jr. He also

assured that the program will continue until such time the whole area of 2,184 hectares watershed is fully developed as planned.

The municipality also noted an abrupt decline in illegal cutting of trees and slash-and-burn activities inside the watershed area due to the increased awareness of the community and the strict enforcement of the existing environmental laws.

Three LGU Monitoring Stations were established in strategic locations to check the entrance and exit of forest products. To date, at least three truckloads of undocumented forest lumber have been apprehended.

What makes the program unique is that dwellers within the watershed have become not only beneficiaries but active partners of the local government in the



management and implementation of the program. As project partners, these dwellers are allowed to stay and proceed with the cultivation of their respective areas. They are issued with Individual Property Rights in Alienable and Disposable Lands, which is effective for twenty five years and renewable for another twenty five years.

Many people will certainly benefit from Wao's success in sustainable environment management by adopting this program.

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2010 ARMM SELECTION COMMITTEE



ADEL FADEL ABBAS TAMANO is a Filipino lawyer and politician. The eighth son of the late Senator Mamintal Tamano and civic leader Hadja Putri Zorayda Abbas Tamano, Adel Tamano graduated from the Ateneo de Manila University with an AB Economics degree in 1992, and later law school, graduating in 1996.



He took up postgraduate studies at the University of the Philippines, earning a masters' degree in Public Administration in 2003. He then earned a scholarship to Harvard University, graduating with a Master of Laws degree in 2005. Adel was the first Filipino Muslim to graduate from the Ivy League university with a masters degree in law, and was chosen as the commencement speaker at their graduation ceremonies. Tamano first practiced law as an associate of the Mendoza Law Office after graduating in 1996. He later joined Kapunan Tamano Villadolid and Associates as a senior partner since 2004. After finishing his studies at Harvard, he returned to the Philippines in 2005, where he was a frequent guest analyst on legal issues on the ABS-CBN News Channel (ANC). Tamano became president of the Pamantasang Lungsod ng Maynila (PLM) on August 09, 2007. He is also a lecturer on constitutional law at PLM and the Far Eastern University Institute of Law, and also on legal writing at the Ateneo Law School.

AMINA RASUL-BERNARDO is a noted peace and human rights advocate and President of the Philippine Center for Islam and Democracy. She is a columnist with Business World and has published several books on the Mindanao conflict. She is a Fellow of the Strategic Studies Group of the



National Defense College of the Philippines. She has spearheaded programs to empower Philippine Muslim religious leaders for peace and development, helping to establish the National Ulama Conference of the Philippines (NUCP) and the Noorus Salam (a network of aleamat and Muslim women civil society leaders). She has led the development of an Islamic model for peace education for Mindanao, publishing a book that is currently used by NUCP and Noorus Salam members. Amina was recognized as a "Mindanao Peace Champion" by the United Nations (UN)-sponsored Action for Conflict Transformation (ACT) for Peace Programme for her contribution to building peace in southern Philippines. She was also awarded as the Muslim Democrat of the Year Award by the Washington DC-based Center for the Study of Islam and Democracy. In 2000, She was the first Filipino invited as Senior Fellow at the US Institute of Peace in Washington DC. She was a founding member of

Bantay Dagat (Watch the Seas) Movement, an NGO which supports protection of the seas and coastal resource management. She has served on the board of the National Greening Movement. She is involved in the Muslim Association for Climate Change Action (MACCA). From 1994 to 1998, Amina was a member of Cabinet as Presidential Adviser on Youth Affairs and concurrently chairperson of the National Youth Commission, which she organized. From 1990 to 1998, she served as a Commissioner of the National Commission on the Role of Filipino Women. She earned a Masters degree in Public Administration from the Kennedy School of Government - Harvard University, an MBA from the Asian Institute of Management, and a Bachelor of Arts degree in economics from the University of the Philippines.

FR. ELISEO “JUN” MERCADO, JR., OMI

spearheaded the creation of Kusog Mindanaw (Strong Mindanao) in 1994. This multisectoral coalition, was primarily established to promote peace and development, and begin a process of increasing the voice of the people in Mindano in national policymaking. Kusog Mindanaw had brought important and meaningful roundtable conferences centered on peace and development for Mindanao. He heads the Institute for Autonomy and Governance, an independent and non-partisan think tank founded in 2001 to generate ideas on making autonomy an effective vehicle for peace and development in the southern Philippines. From 1992 to 2002, Father Jun served as the President of Notre Dame University in Cotabato City, Philippines. During this period the University got involved in the two peace processes in Southern Philippines. He also chaired the Independent Ceasefire Commission from 1998-2002. Father Jun is deeply involved in interreligious dialogue and cooperation between Christianity and Islam.



JOSE T. DELES, JR. has been directly involved in capacity building of local governments for more than two decades. He played a key role in the master planning of the Halal Industry, development of economic zones and streamlining of the Polloc Port systems in ARMM. He also served as consultant and manager of donor-assisted governance capacity building programs both in the Philippines and overseas; he spent 18 years with various CIDA projects in the Philippines and 2 years with USAID-funded projects. He has a keen understanding of the governance issues and their political-cultural context especially in Mindanao. Mr. Deles is now a candidate for a Master's Degree in Applied Socio-Anthropology from the Ateneo de Manila University,



from which he also obtained his Bachelor's Degree in Political Science. He also holds a Certificate in Community Based Environmental Management from the University of Calgary, in Alberta, Canada.

YASMIN BUSRAN-LAO is a peace activist, women's rights advocate and community organizer. She works with disadvantaged communities and the women of Muslim Mindanao and has been pushing for the right of local communities to self-determination and good governance in her Bangsamoro homeland. Yasmin is a Maranao who grew up in Lanao del Sur amidst an environment of armed conflict and grinding poverty. She was awarded the Benigno S. Aquino Jr. Fellowship for Professional Development by the US Embassy and the Benigno S. Aquino Foundation in 2005. She was also nominated to fill the 12th slot of the Liberal Party's senatorial slate for the 2010 National Elections to represent Muslim Mindanao, grassroots leadership and women.



MARIA BELEN BONOAN is the Director for Local Governance Program with The Asia Foundation in the Philippines. In this capacity, she manages the Transparent Accountable Governance program and assists in the development, implementation, monitoring, and evaluation of selected activities within the Foundation's Governance and Counter Corruption program. She is an expert on subnational planning and financial management, national and local-level counter-corruption initiatives, government-private sector partnerships, design and facilitation of multi-sectoral processes, and building peer support networks among local governments and resource institutions. She was a domestic public finance and decentralization specialist in the Asian Development Bank's Regional Capacity Building and Governance for the Expanded ARMM project, and has worked on the Foundation's local governance projects in Sri Lanka. Prior to joining the Foundation, she was a local finance specialist for the Associates in Rural Development-Governance and Local Democracy project, where she helped improved local government revenues and capacities. She has previously worked in an international humanitarian agency dealing with political refugees and economic migrants. She earned her B.A. in International Relations from the Mindanao State University and her M.A. in Public Administration from the University of the Philippines. As guest panelist, Ms. Bonoan sits as the sixth member of the Galing Pook Awards - ARMM 2010 Selection Committee.



The Galing Pook Awards - ARMM Trophy

is designed by the National Artist, Dr. Abdulmari Asia Imao, Sr. and his son, Abdulmari De Leon "Toym" Imao, Jr., an accomplished artist in his own right.

The trophy design is inspired by the mythical sarimanok and is a patent okir motif rendition made popular by Dr. Imao. Okir literally means to carve as in *ukit* in Filipino.

Okir as a distinctive art form evolved from the confines of carving to a range of geometric and flowing indigenous designs often based on elaborate leaf and vine patterns common in Maranao and Muslim-influenced artworks in the southern Philippines.



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