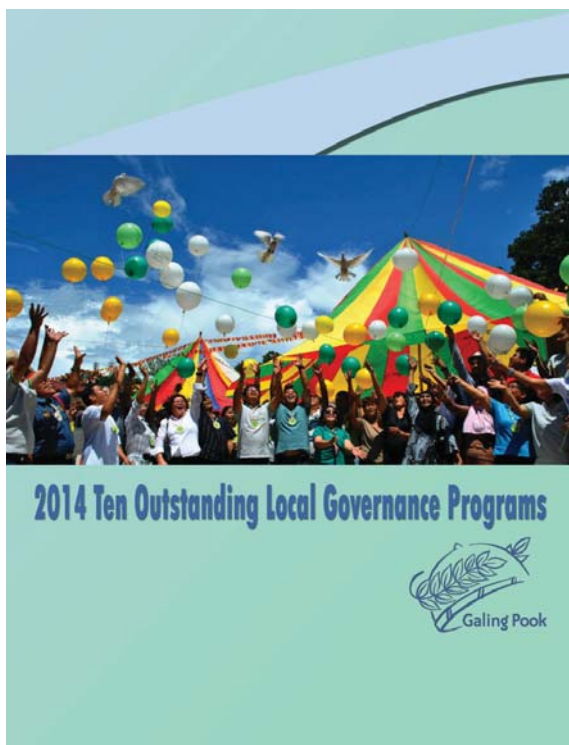




2014 Ten Outstanding Local Governance Programs





2014 Ten Outstanding Local Governance Programs

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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.

More than 280 programs from at least 165 local government units have already won recognition, including the current batch of 2014 awardees. 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.



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.

The Partners



FORDFOUNDATION



LANDBANK



MALACAÑAN PALACE
MANILA

My warmest congratulations to the awardees of the 2014 Galing Pook Awards and the 2nd Jesse Robredo Leadership Awards.

Local governments, being the most in contact with our communities, are in the best position to uphold the welfare of our countrymen and rally the entire populace to contribute to our collective advancement. In order for us to realize our vision of an equitably progressive Philippines, it is imperative that we create more self-sustaining, dynamic, and efficient localities.

The Galing Pook and Jesse Robredo Leadership Awards recognize those who have helped bring us closer to this goal. They are bestowed upon outstanding local government units and leaders whose initiatives were crucial in alleviating poverty, spurring economic development, and empowering people in their respective areas. By recognizing their achievements, we provide valuable examples for other local government units to replicate in other parts of the country.

My administration remains steadfast in instituting reforms, initiated by the late Sec. Jesse Robredo, that will help foster an ideal environment where local government can succeed and flourish. It is my hope that, through these measures, we can bring to fore higher standards of governance at the grassroots level and help create more effective partners in nation-building.

Again, congratulations to all the awardees.


BENIGNO S. AQUINO III

MANILA
21 October 2014



THE PRESIDENT OF THE PHILIPPINES

Turning Localities into Progressive and Stable Units

I would like to congratulate the 2014 Galing Pook awardees for their outstanding achievements. The same goes to the officials and members of the Galing Pook Foundation for their zeal in recognizing the exemplary performances and programs of model local government units (LGUs) throughout the country.

The Foundation continues to motivate and bring out the best in LGUs as it highlights their capacities in providing effective and efficient services to the public. It also shows their important role as partners of the national government in pursuing progress and development.

Recognition such as the Galing Pook Awards (GPA) proves that our local governments are capable of introducing innovations and best practices in governance.

To the awardees, may your shining examples inspire other local governments to come up with feasible programs and policies that will address the plight of our true bosses – the Filipino people.

The DILG looks forward to establishing a more active and dynamic partnership with the Foundation. Together, let us work hand in hand to transform every locality into progressive and stable units, as we continue our journey towards the “Daang Matuwid” governance of this administration.

Again, congratulations to all the winners!


MAR ROXAS
Secretary

Department of the Interior and Local Government



Innovative Programs that Lead to Strategic Gains

Let us celebrate this year's harvest of good local governance programs as we witness promising innovations in our country. We are much honored to put forward and recognize the new set of local development models for the 2014 Galing Pook Awards even amidst the backdrop of perturbing events happening almost everywhere in the world.

This year's good governance examples undoubtedly have positively transformed the lives and communities in our country. Yet these programs that we are recognizing are uncomplicated. Surprising in their simplicity, they can readily be adapted in barangays, municipalities, cities and provinces by the local public officials with their constituencies and development partners.

There are two winners this year who garnered two awards each. One is the Provincial Government of Quezon with its massive mangrove propagation sustaining the protection and rehabilitation of its marine environment; and its health program that provided accessible, efficient and quality health care from the provincial capital to its farthest barangays. Second is Quezon City with its creative solutions to fund its socialized housing that is affordable and does not displace the poor while addressing urban blight; and its sundown clinic that improved access for the mostly neglected clients to avail of quality health services in a stigma-free and non-discriminatory environment.

The Provincial Government of Tarlac with its Linaw Tingin program is able to provide adequate and accessible quality eye care services for the prevention and reduction of avoidable blindness, visual impairment and the increasing incidence and prevalence of sight loss and visual problems with special consideration for its marginalized and poor constituents. Legazpi City in the Bicol Region boasts of its modern integrated land transport terminal that is safe, accessible, and efficiently managed transforming the landscape and bringing positive changes in the lives of the stakeholders while generating sizeable revenue increases for the city government enabling the latter to provide further benefits for its people and communities.

Mindanao delivered four models of good governance in the roster of winners for the 2014 Galing Pook Awards. In South Cotabato, its Provincial Government ventured into the sanitary landfill project with its constituent local government units contributing resources, effectively utilizing its services and equitably sharing its benefits. The Municipality of Kauswagan in Lanao del Norte gave us its unique peace promoting initiatives integrating local economic development projects in its From Arms to Farms program.

In Davao del Norte, Tagum City established the night market to organize and improve the lot of its many ambulant vendors while improving the income generation of the local government that the latter uses to finance its public services and its other development programs. Finally in Zamboanga del Norte, Dipolog City transformed the degraded mostly coastal areas for recreation and appropriate economic activities and provided low-cost housing and alternative livelihood for displaced families to ensure a better and more decent living condition for them.

The 2014 Galing Pook winners offer us interesting studies on high finance ventures with the most minimal capital outlay from LGUs but with greater short term, long term and strategic gains for the constituents, communities, the local government itself and the latter's development partners. There are also winning programs where we see local governments lean more on soft initiatives that have far more development impacts for people and communities than the hard infrastructure projects favored by most politicians.

The winners and finalists of the 2014 Galing Pook Awards prove true the good news of continuing innovation in local governance. Indeed, may the tribe of Galing Pook LGUs be sustained and keep increasing.

Mabuhay ang Magagaling na Pook!



MA. LOURDES C. FERNANDO
Chairperson
Galing Pook Foundation

Sparks of Hope and Optimism

With utmost felicitations, let me congratulate this year's recipients of the Galing Pook Awards.

Through the course of its existence, Galing Pook Awards has been a beacon of excellence in search for outstanding government programs that thrive in promoting innovative practices in the local governance arena.

As you join the roster of good governance champions, your winning program has become an instrumentality for genuine reform, public accountability, and transparency.

This recognition will serve as an inspiration among government officials to harness their creative minds and available local resources so as to cultivate novel ideas and developmental programs responsive to the needs of their constituency. Further, this will spark hope and optimism at the grass-roots level

amid a number of controversies in the country's political landscape.

We at PHLPPost are honored to be a part of this endeavor that mirrors the same ethos that we are espousing in the corporation. We value efforts geared towards innovation, solving problem, and making a difference, in the same way that this year's outstanding local government programs had pioneered transformation, addressed problems and made an impact in the society.

Let this achievement lead you one step closer to a more meaningful journey of arousing other communities to replicate your winning program in their locale.

Truly, the hope for a better tomorrow, a better future, and a better Philippines, is within reach as Galing Pook Awards Program and award-

ees jointly smooth the path to a road marked with opportunities, progress and growth.

Again, congratulations and God speed!



MA. JOSEFINA M. DELA CRUZ
Postmaster General and CEO
Philippine Postal Corporation

Fostering a Spirit of Relevant and Earnest Aid

Coming together as one family with a singular vision of sustainable prosperity for the countryside, we extend our warmest regards to the awardees of this year's Galing Pook Awards, guests, partners as well as the men and women of the Galing Pook Foundation.

The capacity to create lasting social and economic opportunities is a challenge that all able institutions must be willing to embrace. For it is in the strength of others that our marginalized brothers and sisters can start to build on their own abilities that will help them steer their own paths to success.

It is with this knowledge that LANDBANK fuels its own commitment to the valuable causes and efforts of our LGUs and entities such as the Galing Pook Foundation. Your endeavors alongside

the thrusts of LGUs across the country have allowed for the remarkable development of rural communities for more than two decades. Hand in hand is the hope of bringing in more partnerships and programs that will foster a spirit of earnest aid, both relevant to the changing times and needs of the marginalized sectors.

As you celebrate the rewards of your noble efforts, may you further strengthen the foundations of your hard work, inspire and widen your areas of social and economic inclusion, and remain true to your core of ushering excellence in local governance.

Congratulations once again to all the winners and the Galing Pook Foundation, and more power to your future enterprises.



Gilda E. Pico
GILDA E. PICO
President and CEO
Land Bank of the Philippines

From Arms to Farms

The municipality of Kauswagan, Lanao del Norte has been at the receiving end of large scale death and destruction for several decades due to armed clashes between warring forces—between the Blackshirts (Maranao fanatics) and the Ilagas (Christian fanatics) in the early 70s and between the Moro Islamic Liberation Front (MILF) and government armed forces as recent as in 2008.

As a result, Kauswagan is ranked among the municipalities with a high poverty incidence rate—as high as 79%, in 2009. Massive displacement and dislocation of communities led to deterioration in health, education and economic measures. Worse, the situation created an atmosphere of mistrust between the Muslims and the Christians.

A change in the local leadership in 2010 brought with it much needed local reforms. The new LGU leadership began to implement a participatory approach in the governance of the municipality as a means to entice rebels to return to the fold of the law.

The municipal LGU began pursuing the program “From Arms to Farms.” Peace building measures such as Peacepath workshops were pursued in collaboration with the communities and with the assistance of local NGOs and POs and even the religious foundations. Even the military helped in organizing the rebel returnees into socio-economic associations.

Project planning, budgeting, monitoring and evaluation was done through a bottom-up approach, with the communities and rebel returnees identifying projects and activities that are relevant to their needs. The Department of Agri-

culture (DA) and the Agricultural Training Institute (ATI) financed some of the programs and activities identified by the communities, and helped train the farmers in organic farming methods. The new LGU approach led to a 40% improvement in farmer incomes.

Within two years, more MILF rebels began to participate in the socio-economic activities. Four MILF commanders and 100 of their men returned to the fold of the government, laid down their arms and re-emerged as farm entrepreneurs in organic farming. They planted various crops, raised livestock and managed fishponds. Pretty soon, these former rebels were earning good incomes. At present, there are nine commanders participating in the program.

The positive impact of the program is quite evident. Poverty incidence decreased from 79% in 2009 to 47.5% in 2013. The peace and order situation also improved; the guns and cannons became silent, and crimes such as cattle rustling were eradicated.

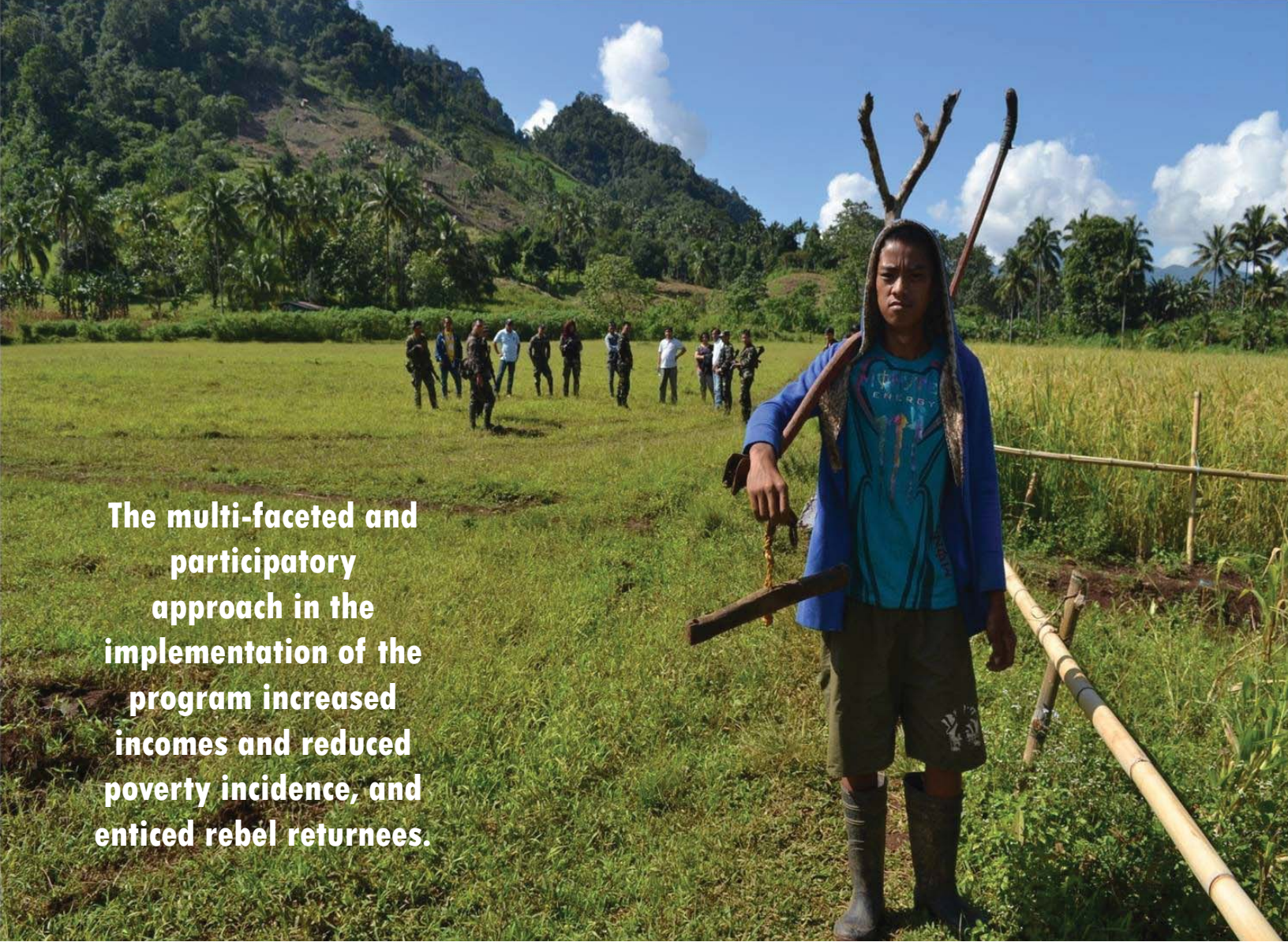
A significant contribution of the program was cultivating entrepreneurship among the farmers and rebel returnees. The LGU provides an initial capitalization assistance to the rebel returnees under a cost recovery scheme. The funds are paid back without interest by the rebel returnees as soon as they have gained enough economic power. This way, the assistance can be rolled-out to other farmers, fisherfolk and rebel returnees. This also ensures the sustainability of the program.

Education and training played a vital role in enhancing the capacities of the farmers. It improved the confidence of the younger generation to engage in farming entrepreneurship. So much so, that there was a noticeable increase in the scholarship beneficiaries and enrolment in the Doña Laureana School for Practical Agriculture in the municipality. The school is a product of the Public-Private Partnership for Justice, Peace and Development between the LGU and the Asisi Development Foundation, Inc. The school introduced methodologies that encouraged the students to pursue entrepreneurial farming through organic agriculture. The school training reshaped the thinking of the MILF rebel returnees and convinced them to pursue organic farming.

LGUs from other cities and municipalities have begun visiting Kauswagan to learn how the significant changes and transformations brought about peace and bridged the gap that divided the Christians and Muslims. Many of the visitors also want to know how the program increased incomes and reduced poverty. The answer lies in the commitment and perseverance of the LGU in ensuring community participation in all the aspects, from project conceptualization, through implementation, and up to monitoring and evaluation. The approach is simple but it requires patience and perseverance.

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The multi-faceted and participatory approach in the implementation of the program increased incomes and reduced poverty incidence, and enticed rebel returnees.



Affordable Homes for the Urban Poor

About a third of the total households in Quezon City reside in slum areas because they cannot afford to rent, much less, buy decent homes. Most of them do not have regular incomes and some of those who do, such as the public school teachers, have very meager incomes that they cannot afford decent housing at commercially available rates.

For years the Quezon City government relied on the National Housing Authority (NHA) and the Socialized Housing Finance Corporation (SHFC) to provide low-cost housing units for the poor. But the housing program of these agencies fell short. Thus, the LGU decided to come up with a more multi-dimensional program beginning in 2010.

First, the LGU came up with a shelter plan to systematically study housing needs, causes and solutions. Then, it organized and upgraded its departments to establish a structure with multi-stakeholder participation and tasked it to coordinate and develop sustainable solutions to the housing and resettlement problem. It also enacted revenue measures to generate and mobilize funds for the housing project. Lastly, it entered into partnership agreements with land owners, housing developers and civic organizations to expand the resources and facilities for its low-cost housing program.

The project structure is designed so that the Housing, Community Development and Resettlement Department (HCDRD), which was formerly the Urban Poor Affairs Office, has

to team-up with the Housing Board, the Task Force on Socialized Housing and Blighted Areas, and the Mayor's Office to address the various facets of the program such as engineering, social services, planning and development, housing and resettlement. The HCDRD was tasked with the identification and census of informal communities, the planning and programming of effective resettlement solutions, social preparation, provision of livelihood, and guides to estate management and community administration.

With the Idle Land Tax and the Socialized Housing Tax, the LGU is able to generate about PhP70 million and PhP250 million a year respectively to finance the in-city socialized housing projects. To date, the LGU has eight low-cost housing projects that can accommodate 2,367 households. The target is to keep dwelling unit construction costs to less than PhP450,000 so that the beneficiaries can afford the repayment terms. Financing is done through the Pag-ibig Fund and SHFC loans for those who qualify and can afford the amortization. The other beneficiaries can avail of LGU in-house financing, which has an interest rate of 5.1% and a graduated monthly amortization starting at PhP1,500 for the 1st year, with an increase of 10% each year until the 5th year and PhP2,500 on the 6th year onward until the 30th year.

Quezon City's socialized housing program aims to create slum-free communities by transforming them into well-organized housing proj-

ects with multi-purpose facilities through which government can extend public services such as health and day-care education. This way, the upgrading of the living conditions of the poor and the removal of urban blight are achieved simultaneously. Under the program, the urban poor communities participate in formulating housing policy and social preparation activities. The private sector is also well represented. As a result, the program has elicited their cooperation, which is in stark contrast to the resistance of informal settlers to previous resettlement programs.

Public school teachers from Holy Spirit Elementary School and San Bartolome Elementary School were among the first beneficiaries of the housing project in Payatas. Those from the Quezon City Polytechnic University were the first beneficiaries in the second housing project. The other beneficiaries were urban poor families who were squatting on the housing site. These households now reside in communities with cemented roads, street lamps, and large breathable spaces--generally, 58% of the project site is devoted to residences, while 42% is for roads and open spaces. Apart from having access to electrical and water utilities, the households also receive a package of assistance which include livelihood, scholarship and medical programs. The settlements are also conveniently located near schools, major commercial areas, and crossroads, which make them highly accessible.



Quezon City's socialized housing program aims to create slum-free communities by transforming them into well-organized housing projects.

An estate management program is put in place to help promote sustainability. The beneficiaries are organized by the LGU into homeowners associations who maintain cleanliness and order in the new communities. These associations also serve as conduits between the LGU and the residents for self-help programs that can help improve their income and living conditions. Since the program is buttressed by the appropriate legislation, it will continue to be implemented well after the incumbent LGU officials have left.

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Profitable Public-Private Partnership

About 350,000 students, businessmen and tourists flock into Legazpi City daily. This translates into traffic congestion and potential chaos in the city during the day. To cope with the influx, the city government decided to put up an efficient and world-class transport terminal.

The city government lacked resources for the construction of the terminal but this was not a deterrent. They invited private entities and businesses to partner with them in community building and development. LKY Development Corporation agreed to undertake the construction of the Grand Central Terminal under the Build-Lease-Operate-Transfer scheme. Under the agreement contract, LKY will manage, operate and finance the project at “no cost” on the part of the city government.

LKY will have a lease period of 25 years after which the operation and management, inclusive of the structures and fixtures of the terminal, will be turned over to the city government. LKY is allowed to collect reasonable fees, rentals and other charges for the use of the facilities so that it could recover its investment. But, it would also be paying PhP3.6 million in rental fees to the city government annually.

Located at Brgy. Bitano, the 3.45 hectare lot housing the temporary transport terminal has been transformed into the first state-of-the-art transport terminal in Southern Luzon. The terminal is now a bustling business commercial center with a number of dining establishments,

souvenir shops and with a nearby mall for entertainment and leisure.

The construction of the terminal was initially opposed by informal settlers in the area. But after stakeholder consultations and dialogues were conducted, a “win-win” solution was put in place. The souvenir stall owners who were temporarily relocated to give way to the terminal’s construction were organized into an association and given priority in the distribution of the slots. Tricycle drivers who catered to arriving tourists and visitors were organized to instill discipline and discard unlawful practices. Those who would be hired by the terminal for various jobs were given seminars to improve their knowhow and skills. The displaced informal settlers were also organized and given livelihood trainings before they were absorbed by the Association of Urban Poor and relocated. The owners of adjoining lots that will be affected by road openings and construction work were consulted and compensated.

Today, the buses, jeeps, vans and tricycles have unhampered access to a safe, accessible, and efficient terminal, and passengers can now travel in comfort. Departures and arrivals are punctual and there are sufficient vehicles to ferry passengers.

Land valuation eventually increased, which was favorable to the city government because it also meant additional income from the real property tax. Income from rentals and business licenses and taxes increased from PhP92,000 in 2009 (from the old terminal) to

PhP4.1 million in 2011 after the Grand Terminal was built. There was a marked increase in visitors which boosted incomes for the various entrepreneurs.

The terminal offered employment opportunities for porters, janitors, guards, stall helpers, ticket sellers, dispatchers and cooks among others. Souvenir stores that relocated to the terminal experienced increased sales and income. A large grocery store chain was also enticed to put up shop near the vicinity of the terminal.

The city government has clearly demonstrated that Public-Private Partnerships (PPP) can contribute immensely to economic development. But, essential to the PPP’s success is the community’s involvement and ownership of the project as these guarantee sustainability. Since the private developer is assured of the return of their investments, the viability and uninterrupted operations of the terminal is also ensured. In anticipation of the eventual turnover of the terminal to the city government, a committee has been tasked to devise mechanisms that would smoothly transition the management and operation of the terminal once the lease is terminated.

Careful planning and total commitment on the part of the LGU, the community and the developer partner are essential ingredients. But, the developer-partner’s financial capacity also needs to be verified and the people’s participation should be secured by LGUs which plan on undertaking a similar project.

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**The city government has demonstrated that
Public-Private Partnerships can
contribute immensely to economic development.**





Dipolog City

Towards Effective Urban Renewal

Cities offer economic opportunities that attract people from the poor barrios. Many of them end up occupying public vacant lands which are soon overcrowded over time. In the case of Dipolog City, the informal settlers occupied the coastlines with their makeshift homes. Bereft of proper sanitation and proper waste management, these areas were soon filled with so much contaminants that the city government had to ban swimming and other water recreation activities along the beaches in 1998.

In 1999, the LGU began to plan the rehabilitation of the public areas along the coast of Barangays Central and Miputak. Their aim was to provide decent housing and improve the well-being of the informal settlers, restore and improve the natural ambiance of the environment, and minimize erosion in the coastal area. With these in

mind, they embarked on a project, called “Construction of Sea Wall and Foreshore Development” or simply the “Dipolog Boulevard.”

The project would entail the transformation of the degraded areas into a venue for economic activities and recreation. It would also involve the development of low-cost housing subdivisions for displaced families and the provision of alternative sources of livelihood to the displaced families. In May 2000, the City Council passed a resolution establishing the guidelines and providing the blueprint for the resettlement of informal settlers.

With the help of the NGOs, the LGU carried out social preparation activities to elicit the cooperation of the informal settlers. There was initial resistance but they soon cooperated after they saw that the relocation sites contained all the required infrastructure amenities

(such as road networks, water and electricity, toilet facilities, drainage systems and docking area for fishing boats) and that they will be provided with livelihood opportunities or ample compensation and rehabilitation assistance. Some of the informal settlers were even employed in the construction of the Dipolog Boulevard.

Completion of the core houses at the relocation site were the full responsibility of the settlers. This process, plus the awarding of stewardship contracts, cultivated in them a sense of ownership and belongingness in the resettlement area. This sense of belongingness was reinforced when they were employed in the construction of the Dipolog Boulevard.

About 599 families or 2,995 informal settlers were provided with decent housing. An elementary school was opened to give the children

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The project transformed the degraded areas into a venue for economic activities and recreation.

easy access to primary education; the school has 435 pupils, composed mostly of the resettled children. A cooperative was organized and it is now managing a sari-sari store and a bakery.

Linkages with the national government and other agencies helped the city generate a total funding assistance of PhP218.6 million for the project from the World Bank, National Housing Authority, Department of Public Works and Highways, and the Department of Tourism. It also obtained PhP99.35 million of funding commitments for 2015.

At the Dipolog Boulevard, a large Commercial Complex was constructed. This currently houses 15 establishments with a combined capitalization of PhP4.65 million. Along designated areas in the boulevard, 40 marginal families are engaged in vending food and beverages; they earn between PhP6,000 to PhP60,000 per month. The stall rental fees, meanwhile, provide the city government with a monthly income of PhP393,000.

The quality of the coastal environment was eventually restored. In 2013, the shore of the Dipolog Boulevard became a nesting area for sea turtles; 185 baby sea turtles or hatchlings were recently released by the city government to the sea.

The influx of tourists soon followed. Dipolog Boulevard became a place for leisure walks, physical fitness, family bonding, and a venue for festivals, such as the Bamboo and Gongs Festival of the National Commission for Culture and the Arts. The natural ambiance and the clean, orderly, safe and congenial atmosphere enticed visitors and locals to repeatedly visit the area especially in the late afternoon or evening.

Regular monitoring and evaluation of the project's implementation enabled the city to explore opportunities to revise and improve its strategies so that it could improve its services for its constituents. With the near completion of the Dipolog Boulevard, enabling mechanisms were put in place for the proper management of the area; it has been included for utility develop-

ment under the approved Comprehensive Land Use Plan of Dipolog City. Thus, any other use of the area other than what it is intended under the CLUP would constitute a violation of the local ordinance as well as national laws concerning environmentally critical areas. In addition, the Legislative Council is currently in the process of passing an ordinance institutionalizing the establishment, operations and management of the Dipolog Boulevard.

The city officials stressed that community preparation and a comprehensive awareness campaign are vital elements for the successful implementation of any program or project. They also emphasized that in pursuing infrastructure projects, special attention should be placed on the social aspects, especially when the project causes the displacement of families. In the construction of the Dipolog Boulevard, the city government spent millions in the compensation and comfortable resettlement of displaced families, and in the provision of alternative livelihoods.

POSITIVE RESULTS AND IMPACT



TAGUM'S NIGHT MARKET BY THE NUMBERS

317

REGISTERED
VENDORS AND
SMALL-SCALE
ENTREPRENEURS
OPERATING IN THE
NIGHT MARKET

1268

TOTAL NUMBER
OF INDIVIDUALS
EMPLOYED IN THE
NIGHT MARKET,
MOST OF WHOM
ARE PARENTS

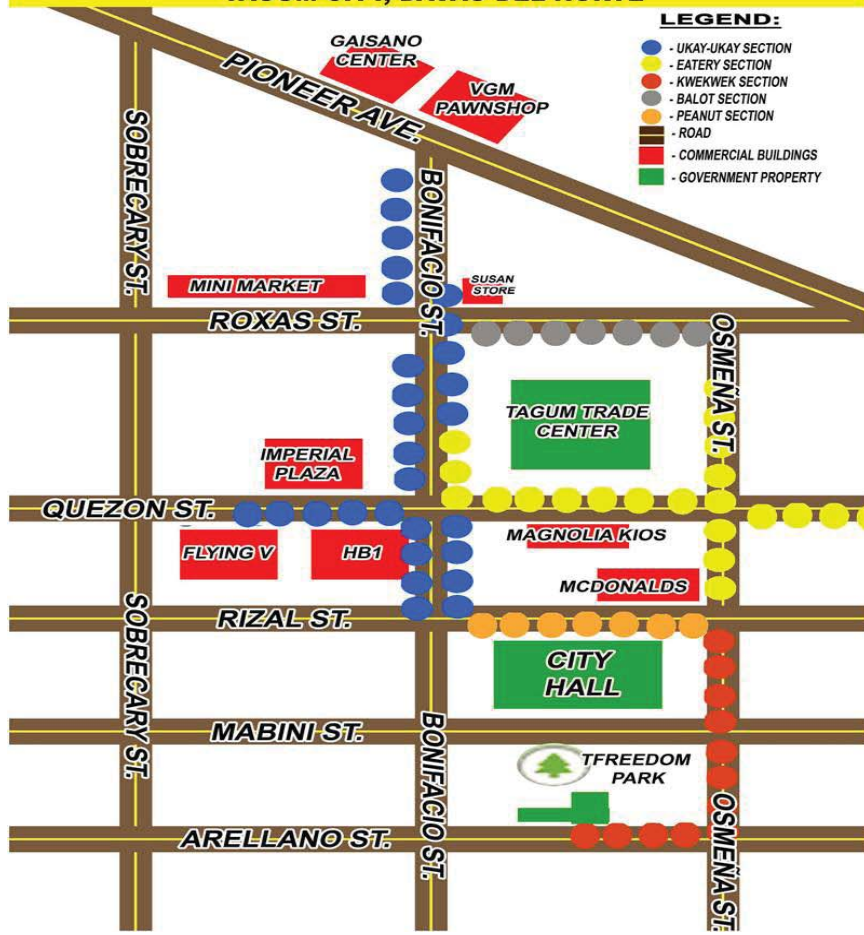
1.5

TOTAL
LENGTH OF
THE NIGHT
MARKET IN
KILOMETERS

7

TOTAL NUMBER OF
DAYS IN A WEEK
PERTAINING TO
NIGHT MARKET
OPERATIONS

MAP OF TAGUM CITY NIGHT MARKET TAGUM CITY, DAVAO DEL NORTE



USED CLOTHING
AND SHOES SECTION

EATERY SECTION



BALUT SECTION

PEANUT SECTION



KWEK-KWEK SECTION

A Thriving Night Market

A decade ago, mounds of rubbish left behind by ambulant vendors who occupy Tagum City's major sidewalks during night time would greet early risers. During the night, some of the vendors and their clients would become victims to petty crimes such as theft.

This messy situation soon came to the attention of the city government which decided to organize these ambulant businesses to enforce orderliness and at the same time enhance the vendors' earning capacity and fill the city's coffers. The City Council enacted an ordinance in October 2004 that regulated the night market. It mobilized the City Economic Enterprise Office (CEEO), the City Environment and Natural Resources Office, the City Health Office and Civil Security Unit (now the Security Management Office) to put an order to the night market.

There was initial hesitation and resistance from the ambulant vendors. But public consultations were effective in explaining the program and obtaining their cooperation. The vendors were encouraged to form an association that meets monthly. Their stalls were arranged in the streets according to the product they sold. Currently, the vendors of the Night Market occupy a 1.5 kilometer stretch of roads and operate nightly from 6:00 PM to 2:00 AM.

Way back in 2004, there were only about 82 vendors operating in the night market. At present, there are about 317 registered vendors and business owners operating in the Night Market selling food, footwear, used clothing and bags, and gift items. Others offer services

such as the beauty salons and massage clinics. The 1,268 employees in the night market are composed of working students, parents and out-of-school youths.

A cash ticket system, locally known as arkabala, enables the LGU to earn revenue by as much as Php20,000 nightly. This efficient nightly collection system has made the city's revenue generating unit one of the few earning economic enterprise offices in the Philippines. Instead of being subsidized by the local government, the office has contributed to the General Fund, and this has enabled the city government to finance its developmental programs and projects. The city also collects an annual night market fee of 150 pesos. In the first quarter of 2014 alone, the night market was able to generate a total collection of Php1.75 million.

To entice visitors, the local government organized security teams that roam the area to make sure that the general public feels safe when dining out, shopping or just strolling around the area. Since the start of night market operation in 2004, petty crimes have been wiped out and not a single crime has been recorded.

Solid waste management was also strictly implemented; the vendors practiced the proper disposal of their respective waste and adopted the clean-as-you-go method. After 2:00 AM, the streets are already free of clutter and garbage.

In the implementation of the project, the local government made sure that the beneficiaries took part

in the formulation of policies and regulations. It also enhanced the capacities of the vendors by conducting trainings and workshops on legal matters, values formation, health awareness, financial literacy and management, food handling, entrepreneurship, solid waste management and other programs that are essential to the development of the night market business operations. These activities guaranteed community ownership of the program.

The dynamic partnership between the LGU and the night market vendors association is a major factor in the success of the program. As such, regular meetings are being conducted to constantly monitor and evaluate operations. To further ensure "check and balance," an Economic Enterprise Regulatory Board will soon be institutionalized.

The Local Government of Tagum City is now a favorite Lakbay-Aral destination of LGUs which want to replicate its best practices in governance and development.

The City Council enacted an ordinance that regulated and led to a better thriving night market.

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Coupons for Free Medical Services

Medicines and medical services are expensive. With earnings of only PhP48.70 per day, the indigent households in Quezon province cannot afford to buy medicines, much less avail of medical services. But their access to medicines and medical care started to improve in 2010 when the provincial government launched its “Lingap Kalusugan Para sa Barangay” program. The LGU aimed to provide quality health care that is accessible, efficient, evenly distributed, adequately funded, fairly financed and appropriately used by the citizens.

In 2012, the Provincial Council enacted the health coupon ordinance, which would allow indigent families to use coupons supplied by the provincial government to pay for medicines and medical services. Under the program, the provincial government distributes PhP50,000.00 worth of coupons to each of the barangays annually. The barangay captain is responsible for distributing the coupons to deserving indigent families, who are screened and selected with the help of informal leaders in the communities. The amount of coupon given to each indigent family is based on the medical charges billed by the community hospitals and also depends on the availability of coupons.

The beneficiaries surrender the appropriate amount of health coupons to the hospitals as full or partial payment for medicines and medical services. If the amount charged to the beneficiary is greater than the total face value of the coupons, the beneficiary will have to shell out cash for the expenses not covered by said coupons.

A monthly report on the usage of the coupons is submitted by the community hospitals to the Office of the Provincial Accountant to ensure proper accounting. In turn, the provincial government replenishes the medical supplies of the community hospitals based on the submitted monthly reports. The LGU also allocates funds for the improvement of hospital facilities.

From January 2011 to December 2013, a total of 138,547 people benefitted from the program. The coupons were used to pay for a total of PhP128.36 million worth of medicines and medical services. Of the total coupons, 58% were used to buy medicine, while 19% were used to pay for medical, dental and laboratory fees. A fifth or 20% were used to pay for patients’ food and hospital accommodation. The remaining 3% were used for X-rays, CT scans and other radiological services. Based on the number of beneficiaries and total cost of services covered, the typical beneficiary used an average of three to four coupons worth PhP926.50 during a year.

About PhP186 million worth of coupons were distributed to the barangays. Of these, PhP128.36 million were used by the beneficiaries, which meant a utilization rate of 69%. The coupon utilization rate dropped drastically in 2013 only because the use and distribution of the coupons were temporarily halted as part of election ban regulations. A total of PhP110.36 million has also been earmarked by the provincial government for infrastructure projects that will improve hospital facilities and services.

Lingap Kalusugan was able to benefit indigent families in all the 1,242 barangays of Quezon Province, including the 147 remote and island barangays, where access is hindered by sheer distance and inadequate public transportation. Some of the beneficiaries travelled between 75 to 80 kilometers by boat and by walking on land for an entire day just so they could avail of the free health services from the community hospitals.

Close interactions between local government officials and the citizens strengthened community bonds. The program empowered the local officials to directly and swiftly address the needs of the beneficiaries, and to implement a more equitable distribution of the health coupons. And because the informal leaders among the indigent families were also tasked to assist the local barangay officials in identifying beneficiaries and in distributing the coupons, community involvement was ensured.




The distribution of coupons instead of cash to the beneficiaries guaranteed that the assistance provided would be used solely for medical and health needs. The potential for corruption is also reduced since the barangay captains and community hospitals do not handle cash. Lastly, funding support is guaranteed through legislation that mandates an annual appropriation from the general fund. All these features added up towards the program’s success.

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In 2012, the Provincial Council enacted the health coupon ordinance, which would allow indigent families to use coupons supplied by the Provincial Government to pay for medicines and medical services.

BARANGAY _____		MUNICIPALITY _____		STUB NO. _____	
		RECIPIENT _____		P. 200.00	
IN WORDS TWO HUNDRED PESOS ONLY					
LINGAP KALUSUGAN PARA SA QUEZONIAN					
					
DAVID "JAYJAY" C. SUAREZ Governor					
Serbisang  SUAREZ HEALTH COUPON		00022901914035001800021203141			
Valid Until December 31, 20					

Providing Quality Eye Care to Indigents

Blindness and visual impairment result in dependence and reduces the productivity of both the patient and the caregiver. In the Philippines, 75% of blindness and visual impairment result from three preventable or treatable conditions: cataract (62%); refractive error (10%); and childhood blindness (3%). If priority is given to these three diseases, then in 2020, it is calculated that the number of blind people will be significantly reduced by 62% from 790,000 to only 300,000 people.

But eye care is expensive--a cataract operation in Tarlac Province for instance would cost between PHP30,000 to PHP90,000. In 2010, eye care services available in Tarlac were primarily in private health facilities and clinics.

To address the problem, the provincial government came up with its Linaw Tingin or Clear Vision program which makes eye care affordable to the marginalized and the poor. Since its inception, Linaw Tingin has conducted 26,563 eye consultations and 3,624 cataract surgeries. The Philippine Health Insurance Corporation (PHIC) reimbursed 94% of the surgeries, making it possible for the Tarlac Provincial Hospital (TPH) Eye Center to remain financially sustainable in the long term. About 39% of the beneficiaries who are able to avail of PHIC services for their operation come from the poor. For patients who do not have health insurance but need surgery, the program coordinates with the Provincial Government of Tarlac to conduct cataract missions.

Capacity development was integral to the program. In 2013, the program developed the competencies of Primary Eye Care Trainers so that they, in turn, could effectively train community health workers on blindness prevention and eye health promotion. To date, there are at least 720 eye care workers in the province.

Linaw Tingin also addressed the lack of ophthalmologists and optometrists in government hospitals. Before the program started, there were only 12 ophthalmologists and 30 optometrists in the private hospitals in Tarlac, as compared to only one ophthalmologist and no available optometrist in the government hospital. With the establishment of the Tarlac Eye Center and launching of the Linaw Tingin Program, the number of ophthalmologists and optometrists increased. There are now 12 ophthalmologists and 7 optometrists serving in government-run hospitals.

Ophthalmologists from the private hospitals were tapped to provide quality services, and were encouraged by the assurance that they are paid 100% of their professional fees through the PHIC. The nine ophthalmologists willing to be consultants at TPH Eye Center signed Deeds of Undertaking in 2011, and as of 2013 there are 11 private ophthalmologists attending to patients at TPHEC. The same process was carried out in the engagement of optometrists to refract patients at the TPH Eye Center. Optometrists in the Philippines are confined to private practice with no public health component. At TPH Eye Cen-

ter they refract patients and provide low cost spectacles of good quality. There are 6 optometrists who have also signed Deeds of Undertaking with TPHEC.

As a result, the number of patients that are able to access quality but affordable eye care services have increased by 400% in just two-and-a-half years, from only 2,582 in July 2011 to 13,810 patients by the end of December 2013.

The Tarlac Provincial Health Referral System serves as an avenue to promote advocacy for eye care among the marginalized and the poor--by imparting the knowledge that blindness can be avoided and that the poor can seek professional eye care at a lower cost. An indigent patient is also assured that he will be attended to immediately, will be informed of the right diagnosis and be given referrals for proper medical service and follow-on care. School children are provided with proper eye care and examinations through the involvement of the Department of Education.

Barangay Health Workers (BHWs) serve as the vision screeners, identifying patients with visual impairment and ocular disorders needing specialized care. Currently, there are 600 BHWs and 70 rural health physicians and nurses

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trained as Primary Eye Care Workers and Mid-level Eye Care Workers, respectively enabling proper referral and quality eye care delivery.

Private sector supporters of the program include the SUKOB Foundation, which provides equipment, personnel and some supplies during cataract missions, the UERM Department of Ophthalmology, which provides volunteers to do surgeries, and the Fred Hollows Foundation. Public-Private Partnerships enabled the program to attract more ophthalmologists to practice in the government hospitals. The Eye Center is now one of the few provincial community eye care programs in the country that demonstrate a sustainable and replicable model.



The *Linaw Tingin* or Clear Vision program makes eye care affordable to the marginalized and the poor.



Worldwide, unprotected sex between men and women is the main route of Sexually Transmitted Infections (STI), such as the Human Immunodeficiency Virus (HIV). In Australia, HIV has mainly been transmitted through unprotected sex between men. In Quezon City, the LGU also monitored a sudden rise in STI/HIV infections, especially among Men Having Sex with Other Men (MSM).

While Social Hygiene Clinics (SHCs) are mandated by National Laws, and in some LGUs by local ordinances, to be at the forefront of STI/HIV prevention and control, there were none, prior to 2012, that catered mainly to the needs of MSM clients.

Before 2012, the Quezon City government had three SHCs which served as the main facilities for the diagnosis and treatment of STIs. The clients were mostly those working in entertainment establishments who flock to the clinic for the weekly gram stain. Like most clinics, its regular office hours were conducted from 8:00 AM to 5:00 PM. This meant that the MSM cli-

Quezon City

A Pioneering Health Clinic



**In October 2012,
QCHD established
Klinika Bernardo as
a stigma-free and
non-discriminatory
environment for MSM
clients.**

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ents, who were young male students and professionals, could not readily avail of the services of the SHCs as they were attending class or working at the offices during these hours. Moreover, the regular SHCs are operated by an almost all-female staff, as these catered mostly to females who work in the entertainment establishments. Surveys showed that the MSM clients were reluctant to go to these clinics as they did not want to be associated with these female clients.

HIV cases among MSM clients in Quezon City increased from 1.4% in 2009 to 6.6% in 2013, which meant a new set of clients with specific needs. In response, the Quezon City Health Department (QCHD) began to put in place MSM-specific interventions such as the hiring of 20 Peer Educators that were assigned to increase referrals for MSM services in these SHCs. But, the inflow of MSM clients in the SHCs remained low. Surveys revealed that a more MSM-friendly clinic has to be put-up to entice them to avail of HIV Voluntary Counseling and Testing (VCT).

In October 2012, QCHD established Klinika Bernardo as a stigma-free and non-discriminatory environment for MSM clients. It is housed in the same facility as the Bernardo SHC, but operates from 3:00 PM to 11:00 PM. Its personnel are composed mainly of males who were chosen from the roster of QCHD personnel and trained on STI/HIV interventions. Initial resources for the operations were allocated from the regular budget of the department. Peer educators provide VCT for HIV. STI diagnosis and treatment as well as distribution of condoms and lubricants are also done in the facility.

Klinika Bernardo became the first sundown clinic operated solely by an LGU. This clinic was conceptualized and operational before national guidelines on MSM-Transgender (TG) interventions or programs were formulated. In 2013, the QCHD registered a 133% increase of VCT among male clients.

Regular consultations with Community Based Organizations (CBO) are undertaken by Klinika Bernardo to gather relevant information and recommendations. These are conducted during the regular meeting of the Quezon City STI/AIDS Council (QCSAC), a multi-sectoral body that provides directions to the HIV response of the city. Klinika Bernardo also partners with private organizations such as the Association of Spa, Massage parlor, Clubs, and KTV bars Operators (SAMACKA), Take the Test, Inc. (TTT)—an MSM organization—and AIDS Society of the Philippines (ASP) to promote HIV prevention. By monitoring social networking sites, Klinika Bernardo identified and engaged 25 MSM clans in Quezon City. These clans hold events or face to face gatherings (called eyeballs) every weekend; Klinika Bernardo provides voluntary counseling and testing during these clan events. Taking its cue from a USAID project, Klinika Bernardo also made use of mobile technology as a channel to provide MSMs with information on HIV/AIDS including available testing and treatment services. The Quezon City government institutionalized SMS4MSM by providing funds to enrol 25 MSM clans.

In collaboration with the Reaching Out to Most at Risk Population (ROMP) project, a Case Management Approach Team was started in Klinika Bernardo to increase client

initiation, retention and adherence to treatment as well as provide early access to and maintenance of comprehensive package of health and social services, and improve the quality of life of people living with HIV (PLHIV). In addition, Klinika Bernardo—which is limited to providing only primary health care for PLHIV—helped establish a functional Service Delivery Network (SDN) of providers to link together health and non-health services for the care of PLHIV and their families. The network aims to strengthen the referral process and coordination mechanism, to ensure continuous provision of needed services and monitor outcomes of individual referrals.

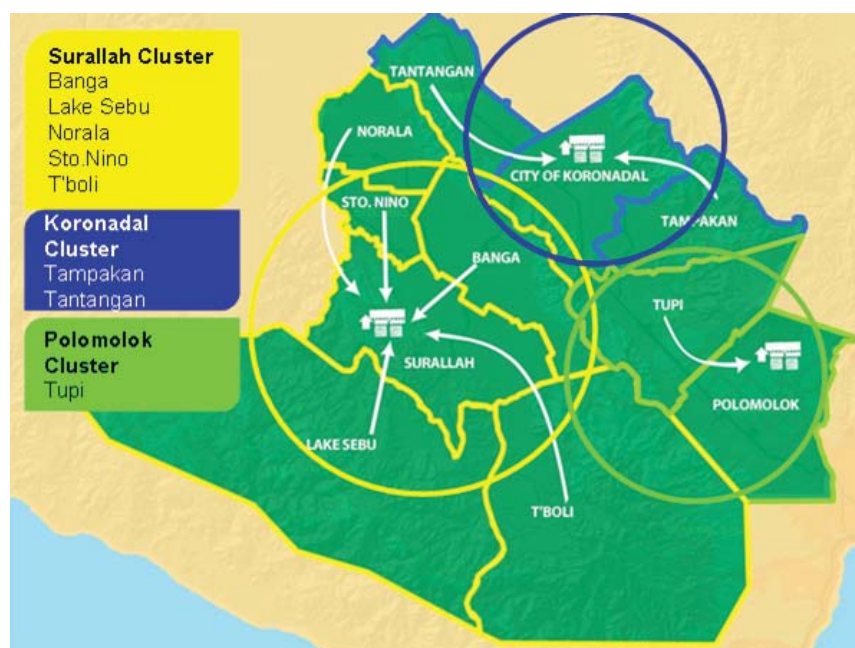
Klinika Bernardo shows the importance of addressing access issues not only in terms of distance and cost but also in the light of conflicts in time and confidence and trust in personnel. It also demonstrated that minor innovations can result in major gains, particularly community participation and involvement and the value of peers. These are simple strategies that can be replicated by other LGUs.



Pooling Resources for a Sanitary Landfill

All the open and controlled dumpsites in the country should have been closed in 2006, if the LGUs complied with the Ecological Solid Waste Management Act of 2000. To date, only about 10% of the LGUs have complied with this mandate because most of them lack the resources to put up a Sanitary Landfill Facility (SLF).

The same law encouraged LGUs to pool resources so that they could jointly address Solid Waste Management (SWM) concerns. So, in 2005, the provincial LGU and its component LGUs started co-operating in the formulation and implementation of their 10-year Integrated SWM plans. They also conducted a series of consultations, workshops and social preparation activities in their communities. The LGUs even underwent training in Waste Assessment and Characterization Studies and took a study tour of the Sto. Tomas, Davao del Norte SWM model. A reflection workshop in November 2006 led to the selection of Surallah as the location of the common waste disposal facility. A consultative meeting in December 2007 resulted in the proposed cluster approach.



In December 2008, six municipal LGUs signed a Memorandum of Agreement with the provincial LGU to establish an SLF that can be shared by a cluster of LGUs. Under the agreement, the provincial LGU provides financial and technical support for the construction of the shared facility. The member LGUs pay the host LGU tipping fees that

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cover the cost of operating and maintaining the facility. By sharing a facility and distributing the cost to operate and maintain the SLF, each LGU was able to comply with RA 9003 at the least possible cost.

The total investment cost incurred for the development of the first cell amounted to PhP12.2 million—PhP5.7 million was shouldered by the municipal government of Surallah while the remaining PhP6.5 million was provided by the provincial government of South Cotabato. The construction of the Cluster SLF started in October 2009 and it started operating in June 2011. The establishment of the Surallah Cluster SLF enabled the provincial government to save PhP46 million.

According to the National Solid Waste Management Commission, the Surallah Cluster SLF is the first and only provincial-led SLF program in the country. It is the only SLF that accepts only residual wastes, which compels the LGUs to observe proper waste segregation, diversion and management. The Design and Monitoring Team is composed of in-house units of the LGU, which enabled the province to save on consultancy and construction costs. The MOA for the SLF cluster provided the institutional mechanism for sustaining the program.

LGUs from all over the country are now trying to replicate the cluster approach in their respective areas and want to learn what institutional arrangements were put in place to elicit the cooperation of LGUs in putting up a cluster SLF. The key lies in enhancing LGU capacities and strengthening linkages as well as entering into public and private partnerships.





Quezon Province Large-scale Mangrove Replanting

Mangroves are home to varied species of fishes, crustaceans and mollusks. For coastal communities, mangrove forests are crucial to maintaining a healthy marine population. The unique roots trap and hold sediments and siltation from the uplands, thus promoting water quality and growth of corals and sea grasses. They also protect the shoreline from soil erosion. A wall of mangrove also provides defense against incoming waves and storm surges.

In the Philippines, there has been significant decline in mangrove forest cover that if the post-1980 trend continues, it is expected that there will be less than 100,000 hectares by the year 2030. Quezon Province, which has the third longest coastline in the country, has not been spared by the decline. Of the 1,242 barangays in the province, 403 or 25% are coastal barangays, with 659,462 residents or

33% of the total provincial population.

To restore its mangroves, the Provincial LGU implemented its “2 in 1 program,” involving a massive and record-breaking activity to plant two million mangrove propagules in under 24 hours. This program aimed to restore, protect, and manage the marine resources. The Provincial Environment and Natural Resources Office (PG-ENRO) personnel surveyed and mapped the entire length of Quezon’s 1,034-kilometer coastline to designate suitable planting beds for the propagules, as well as to work out the number of propagules needed for each site. It then mobilized the communities for the replanting. It held project orientations for the participants on their role in the actual planting, and to impress upon them the importance of maintaining and monitoring the mangroves. Mobilization was done in close coordination with the may-

ors and municipal ENROs. Various organizations and agencies were invited, including DepEd, PNP, AFP, NGOs and private organizations. The province’s indigenous population was also tapped. The latter, in fact would prove crucial in the implementation of all phases of the program.

On June 30, 2012, a total of 39,002 residents of the province from all walks of life, representing 196 barangays, planted 2,766,342 mangrove propagules in 221 hectares along the Lamon, Tayabas and Ragay coastlines. Of the total planted, 1,775,353 of the propagules made it to their second year, resulting in a survival rate of 61%, which is way above those of previous mangrove-planting programs elsewhere in the country. (The majority of mangrove-planting programs in the Philippines result in a disappointing survival rate of between 10-20% due to lack of monitoring and maintenance.) Replenishment of another 164,768 brought the total number of surviving mangroves to 1,940,139, according to the PG-ENRO.

PG-ENRO in coordination with designated local partners moni-

tored the growth and survival of the propagules, replacing dead seedlings to maintain the targeted number of surviving mangroves. It helped organize the Luntiang Katipuneros--1,980 volunteers, mostly fishermen and farmers--and tasked them to monitor the growth of newly planted mangroves along the coastline and to replenish those that did not survive.

Prior to the implementation of the 2 in 1 program, crab harvest and fish catch was very minimal. Within two years, fishermen began to enjoy gathering crabs, crablets, shrimp and other crustaceans, as well as fish. Coral reef conditions

also improved. Four barangays reported a revival in the previously extinct population of shellfish and crabs. Long-time residents testified that for the first time in many years, there has been a resurgence of sardines and crabs in the bay, along with mussels, oysters and shells. Reduction in siltation is also evident, based on the clearer coastal waters.

Community involvement is key to the success of Quezon's 2 in 1 program. Community ownership of the program ensured that the mangroves will be continuously protected. And unlike most mangrove rehabilitation and greening projects,

the maintenance and survival of the mangroves is not an afterthought, but an integral part of the 2 in 1 program. Six barangays have even passed resolutions aimed at protecting the mangroves in their respective vicinities.

The Provincial Government also formally declared June 30 as Mangrove Day, through Resolution No. 2012-1386. This commemoration is part of the present administration's goal to institutionalize the program and conduct mangrove planting on a regular basis. This also ensures program continuity beyond the present administration.



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The “2 in 1 program” involved a massive and record-breaking activity to plant two million mangrove seedlings in under 24 hours.

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Arakan, Cotabato

Land Utilization Program for Sustainable Livelihood

The Municipal LGU of Arakan consulted with experts and various stakeholders to develop a program that could sustainably improve agricultural productivity. They came up with the Land Utilization Program for Sustainable Livelihood of Arakeños or LUPA program. They issued a Municipal Ordinance in 2006 to institutionalize the LUPA Program as a flagship program for agriculture and environment with an initial budget allocation of PhP1 million.

Participatory approaches were employed to elicit the support and participation of the farmers in sustainable organic farming. The LGU partnered with NGOs and government agencies to provide various assistance and agricultural extension services to the farmers. The program also institutionalized Barangay Agricultural Technicians as community-based extension service providers. The program also entailed the establishment of Farmer Field Schools that helped improve the capacities of the small farmers. The program also encouraged the farmers to engage in diversified farming. This eventually resulted in better agricultural output and better incomes. The success of the program prompted the LGU to increase budgetary support to PhP2 million.

The LUPA Program has transformed Arakan into a model for Sustainable Development, Public and Private Partnership, Community Empowerment and Participatory Governance.



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Ilocos Norte Province

Re-affirming Ilocano Greatness

Alarmed by the exodus of talented Ilocanos, the deterioration of educational and governance facilities, and appalled by the bureaucratic apathy, the provincial government initiated a Visioning-Workshop “to make Ilocos Norte great again.”

Achieving the Millennium Development Goals (MDGs) became a priority—MDG interventions were localized and innovative programs were introduced to rekindle Ilocano greatness: Iskolar ni Manang Imee; Kuryente Mo, Sagot Ko; 100% Free Education; Saguip Maestra; Brain-Gain Policy; Provision of Sirib (Knowledge) Buses; Capitol Express; Task Force Trabaho; Titulo a Natalged (Massive Titling Program); Sirib Mile (S-Mile) and the provincial I-hub (modern library). These programs are all focused on advancing education and cutting down poverty and unemployment.

Capacity development trainings such as but not limited to those conducted by the Development Academy of the Philippines, Asia Pacific Policy Center and the United Nations Development Programme (UNDP) were carried out to improve the delivery of services and achieve the MDGs. The bureaucracy was restructured to harness the full potential of its human and financial resources. Relevant offices were institutionalized to meet the demands and challenges of the new millennium. Various stakeholders in the province—from national to provincial and local offices, non-government organizations, people’s organizations, private and business sectors—were consulted to generate ideas and opportunities for development. Idle lots and

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properties were developed to generate more income that could be used for projects that would improve the quality of life of every Ilocano.

The capacity development trainings enabled Ilocos Norte to be the first province to achieve full, top-to-bottom ISO 9001:2008 Certification. The province is now compliant with international standards of transparency and accountability. Poverty incidence in the province has also decreased from 14.7 in 2009 to 9.9 in 2012. The province has also garnered the Seal of Good Housekeeping and is recognized by the DILG as one of the Top Ten Best Performing LGUs for 2012.



La Libertad, Negros Oriental **Conservation Farming Villages**

An analysis of data gathered and validated during various stakeholder consultations in La Libertad, Negros Oriental revealed that the critical problems undermining the development of the upland communities of LGU La Libertad are extensive deforestation, forestland degradation, and soil erosion. These problems result in low land productivity and subsequently low farm incomes of upland farming communities.

Conservation Farming Villages (CFV) were introduced in the uplands as a modality for mobilizing resources for sustainable upland development. It utilizes a basket of strategies, technologies, and interventions to catalyze the widespread transformation of traditional upland farming systems into resilient and sustainable upland production systems to address not only the adverse effects of climate change but also stimu-

late upland community development. The CFV utilizes a participatory, multi-stakeholder, community-based approach to the development, application, validation, promotion, and utilization of an integrated farming system.

Its components included multi-stakeholder project orientation, community organizing, and planning; participatory rapid rural appraisal and site characterization; capacity building including trainings and workshops; establishment of science and technology-based conservation model farms; provision of livelihood and other support mechanisms; and mainstreaming support systems through enhanced local governance and the institutionalization by incorporation of CFV activities into the LGU Annual Investment Plan.

The project's overall goal is to improve human lives in the target communities through environmental security, increased agricultural productivity, and better livelihood opportunities in the marginal sloping upland ecosystem. It aims to help upland farmers improve their economic conditions by strengthening their capacities against environmental degradation while sustaining their livelihood.

Luba, Abra **Healthy Barangay Awards**

The LGU's participation in awards programs sponsored by the DILG impressed upon them that such awards are effective tools in mobilizing stakeholders particularly the barangay people towards cooperation and shared governance. In 1993 and in 2003, the LGU sponsored a competition which focused on health and nutrition, and natural resources management. The barangays responded positively and this led to the improvement of barangay services, empowered women, protected forests and waterways, and freed the streets of garbage. But due to lack of resources, the competition was discontinued. In 2008, the LGU revived the competition and called it the "Healthy Barangay Awards" or HBA, which gave official recognition to barangays that excelled in good governance, health, environment, infrastructure, and peace and order.

Financial transactions became transparent and responsive to the needs of the people. The HBA improved revenue collections, particularly the real property tax

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collection. Community participation in government programs also increased from 80% to 98%. The whole community participated in implementing infrastructure projects, while the barangay provided meals and snacks. Through the HBA, the households learned to segregate their garbage. They also began to be more food secure by having their own vegetable and herb gardens. In the health sector, the number of malnourished children decreased from 85 in 2012 to 79 in 2013. All the cash prizes went to the General Fund of the barangay, which they used to implement more programs and activities. The Sangguniang Bayan of Luba enacted an ordinance institutionalizing the HBA. This year, Php300,000 was allotted for the program.

Siasi, Sulu

High School Extension Class

The Siasi High School Extension Class Program aimed to reduce the number of Out of School Youth (OSY) in Barangay Buan, Bakud, Duggo, Manta, Siowing, Siburi, Sipanding, Siolakan, and Barangay Latung by 50% by year 2015, and to provide equal access to affordable quality secondary education to the indigents in the far-flung areas of Siasi. A survey by the Local School Board in January 2009 revealed that there were 358 OSY from those remote barangays.

Through a partnership between the LGU and the Lapak Agricultural Colleges, an extension school was

established at the far-flung barangay Ratag in Siasi, Sulu. The extension school accommodated high school students from the 10 remote barangays of Siasi. The school opened in 2009, with a total of 32 students. Of these, 28 graduated from High School in March 2013. Currently, the High School has 105 students enrolled in the four high school levels. The most recent batch of graduates numbered 22 students. Graduates who could not afford to go to college were given skills training through TESDA and Synergeia Foundation in partnership with the Siasi Municipal Government. Skills training in welding, commercial cooking, agricultural crops production, small engine, refrigeration and air conditioning with Level II national certification are provided to the OSY so that they could obtain a profitable livelihood.

To ensure sustainability, the program is supported by an ordinance and allocated funds for its operations.



Siayan, Zamboanga del Norte Pangkabuhayan Centers

When the new Mayor of Siayan assumed office in 2010, she vowed to transform the municipality into a "self-reliant community, empowered by skilled and enterprising people conserving the richness of bio-diversity and culture". Through a consultative assembly, she launched the Community Enterprise Development Program-Pangkabuhayan Centers (CEDP-PCenter) in July,

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2011. The CEDP-PCenter is a mix of old and new innovations which are implemented through the cooperation of the various stakeholders, who agreed to pool their resources and pursue development efforts. Out of the 21 PCenters, 15 have evolved into cooperatives that are now federated under the Siayan Pangkabuhayan Federation of Cooperatives.

The PCenters are currently operating as general merchandise stores in 19 barangays and 2 sitios with a membership of 1,131 which is 58.97% of the program target. These stores charge only 10% as their profit margin. Annual sales reached as high as PhP11 million, with a net surplus averaging more than half a million pesos annually. Sustainable agriculture was also promoted by the LGU, which distributed 20,239 rubber seedlings. These were planted in 40 hectares of farmlands tilled by 405 members. The LGU also distributed 173 heads of farm animals to encourage livestock production. Lastly, the LGU had 76 kilometers of roads and 16 kilometers of critical slopes paved with concrete. Needless to say, the people of Siayan are now much better off than four years ago.

Tarlac Province

Wireless Access for Health

The Wireless Access for Health (WAH) Initiative is a computerized patient information management system that was piloted in four rural health units (RHUs)

in 2009. The system provided an efficient and more secure method of patient data recording, retrieval and management. Through the Electronic Health Record (EHR) of the WAH, patients also receive alerts via SMS to encourage and remind them to attend maternal, family planning and child care visits. The mobile midwife program aims to equip midwives, who are in charge of delivering primary health services in the barangays, with mobile devices for speedier recording, reporting and retrieval of health data. By encoding patient health data at the point of care (barangay health stations), WAH minimizes mistakes and therefore promotes more reliable health data reporting as it also allows more time for clinician-patient interaction as a result of reduced time for recording and transmission of reports.

By 2011, the system was expanded to cover 66 clinics located in 38 municipalities and cities in 14 provinces. These include all the public clinics in Tarlac. The system is compliant with national health reporting standards like the DOH's Field Health Service Information System (FHSIS) and the National Household Tracking System (NHTS).

Clinicians noted that the system helped reduce waiting time for the patients because retrieving patient information was almost instantaneous. This meant better service delivery in clinics that have been using the system for at least a year. WAH also helped improve the quality of health data reporting; errors and discrepancies between manual and electronic reports were drastically reduced. Finally, since electronic reports can be aggregated and disaggregated, health managers and decision-makers alike are able to track up-to-date health indicators and do timely health intervention like logistics and personnel planning, and medicine purchases.



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2014 National Selection Committee

ALEX BRILLANTES, JR. is Commissioner at the Commission on Higher Education on secondment from the University of the Philippines National College of Public Administration and Governance where he is Professor. He obtained his PhD and MA from the University of Hawaii, and MPA and AB from the University of the Philippines. He has published extensively in the areas of development administration, local governance and higher education. He has been a consistent recipient of the International Publications Award from the University of the Philippines. He earlier served as Executive Director of the Local Government Academy of the DILG and Chair of the Philippine Social Science Council.

VICTOR GERARDO BULATAO represents agrarian reform beneficiaries and serves as an Independent Director in the Board of the Land Bank of the Philippines, the leading lender to local government units, as well as small farmers and fishers. He continues to be active in the Board of five rural development NGOs. In the 1980s and 1990s he served in the Department of Agrarian Reform in various capacities, the last as Undersecretary for Field Operations and Support Services.

EDNA ESTIFANIA CO is full professor of public administration and former dean of the National College of Public Administration and Governance, University of the Philippines. She was a post-doctoral research fellow at the Institute for Development and Policy Management at the University of Manchester in England and was Visiting Lecturer at the City University of Hong Kong and the Meiji University in Japan on social development administration and citizen participation in governance. She lectures at the Ateneo School of Government and the Ateneo School of Law. Dr. Co is currently the

Executive Director of the UP Center for Integrative and Development Studies (CIDS), the UP system-wide interdisciplinary research center.

MA. NIEVES CONFESOR served as Chairperson of the Galing Pook Foundation (from 2011 to 2013) as well as the Kaunlaran ng Manggagawang Pilipino, Inc. She continues to serve as Faculty at the Institute with research and training focus on leadership development, development management, strategic negotiation, human resource management and development; and was Executive Director of the AIM-Team Energy Center for Bridging Leadership. She had served as Secretary of Labor and Employment, as well as consultant/trustee to various companies, educational institutions, and multi-lateral organizations. She has also served as Chairperson of the Government Panel negotiating with the CPP-NDF-NPA. She also sits as independent director of the Philippine Veterans Bank.

RAFAEL COSCOLLUELA was Administrator of the Sugar Regulatory Administration from 2007 to 2010 and most recently served as National President of the Confederation of Sugar Producers' Associations, Inc. (CONFED) from 2012 to September 2014. He was also Presidential Adviser on Cooperatives and Presidential Adviser for Western Visayas after serving as Governor of Negros Occidental for three consecutive terms, during which time the province garnered two Galing Pook Awards. He is an incumbent Trustee of Synergeia Foundation and currently serves the Province of Negros Occidental as Consultant on Trade Development, Export Promotion and Inter-Agency Coordination.

MA. LOURDES FERNANDO is the Chairperson of the Galing Pook Foun-

ation. She served as an award-winning Mayor of Marikina City from July 2001 to June 2010. Under her leadership, Marikina City was judged as one of the most competitive metropolitan cities in the Philippines. She is also a Founding Chair of the Alliance for Healthy Cities. She was voted among top ten world mayors during her term in office and continues to advocate for women's issues and good governance.

JAIME GALVEZ TAN is a Professor of the University of the Philippines College of Medicine; and the President of Health Futures Foundation, Inc. He was Vice Chancellor for Research of the University of the Philippines Manila and Executive Director of the National Institutes of Health Philippines (2002-2005). He served as Regional Adviser in Health and Nutrition for East Asia and the Pacific Region of UNICEF in Bangkok in 1996. He served the Philippine Department of Health as Secretary in 1995 and as Undersecretary and Chief of Staff from 1992-1994.

JOSE RENE GAYO is currently the Executive Director of the MFI Farm Business Institute (formerly Meralco Foundation Inc.) and President of the Foundations for People Development. Formerly he was Executive Director of PAREF Southridge School in Alabang (May 2005-June 2008). He serves on the Board of Trustees of the University of Asia and the Pacific (UA&P), MFI Foundation and in a number of social development organizations like the Organic Producers Trade Association (OPTA), Galing Pook Foundation, and the Sapientes Milites Educational Foundation. He is also an active member in a number of foundations like the International Visitors Program Philippines and Hands On Manila. He is a member of the Management Association of the Philippines (MAP) and chaired its Agri-



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business and Countryside Development Committee (2007-2010). Since 2005 up to the present, he is the project manager of the Farm Business Schools project of the MAP.

MILWIDA GUEVARA is President of Synergeia Foundation with a mission to enable every Filipino child to complete elementary education. She served as Undersecretary in the Department of Finance, Republic of the Philippines, responsible for revenue generation and tax reforms. Her career path includes serving as a Tax Advisor of the International Monetary Fund, Program Officer of the Ford Foundation, and Faculty Member, Ateneo Graduate School of Government. For her integrity, excellence in public finance, and her leadership in improving the quality of basic education, she was conferred the 2nd Gawad Haydee Yorac Award in 2008.

VINCENT LAZATIN is the Executive Director of the Transparency and Accountability Network (TAN), a Philippine-based network of 26 civil society organizations, non-governmental organizations, and academic and research institutions focusing on transparency and accountability in governance. He is a member of the Construction Sector Transparency Initiative (CoST) Global Program Interim Board, based in London, and the chairman of CoST Philippines. He is also the immediate past chairman and a current member of the Civil Society Coalition for the UN Convention against Corruption, based in Berlin, Germany. Mr. Lazatin is a member of the Board of Trustees of the Galing Pook Foundation. Prior to his full-time work with TAN, Mr. Lazatin spent 17 and a half years in the fund management industry, both in the United States and the Philippines.

EMMA PORIO is Professor of Sociology at the Department of Sociology and Anthropology, School of Social Sciences of the Ateneo de Manila University and Science Research Fellow at the Manila Observatory. She is on the Executive Council of the International Sociological Association (Madrid, Spain), Global Development Network (Washington D.C.) and edits the Philippine Sociological Review (Journal-on-Line). Dr. Porio has done extensive research and published widely in internationally peer-reviewed journals on development issues related to urban governance, children, women, housing, poverty and climate change.

VICTOR RAMOS currently chairs an NGO, Kaibigan ng Kalikasan at Kaunlaran, which advocates science-based solutions to environmental problems. He also sits as trustee of various foundations for good governance. He is currently developing an arboretum of native trees in his small farm in Pangasinan. When he was Secretary of Environment and Natural Resources, the Philippines was recipient of two awards from the United Nations Environment Program (UNEP) and the U.S. Environment Protection Agency (USEPA) for the "best country implementation of the Montreal Protocol", for dramatically reducing the country's use of ozone-depleting substances that cause global warming from 1995 to 1997. At the end of his term, he was conferred the Philippine Legion of Honor for "outstanding performance in the Philippine Cabinet."

MARIVEL SACENDONCILLO is the Executive Director of the Local Government Academy and the President of the Local Government Training and Research Institutes – Philippine Network (LOGOTRI-PhilNet). Her areas of com-

petence include local governance and capability building, strategic management, institutional development, participatory assessment, poverty reduction, and community-based resource management, among many others.

ELMER SORIANO is the Country Manager at Civika Institute. Dr. Soriano has over 15 years of experience in public health and development management. He was actively involved in a governance innovations program in the Philippines and wrote a number of papers on health governance and has published works under the ILO, GTZ, WHO and World Bank. He is currently involved in the Governance Innovation Lab, Resiliency Lab, and Urban Renewal Lab which are innovation-focused partnerships with various partners. He holds an MPA from the Harvard Kennedy School of Government, Masters in Development Management from the Asian Institute of Management and a doctor of medicine degree from the Philippines.

VERONICA VILLAVICENCIO has devoted her career and professional work to building knowledge and practice on social development and change management. Currently, she lends her facilitating expertise in combined strategic planning and stakeholder consultation processes to government and non-government organizations. She is a member of PILIPINA - a homegrown Filipino women's organization - and INCITEGov, an NGO for politics and governance for democratic outcomes. She has served as Secretary and Lead Convenor of the National Anti-Poverty Commission, as Executive Director of the Peace and Equity Foundation, and Grants Director of the Foundation for the Philippine Environment.



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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 hiras
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 pabubuwag
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

**Malikhaing paraan
Kasama ang mamamayan
Tungo sa pagbabago
At tuluy-tuloy na pag-unlad**

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