

Gawad Galing Pook

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**A Tribute
to Innovation
and Excellence
in Local Governance**

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GALING POOK FOUNDATION was established to institutionalize the Gantimpalang Pangliskod Pook (Gawad Galing Pook). Its mission is to search and recognize outstanding programs of local governments. It also aims to assist in building the capacity of local government units through dissemination of innovative and effective LGU programs and facilitating replication through the creation of learning laboratories that will serve as sources for policy agenda or reforms, theory/concept/model building on local government and cross-fertilization of learning among LGUs. It acts as a resource institution on local governance innovations and best practices. And equally important, its task is to mobilize resources for the sustainability of the Galing Pook Foundation and its other programs.

Partners:



PROGRAMME

Awards Ceremony
Malacañan Palace
December 2003

Invocation

National Anthem

Welcome Remarks
Dr. Milwida M. Guevara
Chairperson, Galing Pook Foundation

Secretary Jose D. Lina, Jr.
Department of Interior and Local Government
Chairperson, Board of Trustees, Local Government Academy

Gawad Galing Pook 2003: Selection Criteria and Process
Dr. Cielito F. Habito
Chairperson, National Selection Committee

Conferment of Awards Plaques to:
Trailblazing Programs
Top Ten Outstanding Programs in Local Governance
Special Citation Awards on
Child Rights Responsive Local Governance
Gender-Responsive Local Governance
Good Urban Local Governance
Awards for Continuing Excellence

by

Her Excellency President Gloria Macapagal-Arroyo

and

Secretary Jose D. Lina, Jr.
Dr. Milwida M. Guevara
Dr. Cielito F. Habito

Recessional

2003 GAWAD GALING POOK AWARDEES

Awards for Continuing Excellence

Bulacan Province

Marikina City, Metro Manila

Naga City, Camarines Sur

Nueva Vizcaya Province

Top Ten Outstanding Programs:

Batangas Province *Rehabilitation of Pansipit River*

Bohol Province *Bohol Coastal Law Enforcement Council*

Bulacan Province *Panlalawigang Komisyon Para sa Kababaihan ng Bulakan*

Cebu City, Cebu *Support for Community Initiatives & Partnerships to Respond to Violence
Against Women and Other Gender Concerns*

Iligan City, Lanao del Norte *Missionville: Reliving the Bayanihan Spirit through Multi-partnership*

Nueva Vizcaya Province *Convergence & Complementation: A Tool for Effective
Nueva Vizcaya Criminal Justice System*

Negros Occidental Province *Amlig Kabuhi*

Negros Oriental Province (with Bayawan City, and the municipalities of Basay and Sta. Catalina)
Inter-LGU-NGO Partnership in Healthcare Delivery

Quezon City *Effective Fiscal Management*

Barangay Tabok, Mandaue City, Cebu *Barangay Waterworks System*

Other Trailblazing Programs:

Alicia, Isabela *Child-friendly Local Governance*

Angono, Rizal *Sa Turismo Aangat ang Angono*

Duminguag, Zamboanga del Sur *Child-friendly Movement*

Gonzaga, Cagayan *Dap-Ayan: Innovative Approach to Development*

Malalag, Davao del Sur *SRA-MBN Plus*

Muntinlupa City *CRUSADA: Crusade Against Drug Abuse*

Pasay City *PhilHealth Plus*

Sta. Barbara, Iloilo *Ecological Solid Waste Management*

Special Citations:

Child Rights Responsive Local Governance *Alicia, Isabela*

Gender-responsive Local Governance *Cebu City, Cebu*

Good Urban Local Governance *Marikina City, Metro Manila; and Naga City, Camarines Sur*

MESSAGE FROM THE CHAIRPERSON

Celebrating excellence in local governance

Dr. Milwida M. Guevara



Ten years ago, a group of local governance advocates shared the vision of sustainable development through the empowerment of local communities. At that time, the Local Government Code of 1991 granting autonomy to local government units (LGUs) had just been passed.

The Ford Foundation supported their vision and provided a grant to the Asian Institute of Management to develop an awards program for local governments that demonstrate excellence in local governance. The program was managed in partnership with the Local Government Academy (LGA) tasked to replicate winning programs. The Gawad Galing Pook was launched in October 1993 and the first LGU awardees were recognized in June 1994. The former head of the Civil Service Commission, the Honorable Patricia Sto. Tomas, served as the first Chairperson of the National Selection Committee. LGA published the case studies of winners in its Innovations Magazine. Five years later, Galing Pook was organized into a Foundation to enhance its sustainability.

Now on its 10th awards year, a total of 2,339 programs have participated in the search for excellence. Of these, 175 programs have been chosen: 90 were recognized in the Top Ten Outstanding category, and 85 were finalists and considered Trailblazing Programs. Eight LGUs have been consistently cited for excellence and have been elevated to the Hall of Fame category.

What difference has the Gawad Galing Pook made?

The Galing Pook winners have become models of good practices in local governance. Their programs have been documented, published, studied and visited by countless local and national government personnel, academics, students, media practitioners, civil society leaders, and ordinary citizens from the Philippines and abroad. Local chief executives and program managers of these programs have become sought-after resource persons in conferences and have served as mentors to other LGUs that have adopted their programs. Schools of public administration and other institutions have used the Galing Pook case studies in their academic courses and training programs.

For the LGU winners, the Gawad Galing Pook became a significant affirmation of their dedication to public service. The award generated greater public awareness of outstanding local leaders and their communities. Initially, local leaders were competing with others; later, they were competing with their past performance. The Gawad Galing Pook has challenged them to attain higher standards and cross the barrier between tradition and innovations. The constant challenge was to make their programs "Galing Pook-able". The awards served as a seal of good housekeeping on program excellence and opened many windows of opportunity in terms of accessing funds from donors and winning more awards.

The Galing Pook awardees prove that local governance works! LGUs have shown that when communities elect good and sincere leaders, when citizens are organized and empowered to work with government, when leaders govern in a participatory manner, when

national government agencies share powers and resources with LGUs, and when the policy environment ensures sustainability and creative replication of these programs, a better Philippines can emerge. Galing Pook gives us hope. Outstanding local governments demonstrate that reforms are possible in the Philippines if only our leaders have political will, deliver public services with efficiency and respect for their constituents, and proclaim honesty and integrity through practice instead of words.

"The Galing Pook programs are still works in progress, but they have already provided benchmarks for good governance that even the national government can learn from."

The Galing Pook programs are still works in progress, but they have already provided benchmarks for good governance that even the national government can learn from. Local governments have tamed fiscal deficits; sustained food production; delivered an equitable justice system; provided adequate healthcare; empowered women, children, and the poor; protected the seas and forests; and



Gawad Galing Pook awarding ceremonies in Malacañang and final deliberations / panel interview (below).



completed infrastructure projects at less than half of the costs of the national government. They have made transactions with the public client-friendly and transparent. Their air is clean, their streets are free from garbage, and the police, doctors and firemen respond to emergencies in less than fifteen minutes.

These are the communities we have been dreaming of. If only we can have more of them, they can make the Philippines the country we are dreaming of.

We toast to the decade of excellence in local governance and salute the citizens and leaders behind these programs. We thank the distinguished men and women who served as volunteers in the National Selection Committee and the Regional Screening Committee. We deeply appreciate our partners for the valuable assistance and support. We are proud of our champions within government and welcome the much-needed participation of the private sector and friends from the media.

We celebrate our gains and thank you all. We invite your help and partnership in making innovation and excellence in governance more than an awards program but a way of life.

NATIONAL SELECTION COMMITTEE



Standing, left to right: Emmanuel E. Buendia, Rene D. Garrucho, Marivel C. Sacendoncillo, Austere A. Panadero, Emmeline L. Verzosa, Gerardo J. Bulatao, Paulynn P. Sicam, Ben S. Malayang III, Eduardo T. Gonzales, Eddie G. Dorotan. *Seated, left to right:* Rafael L. Coscolluela, Milwida M. Guevara, Cielito F. Habito, Emma E. Porio, Lina B. Laigo

CIELITO F. HABITO. Professor of Economics at the Ateneo de Manila University, where he is the Director of the Ateneo Center for Economic Research and Development (ACERD). He also sits in the boards of several corporations and foundations, including the Metrobank Group, Lepanto Consolidated Mining Co., Steel Corporation of the Philippines, Foundation for the Philippine Environment, Ramos Peace and Development Foundation, and the Pagbabago@Pilipinas Foundation. He served as Secretary of Socioeconomic Planning/Director-General of the National Economic and Development Authority (NEDA) in the Cabinet of Philippine President Fidel V. Ramos from 1992-1998.

RAFAEL L. COSCOLLUELA is the Presidential Adviser on Cooperatives with rank of Secretary. He began his career in public service in the early eighties, running a socio-economic development program for sugarcane farm workers in his home district in Negros Occidental. He got elected as Vice-Governor in 1988 and became Governor for three terms, during which he garnered two Galing Pook awards. He now serves as chairman of ESKAN, a Negros-based NGO engaged in education reform, as well as trustee of Synergeia Foundation.

LINA B. LAIGO. Executive Director of the Council for the Welfare of Children. A former secretary of the Department of Social Work and Development, she was instrumental in the successful implementation of the Comprehensive and Integrated Delivery of Social Services (CIDSS), one of the flagship programs of the Social Reform Agenda of the Ramos Administration. She is a consistent advocate for social protection programs for the Filipino family and for the promotion of children's rights.

PAULYNN PAREDES SICAM. Director for peace and human rights education at the Institute for People Power and Development of the Benigno S. Aquino Jr. Foundation and Editor-in-Chief of *Cyberdyaryo*, a thrice-weekly newsmagazine on the Internet. A journalist for over 30 years, she has written extensively on politics, agrarian reform, the peace process, civil society and human rights. In 1991, she was appointed member of the Philippine Commission on Human Rights (CHR) in-charge of education and information programs. She retired from the CHR in 1994. She is a member of an international convenor's group that is pushing for regional human rights mechanism in ASEAN.

BEN S. MALAYANG III. Professor of Environmental Science and Management, School of Environmental Science and Management, University of the Philippines Los Baños. He is a lecturer on environment and sustainable development in the Master of Public Management Program of the Development Academy of the Philippines. He is a participating author of the *Millennium Ecosystem Assessment*. His area of specialization includes environmental policy and governance.

EMMA E. PORIO. Professor of the Department of Sociology and Anthropology at the Ateneo De Manila University. She is the President of the Philippine Sociological Society and special issues editor of the *Philippine Sociological Review*. Selected publications include: *Urban Governance and Poverty Alleviation, Partnership with the Poor, Pathways to Decentralization, Civil Society and Democratization in Asia*. She also serves as international advisor to the International Cooperative Housing Foundation (Washington DC) and to the editorial board of *Sojourn* (Singapore), *Contemporary Politics* (London) and *Contemporary Social Movements* (London).

MILWIDA M. GUEVARA. Chairperson of the Galing Pook Foundation. She also devotes her energy building a constituency to make education work as President and Chief Executive Officer of Synergeia Foundation. She served as Career Undersecretary in the Department of Finance in-charge of domestic resource mobilization. She was Co-Chair of the Presidential Task Force on Tax and Tariff Reforms which formulated the Comprehensive Tax Reform Program of the Ramos government; Chair of the Tax Experts who were convened by ESCAP, United Nations in Bangkok in 1995; and represented the Philippine government in various international conferences on Public Finance and Taxation. She is currently a member of the panel of Fiscal Experts of the International Monetary Fund (IMF).

GERARDO J. BULATAO. Chairperson of the Local Governance Citizens' Network (LGCNet) which brings together 42 civil society organizations engaged in local governance work. He was the Undersecretary for Field Operations and Support Services of the Department of Agrarian Reform and had served the department in various capacities from 1986 to 1990. He started out as a volunteer worker with the Federation of Free Farmers, helping poor farmers with the agrarian issues and was elected its National Secretary. He was a freelance

researcher and writer during the martial law period and was twice a political detainee under the Marcos dictatorship.

MARIVEL C. SACENDONCILLO. Executive Director of the Local Government Academy of the Department of the Interior and Local Government. She has Master's Degree in Development Management from the Asian Institute of Management and a Diploma in Environmental Protection Management on Community and Regional Levels from Akademie Klausenhof, Rhede City, Germany. Aside from being a local governance expert she has extensive knowledge and experience in the areas of institutional development, poverty reduction, community based resource management, training systems development and management, and instructional materials development. She is also an advocate of participatory approach in local governance.

RENE D. GARRUCHO. National Program Manager of the Canadian International Development Agency-funded Local Government Support Program since 1996. He served as Executive Director of the South Cotabato Foundation, Inc. and was former member of the South Cotabato Provincial Development Council. He was also a board member of various networks such as Association of Social Development Agencies, Philippine Partnership for the Development of Human Resources in Rural Areas (PHILDHRAA), the Association of Foundations and the Mindanao Development Project Board. He is La Salle Greenhills Alumni Hall of Fame Awardee for Public Service in 1997.

EMMELINE L. VERZOSA. Executive Director of the National Commission on the Role of Filipino Women. Prior to this position she was a gender trainer at the UP Center for Women's Studies and a senior lecturer in Nutrition at the UP College of Home Economics. As an NGO worker, she also gained a wide experience in community organizing and women's health advocacy. She has a Master of Science in Nutrition degree from UP Diliman and a Master of Science in Social Policy and Planning in Developing Countries from the London School of Economics and Political Science.

EMMANUEL E. BUENDIA. Governance Portfolio Manager of the United Nations Development Programme. He obtained his doctoral degree in Public Administration from the University of the Philippines in 2001 and his MBA degree from the Asian Institute of Management in 1988. He was the former undersecretary and secretary-general of the Social Reform Council from 1994-1998 (now the National Anti-Poverty Commission). Dr. Buendia is a practitioner in development management, specializing in the fields of public administration, local governance, decentralization, and social marketing.

AUSTERE A. PANADERO. Assistant Secretary for Human Resource Development and Administration of the Department of Interior and Local Government. He is principally responsible for developing and implementing policies, programs and projects addressing the capability-building requirement of local government units. He is also the coordinator and overseer of the Official Development Assistance (ODA) programs implemented by DILG. Prior to his government stint, Mr. Panadero served as Senior Vice-President for Operations of the Development Academy of the Philippines, a government controlled corporation providing technical assistance in organizational and human resource development.

EDDIE G. DOROTAN. Consultant on health and local governance. A practicing physician, he was once a chief of a district hospital and a founder of a non-government organization implementing community-based health programs in poor rural and urban areas. He was also the mayor of the Municipality of Irosin in the province of Sorsogon. During his term, the town won the Galing Pook Hall of Fame Award for innovative programs in integrated area development, environment and agrarian reform. He is a Konrad Adenauer awardee for excellence in local governance as well as a Ten Outstanding Young Men and OZANAM (Ateneo) awardee for community development.

EDUARDO T. GONZALEZ. President of the Development Academy of the Philippines where he also teaches public policy. He is likewise the Alternate Director of the Asian Productivity Organization for the Philippines and a fellow of the Philippine Center for Policy Studies. His fields of specialization are: Public Policy Analysis, Political Economy, Public Administration, Institutional Analysis and Urban and Regional Planning. He obtained his master's degree from the University of Pennsylvania, USA.

REPORT FROM THE EXECUTIVE DIRECTOR



Innovating on an Innovation

Luz Lopez-Rodriguez

How does one build on an excellent idea and an innovative process such as the Gawad Galing Pook?

This was the major challenge posed to the new set of Board of Trustees and Secretariat of the Gawad Galing Pook Foundation, which came onboard in July 2001.

Indeed, the Gawad Galing Pook has established its mark as a pioneering awards program in local governance in the Philippines. Since it started in 1993, it successfully introduced the criteria of innovation, effectiveness, efficiency and excellence in local governance program. It blazed trails in establishing benchmarks of performance in various areas in local governance. It has a good harvest of case studies that are being used in academic courses, conferences and workshops. It gained the support of distinguished professionals who generously share their time and expertise in conducting the annual search.

Taking the cue from "Ten Lessons from Innovation" of the Innovations in American Government, we continued and enhanced these accomplishments from 2001 to 2003. We are pleased to report our gains and share our reflections on enhancing the management of the Gawad Galing Pook and in promoting further application of models and methods from the validated practices of Galing Pook awardees.

Lesson 1. Define a mission clearly and in terms of compelling problems. The Vision-Mission-Value statements were crafted by the general assembly of foundation members held last July 2001. It highlighted the three-pronged thrust: enhancing awards management, facilitating replication of models from awarded programs to help in the capacity building of local government units (LGUs), and strengthening the Foundation through partnerships with individuals, non-government and government organizations who share our passion for good local governance.

Lesson 2. Define challenging but achievable outcomes against which to measure performance. The Vision-Mission-Value Statements are fleshed out in a three-year strategic plan (2001-2003), annual action plan and budget.

We targeted and implemented the enhancement and systematization of awards management. Two awards cycles were implemented, attracting 110 program applications in 2002, and 125 in 2003.

In 2003, there are 17 new LGUs that joined the awards for the first time. This brings the total number of applications to 2,335 since 1994. Of the 175 programs that received awards, 90 belonged to the Top Ten Most Outstanding Programs and 85 were program finalists.

LGUs that won for multiple years (at least three years) and multiple programs (as one of the Top Ten) are elevated to the Hall of Fame category. So far, there are eight LGUs that were elevated to this category.

The selection process was broadened to involve more stakeholders outside Metro Manila. A total of 63 distinguished leaders and professionals from the academe, NGOs, media and government were involved in the regional and national selections. A total of 48 regional screeners, whose familiarity with the local cultural context, lent sharper analysis and feedback on the programs for the first screening. The

National Selection Committee (NSC), the "super body" that renders the final decision on the awards, is composed of 15 members, majority of whom have served long and provided continuity, while new members infused fresh perspectives.

We also added an innovation on the awards categories by adding two new ones to the existing three. The Special Citation Awards category highlights advocacy themes often least attended to in local governance—child rights, gender-responsiveness, and good urban local governance. The introduction of special citations also brought in support from donor agencies. We also launched the Awards for Continuing Excellence (ACE) among previous winners in the Top Ten Outstanding category. This aims to encourage sustainability and enhancement of previous programs, even with the changes in political leadership among the LGUs. Four finalists for ACE exemplify this culture of continuing excellence.

The awardees and the awards program generated wider publicity in the media in the past two years. Announcements for awards application were carried in two major dailies—the Philippine Daily Inquirer and the Philippine Star. For two consecutive years, program finalists were featured in a series of TV interviews. The 2002 awards ceremony was covered live by ANC, a major cable TV station, and merited headlines in national broadsheets. Documentary videos on Galing Pook awardees were also featured in leading public affairs TV programs and in radio talk shows.

We developed an awards management manual that has been validated and revised in the process of the past two awards cycle. This guides screeners as well as the secretariat in running the awards. Details on the process, procedures and tools for every step of the awards cycle are well documented for transparency and accountability. To inform them of their strengths and areas for improvement, feedback letters are given to program applicants that failed to make it to the awards finals. From awards management, we now systematically push for adaptive replication of model practices. Program profiles of previous and current winners are now encoded in a databank and periodically updated. Case studies are contained in the *Kaban Galing: The Philippine Case Bank on Innovation and Excellence in Local Governance*, which has a circulation of 9,000 copies. It consists of seven thematic volumes and was made in partnership with the Local Government Academy.

We have also produced innovative documentary videos called *Citizenship Education and Participation*—a package of 10 short video case studies that come with discussion guides. This was made possible with technical and funding assistance from the Philippine-Australia Governance Facility. Another innovative format is the production of an Interactive CD-ROM on Health Governance, co-produced with the Institute of Public Health Management, an NGO training institution that will use this output in distance education program for public health workers.

A tracer study of all previous winners in the Ten Outstanding category is now partially updated and will soon be published in a glossy, 200-page Galing Pook 10th year anniversary magazine. This is in collaboration with Writers Edge, a team of award-winning journalists and photographers currently undertaking field research, photography and social marketing.

The Galing Pook Foundation is actively linked with the Innovations Program Liaison Group (IPLG), an international network of local governance awards mechanisms assisted by The Ford Foundation in eight countries. Our website is linked with the Harvard University Innovations Portal at www.galingpook.org. Galing Pook news and case studies are occasionally uploaded and featured in this site.

Lesson 3. Collaborate with other government agencies whenever possible. The Foundation has inked memoranda of agreement with two government agencies—the Department of Interior and Local Government on co-sponsorship of the Gawad Galing Pook and collaboration in replication programs, and with the National Commission on the Role of Filipino Women on co-sponsorship of the special citation on Gender-Responsive Local Governance and the production of replication materials. We have also forged partnerships with bilateral and multilateral assistance programs such as the Canadian International Development Agency, the US Embassy Public Affairs Section, the Philippine-Australia Governance Program of AusAID, the United Nations Children's Fund, the United Nations Development Program, and the UN Habitat which co-sponsored some of the awards categories, publications, and conferences.

Lesson 4. Build partnerships with private and non-profit sectors. We have strengthened our partnership with the media such as the collaborative projects with Writers Edge, Inc. and The Probe Team. Recently, we tied up with INQ7 Interactive, Inc., the online media venture of the Philippine Daily Inquirer and GMA Network, Inc. that will feature stories on Galing Pook program winners and build support from overseas Filipinos, and with the ABS-CBN News Channel (ANC), and individual media personalities in the regions.

We have also occasionally tapped some government-owned and controlled corporations such as the Development Bank of the Philippines, Land Bank of the Philippines, the Philippine Amusement and Gaming Corp., and the Government Service Insurance System for funding support. The Metrobank Foundation, meanwhile, funded the production of a CD-ROM on health governance.

Lesson 5. Respect the talent of frontline workers. Galing Pook recognizes that award-winning programs are not only the function of leadership, but of citizens and LGU staff. Hence, it shifted from awarding local government units to local governance programs. We commend the efforts of our volunteer screeners in the regional and national levels. We nurture their involvement through e-groups and workshops and consider them our Foundation partners. We value our secretariat staff by adopting a collegial and participatory management at work, and providing as much opportunity for staff development seminars as well as field exposure.

Lesson 6. Identify clearly the target groups entitled to your services and focus attention as sharply as possible. We target the participation of as many LGUs as possible and have so far directly mailed announcements and communications to all municipalities, cities and provinces. We consulted with and supported activities of the various umbrella organizations—the Union of Local Authorities of the Philippines, the League of Provinces, the League of Municipalities, the League of Cities, and *Liga ng mga Barangay* to encourage their fuller participation in the awards search and in the promotion of replication.

Collaboration with non-government organizations is also being renewed in a national conference on participatory governance in early December 2003. Their support will be much needed in citizenship education and participations—elements of sustainable local governance programs.

Lesson 7. Consider working with regulated parties to meet common objectives through compliance. The partnership with the DILG and the leagues will be sustained in regional workshops set in 2004. The Local Performance Measurement and Monitoring System is being used as data reference for the awards selection and is being enhanced.

Lesson 8. Consider how market forces may complement the provision of public goods and services. Like many organizations, Galing Pook is also facing challenges in resource mobilization. Aside from a few grants mainly from The Ford Foundation, the Foundation is now marketing its products and services to various stakeholders, especially the private sector. We now have a tax-donnee status from the Bureau of Internal Revenue after a favorable audit by the Philippine NGO Council for Certification, which granted a five-year accreditation.

Lesson 9. Use information technology to improve services to citizens. The Galing Pook office system continues to be updated. It is now well-connected by LAN and Internet, and thus became more efficient. E-groups and the website are regular forms of interaction with members and stakeholders. Training materials are packaged into VCDs and CD-ROMs for easier uploading to the web and distribution. The INQ7-Writers Edge partnership will greatly promote awareness of our programs and initiatives.

Lesson 10. Be flexible, take risks, don't give up. We are still a young, learning organization with limited resources. Yet we continue to reflect on and refine our work. We maintain our passion and idealism to always innovate and make the most impact. We are always inspired by the work of local communities, the dedication of our volunteer Board members and screeners, the generosity of our partners, and by the challenge to make the Philippines a better nation soon.



Generating public discussion on local governance issues with Galing Pook Foundation treasurer Rene D. Garrucho (left) on an ABS-CBN News Channel cable television program hosted by veteran broadcast journalist Jing Magsaysay (right).



Signing a memorandum of understanding with: (left) Bertrand Pesayco, chairman and chief executive officer of Writers Edge, Inc., for a custom publishing arrangement on Gawad Galing Pook's 10th anniversary magazine; and (right) Javier Vicente Rufino, senior vice-president and editor-in-chief of INQ7 Interactive, Inc. for putting up the electronic version of the magazine on www.inq7.net.

AWARDS FOR CONTINUING EXCELLENCE

Bulacan Province

Reinventing Bulacan

BULACAN is a province that is continuously reinventing itself. The province applies the lessons gained from past reforms and the changing needs of people's rising expectations to its reorganization program, which is now on its third wave.

Being the gateway of Metro Manila to the North is both a boon and a bane for Bulacan. For one, it has to contend with "re-urbanization", or the transition from rural to urban, against the backdrop of an agro-industrial economy and the pressures of globalization. But it takes advantage of its proximity to the nation's capital to gain easier access to information, technology and social services.

The people of Bulacan set the tone by voting very competent and innovative leaders into office. Governors Roberto Pagdanganan (1986-1998) and Josefina dela Cruz (1998-present) worked as a dynamic duo in building the change process, providing succession and continuity. They epitomize visionary leadership, professional management and risk-taking to effect innovation and systemic change. They helped craft the Bulakenyos' vision

of being "a great province equitably and sustainably progressive, with a strong middle-class society, and where all citizens have equal access to resources and opportunities and share in responsibilities".

Governor Pagdanganan revved up the province's economy with the **Kaunlaran sa Pagkakaisa** or the Cooperatives Development Program, a Gawad Galing Pook awardee in 1994. From a fledgling sector made up of 52 cooperatives with combined assets of P50 million in 1986, the program helped spawn a dynamic, multi-sectoral

movement of 1,015 cooperatives with assets of P3.5 billion as of 1998.

There are currently around 300 "millionaire cooperatives" in the province. Forty cooperatives are composed solely of women engaged in stuffed-toy making, paper arts, embroidery, food processing, recycling, retailing and fruit vending. Seventy-eight cooperatives are headed by women who are either the president, chairperson or manager—reflecting the gender-sensitivity of the cooperative movement in the province.

This was followed by the **Cultural Development Program**, awarded in 1995, which aims to preserve and promote the rich historical and cultural legacies of the province, especially among the youth. Under Governor dela Cruz, this became an institutionalized program in 18 out of the 24 municipalities of Bulacan. The program has promoted a "culture of excellence" in the arts and encouraged cultural work as an economic opportunity that supports the tourism industry.

Another program is the **Lakas ng Kabataan sa Bulakan** (renamed as the Provincial Youth and Development Council Foundation), awarded in 1997. High school graduates unable to go to college are provided with skills training and upgrading, and job placement assistance. A total of 3,000 graduates were given skills training and 5,000 were recruited in job fairs annually. This earned Bulacan the Kabalik Awards from TESDA in 2002.

The **Alay Paglingap Program** (awarded in 1996) improved the delivery of health and other social services in the province by training, organizing and mobilizing a total of 4,023 volunteer workers. Volunteers, mostly made up as women, serve as *Lingkod Lingap sa Nayon* for barangays or as Mother Leaders for sitios, delivering services on nutrition, population and other social services.

Recognizing their greater participation, these women now form the **Panlalawigang Komisyon ng Kababaihan ng Bulakan** (2003 awardee) which serves as the policy advisory council and coordinative mechanism for gender-responsive policies, programs and services. The provincial government is able to save an estimated P27 million annually from the volunteers. These savings in turn benefit the community through more improved services.

A program that won in 2000, dubbed **Reinventing Public Service**, streamlined the bureaucracy and generated personnel productivity and savings for the local government. Under the program, new organizational structures that matched the needs and priority concerns of the provincial government were created. The management of change was facilitated by constant dialogues that fostered transparency and participative decision-making. Incentives and benefits for personnel productivity were provided. Systems and procedures were computerized and helped the personnel become more productive, significantly reducing transaction time with citizens. As a result, collection efficiency increased to 123%.



Governor Josie dela Cruz also instituted the **Constituent-responsive Governance Program**, awarded in 2002. Using the survey research method, Bulakenyos are able to give their feedback to projects that the provincial government plans to implement. Past surveys covered the health insurance program, solid waste management, the real property tax billing statement, and the acceptability of a community radio station. Surveys have also now become part of Bulacan's management information system that is factored into the decision-making process.

Bulacan is able to sustain and cultivate its tradition of excellence through two innovative programs:

its Center for Local Governance, Research and Development Foundation, which formulates policies and programs on good local governance through training and education, technical and consultancy services, research and advocacy; and the *Gawad Barangay*, an annual search for outstanding barangay programs within the province.

Nueva Vizcaya Province

Growing trees and people

NUEVA VIZCAYA'S governance model revolves around a vision highlighting people participation and environmental responsibility.

Two of the province's previously awarded programs are centered on environmental conservation and preservation. In 1999, Nueva Vizcaya was first recognized in the *Gawad Galing Pook* for its innovative approach to watershed management through its **Watershed Co-Management Program**.

The province was cited for assuming a significant role in developing an effective strategy to preserve the sources of the region's water supply. The program turned watershed occupants into rightful partners from mere squatters as they now serve as the "social shield" against illegal loggers, *kaingeros*, and other violators.

Another environmental program, called the **Tree Resources for Enterprise Education and Legacy (TREE for Legacy)**, which was awarded in 2002, reflects the province's efforts to broaden environmental responsibility beyond the watershed occupants to include the general populace itself. A unique aspect of the program is its provision of usufruct or harvesting rights as an incentive for people to get actively involved in tree planting and maintenance.

Aside from its environmental programs, Nueva Vizcaya has also been recognized for its commitment towards the creation of systems that ensure effective service delivery and active involvement of citizens in promoting peace and prosperity.

The **Quality Service Improvement Program (QSIP)**, awarded in 2000, is able to upgrade the healthcare standards in the province as well as promote greater access to healthcare services. This was primarily achieved through citizens' involvement using customer feedback mechanisms, inter-hospital collaboration especially in the areas of patient referral and medicine procurement, and reforms in the Provincial Health Board to include civil society as stakeholders.

Beyond the healthcare system, Nueva Vizcaya's reforms are also manifested in its real property tax system. Through its **Reforming the Real Property Tax System Program**, awarded in 2002, the province effectively reduced the cost and improved the efficiency of real property tax administration. Nueva Vizcaya also implemented programs that benefit other sectors of society. Under the **Empowerment of Persons with Disabilities Program**, awarded in 2002, the province empowered persons with disabilities and turned them into significant partners in development. The provincial government provided them access to healthcare services, livelihood training, and education.

Another program, awarded in 2003, provided for an **Effective Criminal Justice System** where those in jail are given opportunities to be productive members of society through livelihood trainings and values formation. The provincial government also partnered with other sectors of society, such as the church and the media, to effectively work together in expediting justice and enabling the local government unit to save on costs.

Nueva Vizcaya presents a model for governance fueled mainly by citizens' participation. Its success is especially commendable given that a majority of the *Sangguniang Bayan* has opposed efforts of the provincial governor, while municipal mayors within the jurisdiction also provided lukewarm support.

Nueva Vizcaya demonstrates that good governance is possible, not because of political concessions, but because people have been empowered.



AWARDS FOR CONTINUING EXCELLENCE

SPECIAL
CITATION
for
Good Urban Local Governance

Marikina City

Where discipline and excellence are kings

MARIKINA's transformation from a murky, low-profile town into a multi-awarded city has become a model for many striving local government units. Despite having won five awards in the Gawad Galing Pook over the years for its innovation in local governance, the city still flows with ideas to become more responsive to the needs of its citizenry.

Marikina's system of governance is anchored on three core values: discipline, good taste and excellence. The city government consistently imparts these values to its people, putting emphasis on high standards of integrity, good conduct and excellence.

In recent years, the city has been investing heavily on improving the quality

of education. Under its educational program, public elementary and high school students are provided free tuition and school supplies.

Marikina City also recently issued an ordinance that gives out privilege cards to qualified, non-delinquent real property taxpayers. Good tax-paying citizens are granted discounted rates on fees of selected government services.



The program is a creative way of informing citizens of their privileges and encouraging prompt and correct payment of taxes.

The same principles of cleanliness and orderliness were applied to public markets as well. The city's public market was considered the "Cleanest and Healthiest Market" by various government agencies. It has its own Clean Food Laboratory where all kinds of food sold are randomly tested for safety.

The city's award-winning programs are the following:

Save the Marikina River (1995 awardee): As leadership changed, the city's destiny shifted. By cleaning up the Marikina River and developing its shore, a turnaround in the city's image paved the way for renewed public support for the local government's programs.

Politika sa Bangketa (1997 awardee): The city leadership believes that people should be treated equally, but they must also behave decently. The program Politika sa Bangketa (Discipline on the Sidewalks) involved the removal of obstructions on sidewalks, including illegal vendors. Despite initial resistance to the program, the effort paid off as it resulted in pedestrian-friendly sidewalks and hassle-free roadways.

The program jumpstarted order and discipline as a way of life for the people of Marikina City.

Squatter-free Marikina (1998 awardee): To address the urban poor issue, the city government created the Settlements Office tasked mainly to provide decent shelter to the underprivileged. One of its services is the community mortgage program (CMP) originatorship, a financing program of the National Home Mortgage Finance Corporation, which helps residents in depressed areas own the lots they occupy. The squatter-free concept is linked to Marikina City's zoning program to prevent illegal structures in the city.

Barangay Talyer (1998 awardee): The program provided people access to simple carpentry tools and equipment needed for construction, repair and maintenance. Ordinary folks such as tricycle drivers simply go to the Barangay Talyer to borrow tools to repair their motorcycles.

Quick Response (1999 awardee): Delivery of basic services is another aspect that the city is quick to address. If America has Rescue 911, Marikina City has its own Rescue 161—an emergency response hotline for medical, fire and police assistance. It guarantees a response time of five minutes immediately after a phone call. Marikina City also has its own blood station for emergencies. Its city engineering department has the most complete set of equipment and has close to 600 personnel for calamities and rescue operations.

Naga City, Camarines Sur

Naga City's e-empowerment strategy

FOR the past decade, Naga City has greatly harnessed information communications technology (ICT) to enhance and redefine traditional notions of governance.

At the heart of Naga City's initiatives is a program called i-Governance, where citizens participate in civic affairs and local decision-making. Naga City believes giving its people access to governance leads to a more accountable and responsive government and fuels innovative approaches in city management.

The chief architect of these reforms is Mayor Jesse Robredo who was project manager of the Bicol River Rehabilitation Project before he ran for mayor in 1988 at the age of 29, riding on a bold platform of reform and inclusive governance.

Mayor Robredo instituted a range of innovative initiatives to raise efficiency in city operations and promote local participation in all civic affairs. The city government launched a **Productivity Improvement Program** (one of the Top Ten Outstanding Programs in the 1995 Gawad Galing Pook) for its 400 city workers. Instituting a merit and results-oriented assessment system, employees were rewarded and motivated to become more productive. A Personnel Selection Board enabled the city to do away with political patronage in hiring personnel.

Aside from improving worker productivity, the city also initiated wide-

-ranging efforts to computerize its operations in 1995. Naga City's **Informations and Communications Technology Development Program** (1996 awardee) led to the computerization of all important activities of the city government, the establishment of a local database with essential information on the household population in every barangay, and the creation of technical assistance services to line departments with all their hardware and software needs.



For more than five years now, Naga City has been pioneering systems of partnerships. In 1994, its **Metro Naga Development Council** was cited in the Gawad Galing Pook for its innovative approach to achieving economic growth and delivering services. Thirteen municipal governments and two cities, NGOs and private sector partners united to support a common development plan and complemented each other's resources.

Another innovative partnership is through the Naga City People's Council, a local federation of close to 100 non-government and people's organizations in the city. Through the program, NGOs and POs can observe, vote and actively participate in the deliberation, conceptualization, implementation and evaluation of projects, activities and programs of the city government.

The program won for Mayor Robredo the 2000 Ramon Magsaysay Award for Government Service for utilizing "citizen empowerment through the distinctive ordinance creating a People's Council that would explicitly ensure the continuing participation of NGOs and POs in all future city deliberations".

The program was further bolstered by the city's **People Empowerment Program** (2002 awardee) which includes a massive information program so that citizens are fully aware of their rights to demand good public service. The city government put out the Naga City Citizens Charter, which describes its key services for its local constituents. Along with a detailed description of each service is a step-by-step guide on how to use the service, the standard response time for its delivery, and the city hall officers and staff responsible for its operation.

An online version is the NetServe which provides an extensive catalog of services the city government provides.

Other trailblazing programs of Naga City that won in the Gawad Galing Pook are the following:

- **Naga Emergency Rescue Network** (1994 awardee), aimed at providing fast and reliable service in times of emergency to save lives and property;
- **Naga Kaantabay sa Kauswagan** (1994 awardee), which focuses on empowering the urban poor, exploring alternative modes of land acquisition and strengthening urban poor participation in local governance; and
- **Naga Early Education and Development** (1996 awardee), which provides a special education program for children with physical disability and a school for early education and development to showcase the best and the brightest preschoolers in the city.

Province of Batangas

Pansipit River Rehabilitation Program

TAAL, a lake within a volcano within a lake, is one of the Philippines' natural jewels. It is one of the country's prime tourist spots and, more importantly, a source of livelihood for more than 160,000 people who live in its periphery.

Declared as a protected landscape, Taal has come under threat due to the heavy clogging and silting of Pansipit River, the lake's only outlet to Balayan Bay. Illegal fish cages constructed along Pansipit River by big businessmen and small-scale fisherfolk cause the blockage. Earlier successful efforts of the Department of Environment and Natural Resources (DENR) and the now-defunct Presidential Commission on Tagaytay-Taal to address the problem proved short-lived.



After the agencies cleared Pansipit River in 1997 of 95% of the fish cages, the structures were back in place merely a year later.

Alarm bells were sounded when rising fish kills, a declining number of migratory fish particularly the "*maliputo*" species, poor water quality, and flooding in the areas around Taal were noted. If Taal Volcano unleashes its fury, lava flow into the sea would be jammed.

Recognizing the crisis, the provincial government decided to get its act together. The Provincial Government-Environment and Natural Resources Office (PG-ENRO) was tapped to lead coordination work. PG-ENRO sought the help of various government agencies and the Taal Lake Integrated Fisheries and Aquatic Resources Management Council, an organization of fisherfolk from Taal Lake.

"This is a greater good. A national protected resource is involved."

clear: totally dismantle fish cages and ensure that Pansipit River remains free from obstruction.

Along with a massive information campaign, dialogues were held with big-time fish cage operators and fishermen for the voluntary removal of their structures.

"We were talking of a greater good...so everybody had to

sacrifice because millions are involved and a national protected resource is involved. We are standing on sacred ground here," says Batangas Governor Hermilando I. Mandanas.

Opting not to use force in dismantling the cages, the dialogues with the fish-trap owners proved a harder task than clearing the 9.7-kilometer Pansipit River. While the fisherfolk appreciated the program, they also needed to



earn a living. It took a year before the cages were dismantled as the fisherfolk pleaded permission to harvest their fish crop before removing the traps. The program does not stop with the clean-up operations.

Alternative livelihood programs such as cattle-raising were drawn up and continuous monitoring was put in place to ensure the problem will not recur.

Pansipit River is now being developed as a tourist destination. Governor Mandanas says it took political will and cooperation to implement what seemed a rather difficult task. A major factor in the success of the program was making people appreciate the value of Pansipit River and Taal Lake.

"It's not just a source of livelihood, nor for tourism, but (it stands for) the cultural and historical values that we in Batangas have."

Province of Bohol

Bohol Coastal Law Enforcement Council

NAME any illegal fishing activity and for sure, it was perpetrated in the rich waters of Bohol.



The agreement led to the establishment of three Coastal Law Enforcement Councils (CLECs), which serve as managers and implementors of Bohol's coastal management program. Members of CLEC from various sectors are elected in a forum attended by representatives of all the local government units in the district. Their motto: "There is one set of law for everyone, big or small, influential or not, all cases filed in court holds true."

"A multi-sectoral and agency approach with provincial government pushing from behind."

CLEC is a "multi-sectoral and multi-agency approach with the provincial government pushing from behind... The CLECs, being composite, deter political intervention and manipulation," says Governor Erico Aumentado.

People in the grass-roots level gained a sense of ownership on the province's resources as well as trust and confidence in the justice system. They also imbibed an authentic concern for the value of sustainability.



Not surprisingly, the province's marine resources started to deteriorate. Coral reefs, seagrass beds and mangroves were destroyed and fish catch was on an alarming decline.

Small fisherfolk, who depend largely and oftentimes solely on their trade, were the most affected by the situation. Helpless and indifferent, they believed that law enforcers are solely responsible for apprehending and arresting the perpetrators.

On the other hand, authorities' efforts to curb the problem were disjointed and intermittent, and thus unsuccessful.

Stopping illegal fishing was "a cat-and-mouse game" between law enforcers and illegal fishers; the latter just moved around the province while the law enforcers tried to catch up with them," according to *Bohol Island: Its Coastal Environment Profile* published in 2002.

In 1997, a Bohol Environment Summit was held to address the issue of illegal fishing and the ineffectiveness of coastal law enforcement. Here, all stakeholders—the fisherfolk community, local and national government, the police and coastguards, and non-government organizations—sat down to identify solutions. All vowed to save Bohol's marine resources.



Bohol is slowly but surely rebuilding its water resources.

More than 100 fish sanctuaries have so far been set up, regular patrolling is conducted, and monitoring activities are in place. Governor Aumentado says coral reefs, seagrass beds and mangroves are coming back to life and fish stock is improving.

Last year, the province was able to supply more than half of the fish requirements of the Central Visayas region.

Bohol's dedication to the protection of its marine resources, and the environment as a whole, has not gone unnoticed.

Last year, it was the first province in the entire Southeast Asian region to receive an ISO 14001 certification for its environmental management system. It was also earlier given the Blue Heart Award by the Department of Environment and Natural Resources for "implementing a coastal management and best province-wide coastal law enforcement program".

Province of Bulacan

Panlalawigang Komisyon para sa Kababaihan ng Bulacan (PKKB)

WOMEN are all over the place in the province of Bulacan: in community assemblies, mobilization rallies, skills training centers, boardrooms and in the seats of power.

More than 100 women's organizations are actively involved in provincial programs under the *Panlalawigang Komisyon para sa Kababaihan ng Bulacan* (PKKB). The women NGOs work together, use their resources, and tap external help to address the needs of the community.

PKKB was formed to establish a clear vision for women, ensure gender equality, provide women access to socio-political and economic opportunities, and utilize and hone their skills and abilities.

"We watched women NGOs grow from shy and unsure to aggressive and confident; from passive and tentative to proactive and assertive; from working alone to working in groups and networks," says Bulacan Governor Josefina dela Cruz.

Prior to PKKB's creation, women in the province suffered from gender bias and unequal treatment. Males dominated legislative and executive positions, raising the probability of bias in policy-making and relegating women's concerns to the background. Incidents of violence against women were often-times unreported and unrecorded.

Now with PKKB, "women power" has emerged as an important catalyst in the development of Bulacan. Bulakeñas now actively take part in politics—from the Sangguniang Kabataan to the highest office in the provincial government.

"Women are now getting their chance to be elected and prove themselves worthy of serving the people," says Governor dela Cruz whose ascendance to power also exemplified the emerging role of women in her province.

Every year, Bulacan pays tribute to the exemplary performance of women in various fields with the Gawad Medalyang Ginto (gold medal award) during the celebration of Women's Day in March. Since 1997, nearly 300 women have already been given recognition in the provincial and municipal levels.

Seminars on women's rights and empowerment provide women knowledge on handling cases of abuse and sexual harassment. Gender-sensitive trainings and orientations have become the norm—from the barangay down to the provincial levels.

To reach out to all Bulakeñas, PKKB assigned commissioners to the four districts of Bulacan. Women NGOs and associations are immersed in every district to aid women in the grassroots level. Twenty-two towns and two cities have already served as venues for advocacy activities on women's rights, gender



mainstreaming, strengthening the family and child, and maternal health issues.

PKKB also assists women's groups in capability building, project conceptualization and in making government or private resources available. From 2002 to 2003 alone, there were 49 government projects for women amounting to P44.7 million.

PKKB has also created the Konsehong Pambayan Para Sa Kababaihan (KPK) in seven pilot municipalities. KPK will be the commission's counterpart in the municipal level. In 2004, PKKB plans

"Women have found their voice."

to work with 15 municipalities and two cities.

Among the programs Bulakeñas have initiated under the PKKB is the Sikap-Angat Program where women NGOs help provide livelihood for the poorest of the poor. Under the program, called *Sa Iyong Pag-iisa, May Kasama Ka*, beneficiaries get to earn around P5,000 a month from selling fishball, giving manicure, and rendering other home services. In Marilao, the Women in Service for the Differently Aabled of Marilao (Wisdom) was created to help poor children who have difficulty being accepted in regular schools and thus need special education.

Far from being typecast as the weaker sex, Bulakeñas are no longer taking a backseat when it comes to steering public and private sector-initiated programs. PKKB ensures that women will remain a driving force in Bulacan's development.

Cebu City, Cebu

Support for Community Initiatives and Partnerships to Respond to Violence Against Women and Other Gender Concerns

SPECIAL CITATION for Gender Responsive Local Governance



THIS is a city where violence against women (VAW) is not just a domestic and private affair, but a battle of the entire community.

What started from a shocking revelation 12 years ago is now a multi-sectoral program called "Community Initiatives and Partnerships to Respond to VAW and Other Gender Concerns". A 1991 survey conducted by non-government organizations showed that six out of 10 women in Cebu City were victims of battering and sexual abuse. "This is a skeleton in the closet that the government needs to address," says Cebu City Mayor Tomas Osmeña.

The situation needed multiple interventions: providing immediate shelter for the battered wives and their children, food, counseling, legal assistance, medical and medico-legal checkup, temporary livelihood, and support services.

To meet these needs, the local government created the Bantay Banay (Family Watch) program. Support eventually grew with the participation of the private sector and various NGOs.

At present, Bantay Banay has more than 5,000 volunteers throughout the city. Each barangay has its own group of volunteers where women could go for support.



"These are leaders, specific persons whom people could run to. This is not a paper organization, but a real and active organization," Mr. Osmeña says.

Bantay Banay organized and trained volunteers on gender sensitivity, and on critical issues such as VAW, basic counseling, family dialogue, laws and legal processes on women's issues. It also formed inter-agency bodies to render services, and coordinate with local authorities, the police, NGOs and private sector groups.

Since 1998, around 13,000 cases had been reported to Bantay Banay. Many of the cases were solved through dialogues, mediations and counseling in the barangay level. Only about 10% of the cases end up as lawsuits as many women still prefer to settle matters out of court. To provide moral support to women victims, Bantay Banay members attend court hearings and seek media attention on

"Domestic violence is a public concern."

possible lapses or delay in the legal proceedings.

Bantay Banay not only put VAW issues on the mainstream, it also earned a lot of "firsts" for Cebu City.

The local government passed an Anti-Domestic Violence Ordinance, the first of its kind in the country. It was also one of the first local government units to install women's desks in city police stations and to enact a Gender and Development Code that provides the framework for gender and development program in the city.

It also established the Cebu City Women and Family Affairs Commission with the private sector and NGOs as members, and passed an ordinance creating the Committee on Decorum and Investigation at City Hall to look into cases of sexual harassment and abuse.

Since 1998, an annual women's summit has been held to provide a venue for discussing gender issues and concerns. In 1999, the city mayor signed an agreement with barangay captains to set aside 5% of the annual budget for gender and development activities.

As a result, reported incidents of VAW have been reduced to only two out of ten women in 2002. Bantay Banay is also being replicated in as many as 65 LGUs all over the country.

Iligan City, Lanao del Norte

Missionville: Delivering the Bayanihan Spirit thru Multi-partnership

PUROK Santelmo used to be known as a “den of thieves” and a hiding place for fugitives. The tiny barangay sits near the heart of Iligan City, Lanao del Norte and is home to more than 300 squatter families and drug traffickers.

On the eve of Iligan City’s fiesta celebration in September 2002, a fire broke out in the slum area and rendered 258 families homeless. The incident worsened the poverty situation in the city where around 11,000 squatter families reside.

Iligan City Mayor Franklin Quijano knew “government cannot do it alone” because of meager resources. Instead of backing out from the challenge, the mayor turned to a religious charismatic group for inspiration.

The Iligan Chapter of Couples for Christ (CFC) had then just launched its Gawad Kalinga project in depressed areas in the city. Using part of a P30-million fund from Malacañang, CFC was to construct

50 low-cost houses in Iligan City. The project includes the repair of dwellings, health care, tutorials, as well as livelihood trainings for the poor.

Mayor Quijano admitted he was at first lukewarm to the Gawad Kalinga project. But when the fire broke out in Barangay Saray, he saw the value of forging partnerships with various sectors in the fight against poverty.

“Filipinos are known for their *bayanihan* spirit and this is an example of how to put it to good use,” Mayor Quijano says.

Taking the cue from CFC, the city created “Missionville”—a project that provides permanent shelter for the urban poor using the combined resources of the local government and various sectors such as the academe, religious groups and business organizations.

Donations came pouring in, not only in monetary terms. Some groups gave construction and building materials, while others contributed whatever they could afford: home fixtures such as tables, chairs and beds, curtains and kitchen utensils. Beneficiaries can also “pay forward” by contributing their free labor in the construction of other houses.

The estimated cost of the Missionville project could easily run up to P50 million. At prevailing prices, each housing unit could definitely have cost more. But since these were donated, each housing unit is only P40,000. To date, over a hundred houses already furnished and with water



connection have been awarded. Beneficiaries also get other services such as healthcare, tutorials and livelihood trainings.

“Government cannot do it alone.”



The project’s success caught the attention of the President who came to inaugurate the project. The United Nations also said: “Iligan City is making a novel and significant contribution in poverty alleviation in the Philippines.”

Province of Nueva Vizcaya

Convergence & Complementation: A Tool for Effective Nueva Vizcaya Criminal Justice System

IN the province of Nueva Vizcaya, visitors are most likely to be taken to jail.

It may sound uncanny but the provincial jail, located within the Provincial Capitol's compound, is one of Nueva Vizcaya's latest tourist destinations and a favorite stop for schoolchildren's fieldtrips.

The summit tackled the role of "convergence and complementation" of the various pillars to unify efforts and resources toward a common and shared goal: to have a speedy and effective disposition and dispensation of justice, says Governor Agbayani.

Nueva Vizcaya was once beset with mounting lawsuits.

The accused, particularly the poor, did not have easy access to good legal service. Investigations were often conducted unprofessionally, and jailhouses were managed inefficiently.

"Turning the wheel of justice faster, more effective."

With the seven pillars working together, court backlogs were reduced, lawyers turned service-oriented, jailhouses were decongested, and the rehabilitation program became more holistic.

Special courts have also been established for women and child victims.



Officials of the provincial government conduct a walking tour of the jailhouse, cited as the "cleanest and healthiest" in the country.

The provincial jail is but a microcosm of the effective criminal justice system in Nueva Vizcaya.

A program initiated by the Integrated Bar of the Philippines-Nueva Vizcaya Chapter, the courts and the provincial government aims to address the needs of all the "victims" of a criminal act: the accused, their families, the convicts, and the community as a whole.

Governor Rodolfo Q. Agbayani says the program regards jail inmates as "offenders-in-transition" and not guilty criminals. As such, they are provided with the necessary skills—economic, social and spiritual—that prepare them for their return to free society.

The program involves the so-called "Seven Pillars" of the criminal justice system: the community, law enforcement agencies, public and private lawyers, courts, correctional, the church, and media. It traces its beginnings in a judicial summit sponsored by the IBP-Nueva Vizcaya in 1998.



Today, Governor Agbayani takes pride in having a province that has been jueteng-free for the last four years, and where no barangay is threatened nor influenced by the New People's Army. Nueva Vizcaya has also received consistent recognition for having the "Most Outstanding Peace and Order Council in the Philippines".

Province of Negros Occidental

Amlig Kabuhi

NEGROS Occidental is hardly a place you can call "sleepy". Every once in awhile, the province is roused by disasters.

This is because it is home to Mt. Kanlaon, one of the 22 active volcanoes in the country; six major rivers that may cause flooding in at least 17 areas during typhoons; the Negros Trench, an earthquake generator that poses a threat to 16 towns and cities; and sugar plantations where vehicular accidents and other man-made disasters may arise.

In 2001, 58 lives were snuffed out because of natural calamities such as typhoons, flash flooding and lightning. A total of 78,846 families were affected. The cost of agricultural damage was placed at P658 million and P108 million worth of infrastructure were destroyed.

But the provincial government and the people are no fatalists. It realized disaster preparedness is key for Negros Occidental to be socially and economically developed.

Disaster-management efforts were strengthened in 1996 and further enhanced in 2001 when a comprehensive program was introduced.

Dubbed "Amlig-Kabuhi", Visayan for "saving lives", the program aims to provide quicker and more organized response and mobilize a sustainable pool of trained and committed volunteers for rescue operations.

A Provincial Disaster Management Team (PDMT) was created in 2001 to serve as the secretariat of the Provincial Disaster Coordinating Council. The PDMT is a multi-agency body that manages both pre-disaster preparedness and post-disaster response and management. It also acts as the nerve center of 45 rescue groups with 4,570-strong trained volunteers and conducts a massive information campaign to raise Negrenses' awareness on disaster preparedness and coordinate rescue efforts.

The province also has a Public Safety Academy, the first rescue-training center in the country. The academy sits on a 25-hectare public park and has two buildings donated by the privately run Amity Fire Brigade Volunteers. The provincial government is extending P2.5 million in assistance to improve its existing facilities.



"The right of every person to live is inherent."

With the system, proper equipment and facilities in place, response time for emergency calls is now guaranteed at 20 minutes or less to anywhere within the

province's 7,900-square kilometer area covering 19 towns and 12 cities.

"The right of every person to live is inherent. The provincial government, together with the private sector, ensures that this right is respected and protected," says Governor Joseph Marañon.

True enough, the province has been recording lesser number of human casualties from disasters. From the same number of annual typhoons and flooding incidents, the number of victims has been decreasing from 58 in 2000, 38 in 2001, and 18 in 2002.

Governor Marañon says the program was able to reduce damage to property to P75 million in 2002 from P150 million in 2001.

Negros Occidental's efforts to avert and minimize the impact of disasters translated to substantial savings from relief operations and rehabilitation of damages. These savings are reverted to the general fund for development programs such as rural electrification and street-lighting projects.

With Amlig-Kabuhi, the 2.5 million population of disaster-prone Negros Occidental can sleep well at night knowing that help will always be on the way.

Province of Nueva Vizcaya

Convergence & Complementation: A Tool for Effective Nueva Vizcaya Criminal Justice System

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Governor Rodolfo Q. Agbayani says the program regards jail inmates as "offenders-in-transition" and not guilty criminals. As such, they are provided with the necessary skills—economic, social and spiritual—that prepare them for their return to free society.

The program involves the so-called "Seven Pillars" of the criminal justice system: the community, law enforcement agencies, public and private lawyers, courts, correctional, the church, and media. It traces its beginnings in a judicial summit sponsored by the IBP-Nueva Vizcaya in 1998.



Today, Governor Agbayani takes pride in having a province that has been jueteng-free for the last four years, and where no barangay is threatened nor influenced by the New People's Army. Nueva Vizcaya has also received consistent recognition for having the "Most Outstanding Peace and Order Council in the Philippines".

Province of Negros Occidental

Amlig Kabuhi

NEGROS Occidental is hardly a place you can call "sleepy". Every once in awhile, the province is roused by disasters.

This is because it is home to Mt. Kanlaon, one of the 22 active volcanoes in the country; six major rivers that may cause flooding in at least 17 areas during typhoons; the Negros Trench, an earthquake generator that poses a threat to 16 towns and cities; and sugar plantations where vehicular accidents and other man-made disasters may arise.

In 2001, 58 lives were snuffed out because of natural calamities such as typhoons, flash flooding and lightning. A total of 78,846 families were affected. The cost of agricultural damage was placed at P658 million and P108 million worth of infrastructure were destroyed.

But the provincial government and the people are no fatalists. It realized disaster preparedness is key for Negros Occidental to be socially and economically developed.



Disaster-management efforts were strengthened in 1996 and further enhanced in 2001 when a comprehensive program was introduced.

Dubbed "Amlig-Kabuhi", Visayan for "saving lives", the program aims to provide quicker and more organized response and mobilize a sustainable pool of trained and committed volunteers for rescue operations.

A Provincial Disaster Management Team (PDMT) was created in 2001 to serve as the secretariat of the Provincial Disaster Coordinating Council. The PDMT is a multi-agency body that manages both pre-disaster preparedness and post-disaster response and management. It also acts as the nerve center of 45 rescue groups with 4,570-strong trained volunteers and conducts a massive information campaign to raise Negrenses' awareness on disaster preparedness and coordinate rescue efforts.

The province also has a Public Safety Academy, the first rescue-training center in the country. The academy sits on a 25-hectare public park and has two buildings donated by the privately run Amity Fire Brigade Volunteers. The provincial government is extending P2.5 million in assistance to improve its existing facilities.



" The right of every person to live is inherent."

With the system, proper equipment and facilities in place, response time for emergency calls is now guaranteed at 20 minutes or less to anywhere within the

province's 7,900-square kilometer area covering 19 towns and 12 cities.

"The right of every person to live is inherent. The provincial government, together with the private sector, ensures that this right is respected and protected," says Governor Joseph Marañon.

True enough, the province has been recording lesser number of human casualties from disasters. From the same number of annual typhoons and flooding incidents, the number of victims has been decreasing from 58 in 2000, 38 in 2001, and 18 in 2002.

Governor Marañon says the program was able to reduce damage to property to P75 million in 2002 from P150 million in 2001.

Negros Occidental's efforts to avert and minimize the impact of disasters translated to substantial savings from relief operations and rehabilitation of damages. These savings are reverted to the general fund for development programs such as rural electrification and street-lighting projects.

With Amlig-Kabuhi, the 2.5 million population of disaster-prone Negros Occidental can sleep well at night knowing that help will always be on the way.

Province of Negros Oriental

with Bayawan City and the Municipalities of Basay and Sta. Catalina
Inter-LGU-NGO Partnership in Healthcare Delivery



Fortunately, the governor of the province knew how to deal with the complexity of hospital and public healthcare operations.

To address the problem, the provincial government brought together individuals, non-government organizations and the community in a partnership that will improve and sustain the delivery of healthcare services.

“Good health is good politics”

Negros Oriental Governor George Arnaiz says the concept empowers the partners through their respective management boards to be more creative and resourceful in addressing issues and concerns related to health care delivery.

The partnership introduced several innovations, including the creation of

a Hospital Health Board with multi-sectoral membership.

The Board not only serves as an extension arm of the provincial government in the financial management of the program, but also promotes community involvement and empowerment.

LGU's provided financial and manpower support to hospitals, while the

LIKE many local government units (LGUs), Negros Oriental always looked to the National Government when it came to keeping its constituents healthy.

Since after the war, the Department of Health (DoH) had been the agency responsible for delivering health care services to the population, function was passed on to LGUs in 1991 with the enactment of the Local Government Code, Negros Oriental appeared every inch like an orphan.

For starters, the provincial government was forced to cut its budget for hospital operations by as much as 82%.

Naturally, public health services deteriorated. Morale of health workers was down due to a growing disparity on the salaries and benefits of those that were retained and those devolved. Local chief executives saw their roles shifting overnight—from political administrators to health workers and fund-raisers. The provincial government knew it desperately needed help.



private sector handled the improvement of hospital facilities and provided additional medicine. Six Inter-Local Health Zones were formed to further devolve program management down to the district level.

The province's six district hospitals were allowed to plow back their incomes to improve hospital operations and services under a Sangguniang Panlalawigan resolution. State-of-the-art diagnostic, dialysis, drug treatment and rehabilitation centers were established to further boost health services.

QUEZON City was a notorious bad payer. Payment to suppliers and contractors was often delayed, as well as remittances to various government agencies. The city hall's bloated bureaucracy of 12,000 permanent and contractual employees had to wait for months to get their salaries.

When Mayor Feliciano "Sonny" Belmonte, Jr. assumed the post in July 2001, he discovered that Quezon City owed suppliers and commercial banks close to P3 billion. The city had also used up its budget for the year. Naturally, basic and social services such as garbage collection, healthcare, schoolhouses and roads were sacrificed.

The city blamed poor revenue collection and an unrealistic budgetary system for its cash woes. Officials unmindfully spent more than the city could afford. Worse, corruption was rampant in all levels.

On his first day on the job, Mayor Belmonte put improving fiscal management and governance capacity building as his first order of business.

Until now, the first report he requires to see on his desk every morning is a copy of the city's budget.

"City officials had to be clear about what we wanted to achieve and what kind of leaders we wanted to become," he says.

The task of bringing the city coffers back to the pink of health was an arduous one for the new administration.

To raise revenues, it used both carrot and stick. Real property tax laws were strictly enforced, and regulatory fees were changed to reflect market rates. Incentives were also offered to lure voluntary tax payment.

The tax payment system was computerized, procedures were simplified, and a "taxpayer-friendly" payment hall was constructed. Payment claims were strictly validated to reduce fake collections. Commission on Audit rules were seriously implemented.

To rein in spending, city officials identified the biggest expense accounts and tried to reduce them. Two items found eating up a big chunk of the budget were garbage collection and personnel salaries.

"Expenditures have to be needs-driven, not supplier-driven, not kumpane-driven."



From the more expensive system of collecting trash per trip, the city engaged contractors to do a "pakyaw" or wholesale collection.

To cut the bureaucratic fat, the city laid off about 3,000 casual employees.

"Most of them were mere '15-30' employees anyway," says the mayor, referring to city hall personnel who reported for work only during paydays on the 15th and 30th of every month.



The Quezon City government

posted a dramatic turnaround in its finances with an impressive P2.2-billion budget surplus in 2002, from a deficit of nearly P600,000 in 1999. Improvements in the collection of business taxes jumped by almost 160% during the period. Streamlining and reorganization of offices pruned the city's expenditures by 32%.

By licking its fiscal woes, Quezon City now has funds to improve its roads, clean up creeks and *esteros*, provide healthcare and sanitation needs and other social services.

"With enhanced finances through more effective fiscal management, and improved governance capacity, we are on the move towards our goal of becoming a 'Quality City,'" says Mayor Belmonte.

Barangay Tabok, Mandaue City, Cebu

Barangay Waterworks System



IN THE province of Cebu, people in one barangay found they did not have to walk on water to turn a crisis into an opportunity.

The waterworks system used to be a drain in the resources of Barangay Tabok, Mandaue City. People in the barangay did not have potable water after one of its two deep wells, Taruwas I, bogged down in 1993 after 13 years in operation. The acute water shortage lasted for more than two years and severely disrupted the lives of the barangay's 7,000 residents.

"People like myself had to line up everyday for water. We were vulnerable to sickness," says barangay captain Emilio Rosal. "It was a very big problem."

This was the scenario until the people in the barangay decided to get their acts together. They formed a non-stock, non-profit corporation called the Tabok Rural Waterworks System Inc. (TARUWAS) to manage the waterworks system of the barangay.

The corporation's goals include: providing safe potable water for domestic use at a lower cost; adhering to the promotion of better water conservation; minimizing utilization by centralizing waterworks; maintaining a waterworks

system that is environment-friendly; and providing easy monitoring of water quality.

The newly formed corporation entered into an agreement with the barangay council to adopt a socialized water-pricing scheme. Those who consume more subsidize those who consume less. TARUWAS charges a minimum of P5 per cubic meter, one of the cheapest in Mandaue City.

Learning its lessons from history, TARUWAS not only rehabilitated the deep well, it also expanded the project. It constructed another deep well, Taruwas III, which has the biggest capacity at 30,000 gallons. It also purchased a 30-square meter lot for the creation of another deep well in the future.

It did not take long before water shortage became a thing of the past in Barangay Tabok. Productivity greatly improved as residents can now devote time to their work instead of queuing for water. Proper monitoring of the quality of water also safeguarded the health of water consumers.

In areas that could not be reached by TARUWAS' facilities or where people could not afford to pay, artesian wells were installed.

From a cash fund of

P16,000 in 1995, TARUWAS now has around P1.2 million. It generates an average monthly income of P20,000 to P25,000. About 60 percent of the accumulated income from operation is placed in time deposit to maximize interest income. It reserves a war chest of P150,000 each for the three deep well pumps in case of emergency. Its water bill averages P145,000 monthly.

From its savings, the corporation was able to fund various barangay projects. Among these were the construction of roads, the Tabok High School building, street lighting, makeshift classrooms, and a day care center.

"Our policy is to plow back the savings from our operation into the community projects identified and approved by the barangay council," Barangay Captain Rosal says.

The people of Barangay Tabok learned that only by empowering themselves could they bring life back to their community.

"Where water flows, life grows."

Alicia, Isabela

Child-friendly Local Governance

THE SMALL town of Alicia in Isabela province takes its children seriously.

The second-class municipality with a population of 26,000 has put the child at the center of its development program. Its Child-friendly Movement is being implemented under the banner "BATA"—acronym for a four-pronged strategy:

- Broadening awareness and institutionalize the United Nations Convention on the Rights of the Child;
- Allocation of fund support for children welfare and protection;
- Total involvement and commitment through collective efforts of all key players; and
- Attainment of competitive performance through Child-friendly Governance.

The BATA program has earned the town various recognition as the "Most Child-friendly Municipality" at the provincial, regional and national levels from 2000 to 2002.

The success of the child-centered program did not come from government efforts alone. Active support and participation came from people's organizations, non-government organizations, church groups, the private and business sectors, and the entire community.

Among the municipality's specific projects are the "Piso Mo, Aral Ko", "Barya Mo, Buhay Ko" and the "Balik-Aral Expansion Program" aimed at meeting the mandate for all school-aged children to be enrolled in public schools.

The town has a zero backlog in classroom requirement and has put up libraries and other reading centers. Its 34 barangays also take pride in having their own playground facilities.

Literacy level and the prevalence of school dropouts have since improved and Mayor Napoleon S. Dy claims that the general proficiency level of their children is about 80%.



"Sa bata magsisimula ang pagbabago ng Pilipinas."



Apart from education, the program has a holistic scheme that covers family planning through child spacing, construction of good-quality daycare centers, provision of

medical and dental services, protection against abuse, curbing drug use, skills-training for out-of-school youth, and participation in community and government affairs.

To ensure the program's sustainability and for Alicia to live up to its reputation as a child-friendly town, the municipal government passed ordinances for a five-and 25-year children investment plan. It also adopted the Isabela Provincial Children's Code, and undertakes "continuing advocacy and capability-building".

Angono, Rizal

Sa Turismo Aangat ang Angono

The municipality of Angono in Rizal province is home to two National Artists: painter Botong Francisco and musician Lucio San Pedro. But save for this reputation, it had little else.

The municipal government did not have a clear goal, traffic congestion was bad, there was no transport terminal, flash flooding was not uncommon, the surroundings were dirty, and worse of all, the people seemed like they couldn't care less.

Angono was a third-class municipality then, and it was every bit a picture of a sad, pathetic town.

As Mayor Gerardo V. Calderon himself put it: "We had no direction."

Yet a dramatic transformation took place between 1999 and 2002. Angono was consistently bagging awards for being the cleanest and greenest in the province. In 2001, it was finally elevated to a first-class municipality.



Angono's road to development started with the basics. With the help of people's organizations, Angono drafted a statement of its vision and mission as a municipality that became its roadmap to development.

After it identified tourism promotion as its centerpiece program, Angono embarked on a physical makeover. Road obstructions were removed to decongest traffic, the public market was renovated, the public transport system was organized, and volunteers were enlisted to keep the main roads clean.



pangarap." ("When people are inspired, they seemed in love. They will do everything to reach their dreams," he says.

"When people are inspired, they will do everything to reach for their dreams."

The town's physical rehabilitation was meant to uplift the people's moral motivation and make them feel proud of their hometown, says Mayor Calderon.

"Kapag inspired ang tao, parang in love yan. Lahat ginagawa para marating ang kanyang

Dumingag, Zamboanga del Sur

Child-friendly Movement

Dumingag is one of the municipalities in Zamboanga del Sur where access is always a problem.

Barangays in this largely agricultural town are on upland areas, making the delivery of basic services a great difficulty. Malnourished children walked barefoot on kilometers of rough road to reach their schools.

This was the scenario before 1999 when the municipality's Child-Friendly Movement (CFM) started. The program was created to address the problems in health and nutrition (child and infant mortality), education (child abuse in schools), and women and children's agenda (child labor, discrimination against women).

The municipal government mobilized all sectors of the community. The municipal government also partnered with the United Nations Children's Fund (UNICEF) and the National Economic and Development Authority (NEDA) to further strengthen the program.

There is now heightened consciousness on health and sanitation, and on issues related to the rights of women and children. This



has resulted in a significant reduction in cases of abuse, maltreatment and exploitation.

The CFM also brought Dumingag a lot of "firsts": it has police stations with children's and women's desks, a Child Welfare Code, a hotline for reporting abuse on women and children, and a reward system for child-friendly barangays.



center of community development earned Dumingag the national recognition of being the "most child-friendly municipality of the Philippines" in 2000 and 2001.

"We must not dream of changing the world if we did not do anything for the children."

Dumingag is also becoming popular as the home of the "Kiddy Cops" members of the police force dedicated for the protection of children. The move is aimed at eradicating children's fear of the police to encourage them to report incidents of abuse in their schools and homes.

The program now covers all 44 barangays in Dumingag. Its success in placing children's welfare at the

Gonzaga, Cagayan

Dap-ayan: Innovative Approach to Development

In far-flung areas hardly accessible from the seat of power, government help is slow in coming. If and when it does, assistance comes in the form of programs that do not address the real needs of people.

The municipality of Gonzaga in Cagayan province, a town of traditional farmers and fishermen, was no exception. Until the *Dap-Ayan Ti Barangay*.

"If not for the *Dap-Ayan*, we would not have known that there were many problems at the barangay level—massive unemployment and underemployment, rivers drying up, and forests vastly devastated," says Mayor Epifanio G. Gaspar.

Dap-Ayan, an Ilocano term for "forum", is a weekly consultative meeting among the municipality's 25 barangays. It is a forum "where everybody is entitled to have access to information and the right to express themselves".

The proceedings of each meeting are not just jotted down on paper; they are also broadcast over the community radio.



With the communication lines open between the people at the grassroots level and those in the lead, the municipal government was able to assess its priorities, realign programs according to the needs of the community, and implement meaningful changes.

"The community determines what can be and cannot be done," says Mayor Gaspar.

The impact of the *Dap-Ayan*, which has been going on for four and a half years now, has been far-reaching. Economic, socio-cultural and environmental benefits are evident in the form of infrastructure development, protection of natural resources, and self-sustenance of the communities.

Concrete examples of successful programs arising from the *Dap-Ayan* are the "One Barangay, One Product" project, which provides alternative livelihood programs; and the Wangag River restoration project. Road networks are also being improved. A Task Force Sagip

Watershed was formed and has resulted in better water supply for farm irrigation and conservation of forest resources.

Malalag, Davao del Sur

SRA-MBN Plus

Numbers speak volumes about the success story of this third-class municipality in Davao del Sur.

From 1999 to 2003, Malalag realized savings of more than P1.5 million out of re-channeling its mortuary aid, providing health insurance and Social Security System coverage to poor residents, and other projects.

Numbers also play a significant role in improving the quality of life of people in Malalag by allowing the municipal government to maximize its meager resources.

The strategy is simple: Malalag conducts regular surveys to determine the minimum basic needs (MBN) of its constituents. These social indicators are culled and become the framework for the municipal government's Social Reform Agenda.

Unlike many local government units already adopting the MBN approach to alleviate poverty, however, one thing distinguishes Malalag. While other LGUs struggle to meet all 33 social indicators under the MBN approach, Malalag has added 16 more indicators to measure the impact and effectiveness of the program on people's behaviors and attitudes.



Using health indicators made it easier for health personnel to find out who among the families have needs that have remained unmet. Maternal and childcare have remarkably improved since the program started in 1997. The number of children not fully immunized was reduced to 30 in 2002 from 505 in 1998. Cases of malnutrition also dramatically plunged to 30 in 2002 from 453 in 1998. Closer monitoring of pregnant and lactating

"Directing meager resources to those who need them most."

mothers have totally eliminated the death and birth of malnourished children from 296 cases in 1998.

To maintain peace and order, barangay officials keep and update profiles of residents per purok. The practice helps them keep a close watch on strangers in the community, or rebel groups who could encroach and recruit people in the area.

As part of the strategy, the municipal government created Integrated Resource Management Teams to push service delivery. Government agencies, non-government and foreign organizations have also been tapped for funding assistance.

Muntinlupa City

CRUSADA: Crusade Against Drug Abuse

Muntinlupa City not just turned text messaging into a revolution, but an effective weapon in a crusade.

Plastered all over the city are billboards rallying people to text a hotline number to confidentially report users and vendors of illegal drugs. The city's innovative anti-drug abuse campaign, CRUSADA, has been drawing residents, attention and generating positive response.

An average of 247 text messages and 59 calls are received by the hotline each day, not just from residents, but from those living outside Muntinlupa City as well. About 75 percent of these are drug-related and provide information that lead to arrests.

Vice Mayor Jo Jason T. Alcaraz, who leads CRUSADA, says text messaging allows residents to remain anonymous when they provide vital tips on individuals engaged in illegal drug-related activities.

Messages are immediately relayed to authorities. Task Force Kidlat, the drug enforcement division of the Drug Abuse Prevention



and Control Office (DAPCO), was formed to focus on surveillance and drug buy-bust operations. city government also established its own drug-testing laboratory that has the capability to screen for use of marijuana, shabu and ecstasy. Income from its operations partly funds the CRUSADA, especially the Muntinlupa Renewal

“Licking the drug problem through texting and testing.”

Home (MRH). Those tested positive for drug use are recommended for rehabilitation at the MRH. Partly subsidized by the city and the barangays, rehabilitation involves counseling for the whole family and a follow-up program for patients.

Barangay Anti-Drug Abuse Councils (BADACs) have also been created to plan, strategize, implement and evaluate drug abuse prevention projects and programs in the barangay level. CRUSADA also plans to set up Workplace Anti-Drug Abuse Councils (WADACs) for random drug testing for employees and sanctions on violators.

Pasay City

PhilHealth Plus

More than 70,000 people live in urban poor communities in Pasay City. While they make up less than a fifth of the city's population, they had to fight for attention from the four hospitals and a dozen health centers servicing the locality.

Rising costs of medicine and basic medical services have also discouraged poor families from seeking health care. Majority cannot afford laboratory services such as urinalysis, stool examination, blood examination and x-ray. Thus residents in the city had to wage a battle against cardiovascular and infectious diseases such as pneumonia, diarrhea, and tuberculosis, aside from the daily struggle to make ends meet. their burden, the city government decided to foot the bill by tapping the National Health Insurance Program (PhilHealth). Pasay City passed Resolution 978 providing funding to enroll at least 85% of poor families in the health insurance program.



For this year, the city government set aside P7 million for the program dubbed as “PhilHealth Plus”. This was an increase from P6 million last year. The Department of Health (DOH) and PhilHealth, Pasay City's partners in PhilHealth Plus, also extended funds.

Last year, 9,319 families enrolled in the program. Of the total, 5,042 availed of the outpatient benefit package that provides free consultation and laboratory examinations in health centers. Patients who require confinement are admitted in accredited hospitals.

The city government also established several health centers to provide free consultation and medicine. Health centers are strategically located within the city to lessen problems of access. PhilHealth Plus also promotes health consciousness among its poor beneficiaries through the barangays.

“People have a sense of security now. They are greatly enhanced physically and mentally,” says Dr. Pilar A. Perez, city health officer. “The savings they get from PhilHealth Plus can be used to augment their needs in other areas such as food, shelter and education.”

Sta. Barbara, Iloilo

Ecological Solid Waste Management

IN 1956, Sta. Barbara was the cleanest town in the country. More than four decades later, it was the dirtiest in Iloilo province.

"You can see garbage anywhere, everywhere and anytime you want to," says Mayor Isabelo Maquino.

Aside from the filth, a dumpsite was right in the center of town—five meters away from the public market and 10 meters from the communal artesian well.

"It was a local version of Smokey Mountain," then vice mayor Maquino says.

Petitions flooded the municipal government's office to clean up the rubbish because of the resulting stench and health hazards. The petitions, however, only gathered dust.

When he assumed office in 2001, Mayor Maquino regarded the garbage problem as top priority. But he didn't intend it to be the government's job alone.

"I told the people it's high time we join hands to solve this problem," he says.

The former dumpsite is now a productive vegetable garden. An ecological park was set up at the alternative dumpsite in a barangay. Biodegradable materials are stored and turned into compost that are distributed free to local farmers. Non-biodegradable products are recycled and sold to junk shops, and park workers use the proceeds to hold social activities.

"From *basura naging pera* (From garbage to cash.). That's not a slogan, that's a reality in Sta. Barbara," the mayor says.

The town also strictly implements a "no segregation, no collection" policy on garbage collection. Households are given back their trash if they do not comply and some have actually been fined for repeated offenses.



Sta. Barbara currently has an 87% garbage collection efficiency and aims to achieve a zero-waste status by 2012—ten years after it started its Ecological Solid Waste Management Program.

The town, which will be the site for a new airport for Panay Island, has been designated as a local resource center for solid waste management in the country.

Continuing education, especially among the youth, is being



undertaken to plant the seeds of cleanliness. "This is a good example that if we all work together, nothing is impossible," the mayor says.

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Ms. Alma dela Paz	Executive Director	Kapwa Upliftment Foundation
Mr. Romy Taup	Regional Governor	Philippine Chamber of Commerce & Industry

GAWAD GALING POOK AWARDEES (1993-2002)

Hall of Fame Awardees

Bulacan Province
Davao del Norte
Irosin, Sorsogon Davao del Norte
Marikina City
Naga City, Camarines Sur
Nueva Vizcaya Province
Puerto Princesa City, Palawan
San Carlos City, Negros Occidental

Top Ten Outstanding Programs 1993 - 1994

Bulacan Province	Kaunlaran sa Pagkakaisa
Cotabato Province	Kabalikat Rubber Development
Cebu City, Cebu	Tax Computerization
Irosin, Sorsogon	Integrated Area Development
Mandaluyong City, Metro Manila	Build, Operate and Transfer: The Market Place
Naga City, Camarines Sur	Metro Naga Development Council
Olongapo City, Zambales	Solid Waste Management
Pangasinan Province	Binmaley Nutrition, Food, Environment and Medicare
Puerto Princesa City, Palawan	Bantay Puerto
Tulunan, Cotabato	Tulunan Peace Zone

Other Trailblazing Programs

Calumpit, Bulacan	LGU-NGO Partnership
Cebu City, Cebu	Cebu City Task Force on Streetchildren
Cebu City, Cebu	Hillyland Resource Management and Development Commission
Guagua, Pampanga	Propagation and Distribution of Ilang-Ilang
Hindang, Leyte	Family Income Augmentation
Naga City, Camarines Sur	Naga Kaantabay sa Kauswagan
Pilar, Sorsogon	Pilar Integrated Educational Support
Sulat, Eastern Samar	Partnership for Community Health Development
Zamboanga del Norte	Provincial Environment Protection and Management

Top Ten Outstanding Programs 1994 - 1995

Bulacan Province	Cultural Development Program
Guagua, Pampanga	Guagua Integrated Approach Towards Sustainable Development
Kalibo, Aklan	Kalibo Save the Mangroves
Malalag, Davao del Sur	Strategic Intervention in Transforming Malalag into a Provincial Agro-Industrial Center
Marikina City, Metro Manila	Save the Marikina River
Naga City, Camarines Sur	Productivity Improvement Program
Negros Occidental	Community Primary Hospital/ Community-Based Resource Management
Negros Occidental	Municipal Bond Flotation for Low-Cost Housing
Sampaloc, Quezon	Kapit-Bisig
Science City of Muñoz, Nueva Ecija	Acquisition of a Complete Equipment Pool

Other Trailblazing Programs

Balilihan, Bohol	Mobilizing Puroks for Primary Health Care
Baybay, Leyte	Providing Water to Remote Barangays
Binangonan, Rizal	Increasing Tax Collection
Cebu City, Cebu	Providing Emergency Medical Service
Davao del Norte	Producing Trichogramma
Iloilo Province	Saving the Maasin Watershed
Peñablanca, Cagayan	Strengthening Economic Enterprises
Puerto Princesa City, Palawan	Providing a Low-Cost Housing
San Carlos City, Negros Occidental	Building a Barangay Fish Port
Surigao, Surigao del Norte	Mobilizing Women for Primary Health Care
Peñablanca, Cagayan	Strengthening Economic Enterprises

Top Ten Outstanding Programs 1995 - 1996

Baguio City, Benguet	Eco-Walk (An Environmental Awareness Program for Children)
Bulacan Province	Alay Paglingap
Cagayan de Oro City, Cagayan de Oro	Agora Mobile School for Streetchildren
Davao Province	Sustainable Food Security
Masinloc, Zambales	Marine Conservation of San Salvador Island
Naga City, Camarines Sur	Government Computerization

GAWAD GALING POOK AWARDEES (1993-2002)

Puerto Princesa City, Palawan
San Carlos City, Negros Occidental
San Miguel, Bohol
Santa Maria, Bulacan

Oplan Linis
Lote Para sa Mahihirap
Municipal Infirmary and Health Assistance
Ecological Waste Management

Other Trailblazing Programs

Clarín, Bohol
Eastern Samar
Lipa, Batangas
Magsaysay Davao del Sur
Malalag, Davao del Sur
Muntinlupa City, Metro Manila
Naga City, Camarines Sur
New Lucena, Iloilo
Puerto Princesa City, Palawan
Puerto Princesa City, Palawan

Potable Water for All Barangays
Eastern Samar Peace and Reconciliation
Sipaglakas Movement
Upland Agricultural Development
Alternative Scheme for Sustaining Health Services
Management of Human Settlements
Naga Early Education and Development
Comprehensive Cooperative Development
Satellite Hospitals
Satellite Libraries

Top Ten Outstanding Programs 1996 - 1997

Aparri, Cagayan
Bais City, Negros Occidental
Butuan City, Agusan del Norte
Davao Province
Guimaras Province
Marikina City, Metro Manila
Palompon, Leyte
Pulilan, Bulacan
Sagay City, Negros Occidental
San Carlos City, Negros Occidental

A Clean Sea, A Healthy Community
Environmental Resource Management
Save the Working Child
Voluntary Blood Sufficiency
Provincial Health Insurance
Pulitika sa Bangketa
Ecological Amelioration for Sustainable Development
Barangay Tanod, Partners to Progress
Sagay Marine Reserve
Roads for Progress

Other Trailblazing Programs

Alimodian, Iloilo
Basco, Batanes
Batangas Province
Irosin, Sorsogon
Jones, Isabela
Legaspi City, Albay
Madrilejos, Cebu
Masbate Province
Naujan, Oriental Mindoro
Olongapo City, Zambales

Community-Based Rehabilitation of Services for the Disabled
Basco Water Works System
Todo Unlad
Irosin Agrarian Reform
Talahib Handicrafts
Alternative Commercial Business District
Sports Development Padre Garcia
Fishery Development
Lingap Tanaw
Volunteerism, Olongapo Style

Top Ten Outstanding Programs 1997 - 1998

Bustos, Bulacan
Iloilo Province
Irosin, Sorsogon
Marikina City, Metro Manila

Mindoro Occidental
Negros Occidental
Oroquieta City, Misamis Occidental
Sebaste, Antique
Surigao, Surigao del Norte

Community Mobilization for Zero-Waste Management
Inter-LGU Partnership for Management of Banate Bay
Inter-Barangay Environmental Development
Squatter-free Marikina
Barangay Talyer
Mangyan Program
Balik-Ilahas
Barangay Self-sufficiency
Sebaste Community Clinic
Barangay Infrastructure

Other Trailblazing Programs

Loon, Bohol
Malalag, Davao del Sur
Mandaluyong City, Metro Manila
Paranaque City, Metro Manila
Sta. Ignacia, Tarlac
Tagaytay, Cavite
Zamboanga del Sur

Waterworks System Development and Expansion
Environmental Resource Management
More Homes for More People
Health Card System
Sustainable and Integrated Livelihood, Brgy. Baldios
Tagaytay Financial Engineering
Pagadian City Livelihood Development Assistance

Top Ten Outstanding Programs 1998 - 1999

Abra Province
Bacarra, Ilocos Norte

Abra Overseas Filipino Workers Center
Accelerated Agriculture and Fisheries Productivity

GAWAD GALING POOK AWARDEES (1993-2002)

Guagua, Pampanga
Lidlidda, Ilocos Sur
Nueva Vizcaya
Palawan Province
Puerto Galera, Oriental Mindoro
San Jose de Buenavista, Antique
Tagaytay, Cavite
Zamboangita, Negros Oriental

Other Trailblazing Programs

Alimodian, Iloilo
Bustos, Bulacan
Ifugao Province
Kawayan, Biliran
Makati City, Metro Manila
Science City of Muñoz, Nueva Ecija
Pinili, Ilocos Norte
Surigao, Surigao del Norte
Tagbilaran, Bohol

Top Ten Outstanding Programs 1999 - 2000

Anao, Tarlac
Bohol Province
Bulacan Province
Dumaguete City, Negros Oriental
Negros Occidental
Nueva Vizcaya Province
San Fernando, Pampanga

Other Trailblazing Programs

Bohol Province

Muntinlupa City, Metro Manila

Quezon, Bukidnon
Sorsogon Province

Top Ten Outstanding Programs 2001 - 2002

Bataan Province
Bulacan Province

Carmona, Cavite

Davao del Norte Province
Goa, Camarines Sur
Mandaue City, Cebu
Naga City, Camarines Sur
Nueva Vizcaya Province
Pasay City, Metro Manila
IBRA IX, Zamboanga del Sur

Other Trailblazing Programs

Batad, Iloilo
Cabuyao, Laguna
Linamon, Lanao del Norte
Magsaysay, Davao del Sur
Marikina City, Marikina
Science City of Muñoz, Nueva Ecija
Negros Occidental
Nueva Vizcaya Province
Nueva Vizcaya Province
Trinidad, Bohol

Disaster Management and Community Development
PARAESUS Berde
Watershed Co-management
Pista ng Kalikasan
Waterworks System
Energizing the Local Economy: The Business Park
People's Park in the Sky
Comprehensive Agricultural Development

Hugpong BUMBBADA
Community-managed Health Development
Multi-grade Mobile Teaching
Bantay Dagat
Makati Vendors' Program
Moving Onwards to Muñoz Agricultural Science City
Institutionalization of Purok Centers/Dap-ayans
Local Government Economic Enterprise
Integrated Market and Bus Terminal Complex

Sustainable Livelihood and Environmental Resource Management of the Ylang-ylang
Cultural Renaissance: Towards Synergy of Heritage, Arts and Eco-cultural Tourism Development
Reinventing Public Service
Ecological Park
Pagkaon 2000: Food Sufficiency
Revitalizing the Health Sector: Quality Service Improvement
Breaking Financial Barriers

Investment Promotion Program Providing Barangay Livestock
Assistance for Income Generation and Sustainable Livelihood
Real Property Tax Computerization and Administration Technology:
Muntinlupa's Replication Efforts
Massive Tree-planting and Greenbelt Buy-back
Floating Clinic

Kontra-Kalat sa Dagat
Constituent Responsive Governance Project:
Listening to the Voice of the Constituents
Balik Inang Kalikasan, Balik Amang Pabrik (BIKBAP)
Program on Waste Recycling
Minimum Basic Needs Approach
Reorganization: An Effective Local Governance Tool in the LGU
Tripartite Industrial Peace Council
People Empowerment Program of Naga City
TREE for Legacy (Tree Resources for Education, Enterprise and for Legacy)
Bayanihan Banking Program
The Illana Bay Regional Alliance 9 Program

Pahayag sa Banwa
Streamlining the Business Permit Process: One-stop Shop
Basura Atras, Linamon Abante sa Kalamboan
Paglilingkod Abot-Kamay
Good Urban Governance
Developing the Matingkis Farm Tourism
Bantay Kasapatan
Empowerment of Persons with Disability
Reforming the Real Property Tax System
Trinidad Agricultural Production Development Program

PRAYER FOR GOOD GOVERNANCE



Ka Oca Santos
Immediate Past President
Galing Pook Foundation

Magandang umaga po, Lord.

Di na po kami magpapaligoy-ligoy pa. Batid naman po ninyo, Lord, na dumodoble na po kami kada 30 taon. Noong 1960 ay 30 milyon po kami; dumating po ang 1990 at kami ay naging 60 milyon na. By 2020—16 years from now—tinatayang magiging 120 milyon na po kami. Kaya, sadyang parami nang parami na po, Lord, ang aming panga- ngailangan.

Dahil din naman sa aming kapabayaan, ay naglalaho na po ang aming mga likas-yaman, ang aming natural resources. Kalbo na po ang aming kabundukan. Ubos na halos ang aming kagubatan. Nawala na ang kalakhan ng aming pakatan, ng aming mangroves. Nawasak na ang aming mga corals, ang aming mga bahura. Marumi na ang aming mga ilog, sapa at batis kung saan kami umaasa ng tubiginumin. At polluted na po ang aming hinihingang hangin.

Kulang na po, Lord, ang aming national revenues, ang kita ng BIR at Customs kaya ang mga basic services ay di makaabot sa marami naming mga kababayan. Sadyang kulang na kulang po, Lord, ang employment opportunities sa amin. At parami nang parami po ang napipilitang mangibang bansa upang maghanapbuhay at maitaguyod ang kanilang mga mahal sa buhay.

Halos kalahati na po sa amin ang nasa below poverty line. Kulang na kulang po ang maraming bagay tulad ng housing, eskwelahan, transportasyon, ospital, tubig, energy at iba pa. At ang malungkot po, Lord, ay tila patuloy pa pong nangyayari ang karahasan at katiwalian sa aming bansa.

Hindi naman po, Lord, kami nagrereklamo. Nasa amin din naman ang sisi dahil sa aming kapabayaan, sa aming pagka-makasarili, sa aming pagkawalang-bahala.

Nais lang po namin, Lord, ang inyong pagsubaybay, ang inyong walang sawang kalinga nang kami nama'y patuloy na maliwanagan ang isip at di na sana malihis sa mga darating na araw.

Alam po namin, Lord, na nasa inyo ang AWA ngunit sadyang nasa amin ang GAWA. Batid po naming na ang good governance ay malaki ang naitutulong sa bagay na ito—lalo na kung nadarama ng mamamayan ang naidudulot na mabubuting local programs.

Kaya kasama po namin, Lord, ngayong umaga ang mga kapuri-puring mga nanunungkulan, mga Gobernador, Mayors, at ilang Barangay Captains at kanilang mga kasamahan—mga ipinagmamalaki naming lider ng bansa na nagsusumikap at nagmama-lasakit upang maibsan ang mga dinaranas na mga kakulangan ng aming mga kababayan sa larangan ng pangisdaan, poverty alleviation, peace and order, reforestation, health and medical services, child development, livelihood, disaster and waste management, tax and justice system, at iba pa.

Lord, we need to have these good programs disseminated so more and more people would become aware that they, too, can have them. And that, having them, they would then better appreciate the importance of good governance.

We at Galing Pook fully realize, Lord, that good governance would be easier to attain if there are more and more LGU models, where public officials are truly credible and have the public interest and the general welfare at heart, where the people, being conscious of all that, would willingly give of their time and resources—however modest—for the common good.

We are convinced, Lord, that with good governance and better people participation in more and more barangays, in more and more towns and cities, more and more provinces—with all that, Lord, we feel that good governance at the national level should come as a matter of course.

Finally, we thank you, Lord, for all your blessings. Amen.

Prayer offered at the Gawad Galing Pook Final Deliberations, Development Academy of the Philippines, October 11, 2003.



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