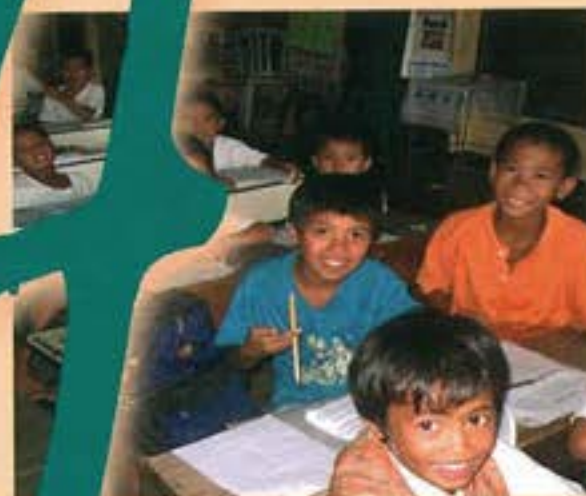




# Gawad Galing Pook



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





**GALING POOK FOUNDATION** was established to institutionalize the Gantimpalang Paglilingkod 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.

Galing Pook Foundation acts as 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.

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#### **THE FORD FOUNDATION**

supports institutions and people around the world through grants and loans that build knowledge and strengthen organizations and networks. In the Philippines, the Foundation is working to improve the way political, legal, and administrative systems serve the less advantaged groups by supporting research, journalism and legal reporting, legal services of non-government organizations involved in mobilizing communities and advocating constructive change. Its program on governance and public policy aims to strengthen democratic practice by supporting projects that stimulate civic engagement and encourage effective governance like the Gawad Galing Pook.



#### **THE LOCAL GOVERNMENT**

**ACADEMY**, established in 1988 as the training arm of the Department of Interior and Local Government

(DILG), is mandated to undertake human resource development and training of local government officials and the department personnel in support of the aims of decentralization and local autonomy. The LGA is committed to the vision of a training resource for decentralized local government and a center for excellence that seeks to develop a corps of competent and dedicated local government executives and functionaries toward innovative and effective local governance.



National Commission on  
the Role of Filipino Women



United Nations  
Children's Fund



United Nations  
Development Programme

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# Awards Ceremony Programme

**Malacañan Palace**  
**17 December 2004**

Doxology

**NAPOLCOM Choir**

National Anthem

Welcome Remarks

**Dr. Milwida M. Guevara**

Chairperson, Galing Pook Foundation

**Hon. Angelo T. Reyes**

Secretary, Department of Interior and Local  
Government

Chairperson, Board of Trustees, Local Government  
Academy

Gawad Galing Pook 2004:  
Selection Criteria and Process

**Dr. Cielito F. Habito**

Chairperson, National Selection Committee

Conferment of Awards to

**Trailblazing Programs**  
**Top Ten Outstanding Programs**  
**in Local Governance**  
**Special Citation Awards**

by

**HER EXCELLENCY GLORIA MACAPAGAL-ARROYO**  
President of the Republic of the Philippines

and

**Secretary Angelo T. Reyes**

**Dr. Milwida M. Guevara**

**Dr. Cielito F. Habito**

Recessional





## Message



**THIS IS A** day for celebration!

We celebrate the success of local governments in defining what is meant by good public service, in establishing standards for efficiency, and in proving that no problem can be daunting before a community that works as a team.

We need outstanding programs to show us that love of country is alive in many communities all over the Philippines. They provide us with hope and inspiration. They help dispel the gloom that comes with stories of corruption and mismanagement.

For the past eleven years, Galing Pook Awards Foundation has dedicated itself towards the search and recognition of programs that demonstrate excellence and innovation in local governance. Members and partners willingly carry out the programs of the Foundation without compensation. We passionately share the mission of encouraging local governments who serve their constituents well. We look forward to the day when Galing Pook winners could influence a great number of their peers towards a culture of excellence.

We dedicate ourselves to meet the following challenges in the coming years:

- Organizing data on Galing Pook winners beyond anecdotes and stories. We would like to prove that Galing Pook communities are also winners in reducing poverty incidence, improving the quality of life, and managing public finance. We also want to prove that leaders who serve the people well have excellent chances of being re-elected.
- Developing a critical mass of local leaders who can mentor and inspire their peers beyond workshops and conferences.
- Generating greater awareness, respect and support for outstanding local governments. We would like to influence the corporate sector and international institutions to take a second hard look at local governments in the Philippines as effective agents of change and reforms.
- Walking hand-in-hand with other communities who are genuinely interested and are ready to replicate outstanding programs on governance, environmental management, food sufficiency, health, and education.
- Discovering and implementing non-traditional ways of discovering programs and communities that empower themselves to rise beyond problems of poverty and paternalistic leadership.

Our passion is to help make all our communities a place where laws work, where air, rivers, and streets are clean, where all elementary children have access to quality education, and where every citizen is treated with respect instead of patronage.

**MILWIDA M. GUEVARA**  
Chairperson  
Board of Trustees





## Province of Bohol

# BOHOL ECOTOURISM DEVELOPMENT PROGRAM

"TOURISM IS A pillar of the country's economic development. Bohol has taken the opportunity to position itself as a competitive ecotourism destination." - **Erico B. Aumentado**, *Provincial Governor, Province of Bohol*

Bohol is a top biodiversity area. It is home to the tarsier, the world's smallest primate, and to Chocolate

Hills, an enigmatic geological formation. Wetlands, caves and forests dot its terrain. Mangroves and palms grow abundantly in the coasts and swamps. Its corals are home to enchanting varieties of marine life.

In the municipality of Banacon, there is a mangrove reforestation project, the biggest in Asia. In the waters of Pamilacan Island, a migratory route for cetaceans, whales and dolphins frolic.

There is great opportunity for

economic development, but the provincial government is not taking any chances to risk Bohol's environment in the name of progress.

Thus, Bohol has chosen ecotourism as a major development thrust. To integrate tourism and environmental management, the province developed the Bohol Ecotourism Development Program. Its vision is to make Bohol "a prime eco-cultural tourist destination and a strong agro-industrial province."

Groundwork started in 1997 with the holding of the Bohol environment summit, where participants from local government units, government agencies, and civil society groups formulated plans for the program.

In 1998, the province adopted the Bohol Environment Code, which provided for the creation of the Bohol Environmental Management Office (BEMO) and the Bohol Tourism Office (BTO).

The ecotourism program has clear aims: (i) put in place mechanisms that are environmentally sustainable, economically viable, and socially equitable; (ii) accelerate development for the benefit of local communities; and (iii) spread tourism benefits to

rural areas in terms of employment generation and poverty alleviation.

Through efforts of the BTO, local communities were encouraged to take an active role. The program put up community-managed tour groups, such as the Coral See and Seascape Tour, operated by Basdio Farmers and Fishermen's Association (BFFA); the Banacon Mangrove and Seascape Tour, operated by Banacon Fishermen and Mangrove Planters Association (BAFMAPA); the Candijay Mangrove Adventure Tour, operated by Panadtaran Mangrove Association (PAMAS); the Cambuhat River and Village Tour, Operated by Cambuhat Enterprises Development and Fisheries Association (CEDFA); and Marine Life Tour, operated by Pamilacan Island Dolphin and Whale Watching Organization (PIDWWO).

These ecotourism enterprises provide alternative or additional livelihood for poor families, especially those belonging to people's organizations. The program invested capital. In Pamilacan Island, for instance, the tour operator was provided life vests, snorkeling equipment, a tent, and information materials. A rain catchment was built for water supply. In Banacon Island, the Department of Environment and Natural Resources (DENR) also built a rain catchment and a staff house which the tour operator uses as reception area for guests. In Basdio, the barangay local government built a kitchen, a guardhouse, and washrooms for visitors' use.

Cooperating in the program are the DENR, the Department of Tourism (DOT), and the New Zealand Aid for International Development (NZAID), which maintains the National Ecotourism Project Office (NEPO) to enhance the province's dolphin and whale watching activity.

As a result, people are now more deeply aware of the importance of preserving endangered species. They have increased their produce from the sea, and they have cleaned up the rivers and waterways of solid wastes, resulting in healthier and more abundant marine harvests. Tourism bodies, such as municipal and barangay tourism councils, have increased, widening the opportunities to inculcate ecotourism values among the people. With better and mutually beneficial linkages among NGOs, LGUs, government agencies, and people's organizations, communities that were once sleepy have become productive.





## City of Calbayog, Western Samar

# COASTAL ZONING: DELINEATING COASTAL AND MARGINAL FISHERMEN

FISHING GROUNDS ARE often a source of conflict among fishermen, especially between commercial and municipal or small fishers. In the coastal waters of Samar, between 800 and 1,000 commercial fishers unfairly compete with ill-equipped small fishermen. Even with a law banning commercial fishing within 15 kilometers of a locality's coastline, encroachment of commercial fishers occur daily.

Calbayog City, on the western part of Samar, had such a problem. The problem was complicated by a boundary dispute with an island municipality

neighbor located 13.5 kilometers away. To resolve the dispute, City Mayor Mel Senen S. Sarmiento took the initiative to sponsor a series of dialogues, first with the mayors of four neighboring municipalities, then with commercial and marginal fishers and other stakeholders.

The dialogues resulted in the implementation of the Coastal Zoning Project, which delineated the boundaries of municipal waters to establish a "fishing highway."

Project implementation started with the signing on August 22, 2001 of a memorandum of agreement between Calbayog City and the neighboring municipalities of Sta. Margarita, Sto. Niño, Tagapulan, and San Isidro. The agreement formalized the establishment of a fishing highway 8 kilometers wide along the coastal boundaries of the municipalities concerned.

The city divided its coastal fishing area into several clustered zones and delegated the function of guarding and monitoring the areas to the fisherfolk of respective clustered barangays. The city shouldered half of the cost of handheld radios needed in monitoring, while barangay funds covered the other half. As a support system, fish wardens were deputized and seaborne patrol operations were strengthened. A Protocol for Coastal Law Enforcers was prepared and seminars on coastal law enforcement were conducted with the neighboring municipalities and police authorities.

Parts of the project were the enactment of Calbayog City Fishery Code, the establishment of a mariculture zone and fish sanctuaries, seaweed production, and rehabilitation of mangrove areas.

The results were dramatic. Destructive fishing methods were practically eliminated. Fish stocks increased, resulting in lesser fish catching time.

Fishermen used to spend five hours to catch two kilos of fish, but this had been reduced to one hour. With more fish being delivered by municipal fishers to the fishport, the number of commercial fishers in the area decreased from 64 to 25. Fishermen on commercial fishing boats acquired their own banca and returned to municipal fishing.

Overall, fish catch in Samar increased from 29,884 metric tons in 1994 to 47,880 metric tons in 2002. This increased generated more economic activities at the barangay level, where processed fish products like fish polvoron and kropek are now being produced. The tinapa (dried or smoked fish) industry had stabilized because of sustained supply of fish.

Sustainability of the project is ensured by the local fishery code, the ownership stake of municipal fishers on the fishing grounds, the coastal law enforcement protocols, the multi-stakeholder partnerships among and between municipalities and their constituents, and the mainstreaming of the project among concerned agencies and groups, including the PNP police environment desk officer, the city agriculture and fisheries division, and the people's organizations and NGOs.

The experience in Calbayog City is being replicated by local government units in the whole island of Samar.





# GENDER AND DEVELOPMENT MAINSTREAMING

OF DAVAO CITY'S population of 1.15 million as of 2002, more than half is female. Gender ratio is 99 males per 100 females. By their sheer number, women contribute significantly to the city's development. Yet, for a long time, this contribution had hardly been recognized, and myriads of women issues had not been adequately addressed.

Political upheavals during 20 years of President Marcos's strongman rule greatly raised people's awareness of women's role in society and of women

issues. The struggle against dictatorship created a strong women's movement in Davao City. By the time Marcos fell from power, a lot of women's groups had been strongly put in place to pursue advocacy of women's rights and welfare through gender mainstreaming.

In 1986, two women were appointed members of the city council, the first in the city's history. The late 1980s also saw more efforts toward empowerment of women through grassroots organizing, paralegal training, and recognition of "women's rights as human rights."

The early 1990s were a time for advancing women's agenda. Women's groups worked to formulate legislative measures, seek sectoral representation, form study groups to draft the Women's Code, conduct research and gather sex-disaggregated data on the women situation, and elect more women in the city council.

The late 1990s and early 2000s saw the flowering of gender and development (GAD) mainstreaming efforts. In September 1997 the city council passed the Women Development Code. The following year, Mayor Benjamin de Guzman issued Executive Order No. 24 approving the Code's implementing rules and regulations (IRR). Among IRR's features was the creation of Integrated Gender and Development Division (IGDD) under the city government to oversee the implementation of the Code and to act as a coordinative, regulatory and monitoring body.

Other GAD mainstreaming measures included creation of the Davao Medical Center (DMC) and the

inter-agency Violence Against Women Council (VAWC). The DMC put up the Women and Children Protection Unit (WCPU), a one-stop family crisis intervention center, and the Birthing Home program to promote healthy pregnancy through quality home-setting delivery. The VAWC signed a memorandum of agreement with the city government to install a 24-hour hotline at the Women and Children's Desk of the city's police station.

Other institutions put up to address women issues were the Child Minding Center, a day-care center for LGU employees; Bathaluman Crisis Center Foundation, a NGO which provides direct services to women victims of violence; and the Womynet, an advisory center for rape, incest, child abuse, and violence against women.

At the barangay level, GAD mainstreaming took the form of Gender Sensitivity Training (GST) and Gender Policy Planning (GPP), in which council members, health workers, nutrition scholars, village police, and purok leaders from 37 barangays participated in.

Women's Summit, a consultative assembly of barangay women's organizations and sectoral organizations, is held annually to formulate a women's agenda. Five summits had been held.

In many ways, Davao City had been much ahead of others in GAD mainstreaming. It was the first to legislate a development code for women. It had a mechanism for electing women representatives in the city council. It had a permanent office, created by law, dedicated to GAD mainstreaming. It had mandated public funds for GAD programs (at least 6% of agricultural development fund, 30% of official development assistance fund, and 5% of general fund). It was the birthplace of the Mindanao Commission on Women. It had the first Women Correctional Institute in Mindanao. It had the first landmark case on marital rape. Its city council does not approve budget without GAD plan.

Other regions are consulting Davao City for evaluation of their own GAD plans. Other cities and municipalities are conducting study tours to observe the city's implementation of GAD mainstreaming. Japan and Indonesia are studying the city's GAD mainstreaming for replication.

GAD mainstreaming is another jewel in Davao City's crown as a leading Philippine local government unit.





# MEDICAL CENTER: AN ECONOMIC ENTERPRISE FOR SUSTAINABILITY AND DEVELOPMENT

**MEDICAL AND HEALTH** services are so expensive that many Filipinos cannot afford to get sick. But in La Union, poor residents can worry less about getting sick because there is a hospital that wouldn't turn them away—the La Union Medical Center.

The hospital has a system to discourage “dole out mentality” and enable indigent patients to pay in kind.

“We allow the patient's relatives or friends to clean the hospital premises and water the plants, or to donate blood, fruits and vegetables,” explains La Union Governor Victor F. Ortega. “It depends on the patient's capacity to pay. If the cost of patient's hospitalization is P50,000 and he or she donates only a basket of vegetables, then that's it.”

Patients are categorized from class A to D. Class A and B patients pay their bills. Class C patients get discounts of 25-75%. Class D patients get charity and pay in kind. The amount not paid is considered “quantified free service.” Since 2002, the quantified free service had

amounted to P36 million.

From April 2002 to December 2003, the hospital rendered services to 77,308 patients (including those from Pangasinan and Benguet), 66% of which were charity patients, 26% were Philhealth-covered patients, and 8% were private pay patients.

As of September 2004, it had served 122,100 patients, consisting of 98,268 out-patient consultations and 23,832 hospital admissions.

Paradigm shift in the hospital's services came after a P650-million donation from the European Union. The hospital was transformed in April 2002 into a world class 100-bed medical center with 16 air-conditioned rooms and several state-of-the-art equipments, including a CT Scan unit worth P14 million, a hemodialysis unit worth P5 million, and a reagent / solution machine worth P3 million. These equipments are operated in joint-venture with the private sector.

To operate, manage, and sustain the hospital as a medical center, the provincial government turned it into an “Economic Enterprise for Sustainability and Development” through Executive Order No. 4 series

of 2002. It formulated a private-public mix type of cost recovery and revenue enhancement program involving joint-ventures with the private sector, which invested on the CT Scan and homedialysis units.

The investors pay for the rent, electricity, and employees. Of the gross revenue, 15% goes to the hospital. The income is placed in a trust fund to subsidize indigent patients who use the said machines.

The Department of Health-Region I also granted P1.5 million to the trust fund for retail pharmacy operation. Of the net income, 60% goes to the charity fund, 20% to capital build-up, and 20% to miscellaneous expenses. In 29 months of operation, the pharmacy earned a net income of P2.17 million.

The medical center implements an Integrated Hospital Operation-Management Information System (HOMIS). Through a network of 33 computers, the system links the cost resource areas, the billing and cash sections for easy access to the hospital's cash flow.

The hospital had increased its employees from 139 to 238, including part-time or contractual specialists in the fields of neurosurgery, thoracic surgery, orthopedic surgery, urology, gastroenterology, ophthalmology, radiology, ENT, internal medicine, cardiology, diabetology, nephrology, and anesthesia.

The hospital's growing economic viability had made it less and less dependent on subsidy from the provincial government. Its actual cash collection from April 2002 to September 2004 representing regular hospital services is P64.66 million. There are also accounts receivables from Philhealth amounting to P5.5 million.

The medical center's sustainability is ensured by the continuing partnership with stakeholders and the signing of Republic Act No. 9259 by President Macapagal-Arroyo last March, transforming it into a non-stock, non-profit local government owned and controlled corporation.





# REINVENTING THE NAGA CITY SCHOOL BOARD

**THERE IS A** correlation between education and progress. A country with highly educated citizens has high economic growth. An individual with higher education is usually in a better economic condition. People with little or no education are more likely to live in poverty. Thus, education is where the government should be giving more attention and making more investment.

Naga City has started doing just that by implementing a program called "Reinventing the Naga City School Board" to improve the public school

system. Key to the program is the empowerment of the Local School Board by building a strong body of stakeholders at the local level.

Traditionally, local authorities have relied on the Division of City Schools to define the education priorities that will be funded by the

Special Education Fund (SEF) collected annually by the city government. The 8-member school board meets early in the year to determine how the SEF will be spent. Most often, only two powerful members—the

local chief executive (mayor) and the division superintendent—decide on the priorities.

Thus, the traditional school board is practically reduced to a budgeting body. Its involvement in the delivery of education services is weak. Its planning processes are inefficient and ineffective since policy decisions and resource allocations are not linked to actual needs of the city's 36,000 public school children. The city's 1,200 public school teachers could hardly perform their tasks since the badly needed "soft infrastructures"—textbooks, reference materials, training, etc.—are not addressed. Add to it the big number of students in the classroom, ranging from 40 to 60.

In the reinvented school board, the organizational structure has been changed to ensure four elements of good governance: transparency, accountability, participation, and predictability. The original eight members now have voting rights. Membership has been expanded to include representatives from the

academe, business, religious, alumni associations, and non-government organizations. They now form the community advisory board.

Aside from its traditional role of recommending a change in the name of public schools and endorsing promotion of education officials, the empowered school board now prepares local education plan and budget with strong citizen participation. A system has been institutionalized to make financial management and procurement, as well as the recruitment of teachers, transparent. Through a feedback system, education officials are now more accountable to the public.

The new school board had identified alternative ways of developing and financing the local education plan by mobilizing internal and external resources. In summer of 2003, the board supported the teachers and supervisory staff of the Division of City Schools in preparing ready-made lesson plans and workbooks. These unburdened the teachers of writing daily lesson plans, enabling them to focus on teaching more effectively in the classroom.

The board also launched the "Surog-Adal" program to institutionalize the Brigada Eskwela and the "Adopt-a-School" programs of the Department of Education. As a result, five depressed elementary schools were adopted by the Filipino-Chinese Chamber of Commerce and Industry, the Rotary Club of Naga Circle, the local chapters of the Lion's Club, and the Philippine Institute of Civil Engineers.

In terms of student performance, the program yielded results. Of the elementary students who took the national achievement test in English, Science, and Math in school year 2002-2003, an average of 38.15% passed. In 2003-2004 an average of 50.62% passed, or an increase of 12.47%. English got the highest increase (13.96%), followed by Math (13.01%) and Science (10.43%).

The Naga City experience demonstrates that a pro-active school board, using local resources efficiently and working with various stakeholders, can address the two major problems of education: underinvestment in literacy initiatives and poor management of the public school system.





# I-GOVERNANCE PROGRAM: PUTTING POWER IN THE HANDS OF NAGUEÑOS

“INFORMATION IS POWER, and truly empowering when placed at the hands of the citizens.”

In developed countries, e-governance (that is, a computer-based system of delivering services) is an emerging trend. You need your license or birth certificate, or you need to bid for government procurement, you click the computer. The result is immediate. It is fast and efficient because it is free of red tape. There is practically no opportunity for corruption.

Naga City under the leadership of Mayor Jessie M. Robredo is opening the door to such a system for a

information, and monitor practically all aspects of city operation. *Information openness* is a principle of the program. Another is *inclusive governance*, which seeks to embrace, rather than exclude, individuals and sectors in running the government. Still another is *information exchange*, through continuing Internet dialogue between authority and constituency.

The website has four main contents: (i) the Sell Naga, which provides information on business and tourism opportunities to attract investments and visitors; (ii) the Serve Naga, through which the Nagueños can avail themselves of services, such as business licensing, etc.; (iii) the Share Naga, which provides information on the city's budget and expenses, financial status, procurement notices, etc.; and (iv) the Star Naga, which contains city awards to promote civic pride, abstracts on governance innovations, and advocacies.

The program also has a TxtNaga component. It is a feedback mechanism that allows mobile phone users to send inquiries, comments and complaints through text messaging and get a reply within 24 hours.

The program has generated meaningful civic participation. Website hits increased from 16 per day in 2000 to 1,000 per day at present. Both e-mails and text messages average 10 per day.

By opening itself to public scrutiny, the city government was able to “do more with less.” For example, processing time for business permits has been reduced from 1 day to 30 minutes, and the number of signatories has been reduced from 6 to 2. Garbage collection is now 86% efficient, and response time for garbage collection requests has been reduced from 24 hours to 3 hours.

By providing a means to monitor cost standards and operational efficiency, the city government was able to reduce the costs of road construction by 42%, medicine by 70%, and supplies by 33%.

As a result, the city can now channel more funds for basic services. For example, the number of patients served by the city hospital increased by 10%, and annual enrolment in public schools grew by 7.7%.



developing country like the Philippines.

Through the program called i-Governance, Naga City promotes good governance by providing the people with information on city government policies, programs, and operations.

Essential to the program is the existing network of computer and mobile phone services in the city. Almost all households have at least one mobile phone, and 30% have access to the Internet. All private schools have computers and provide Internet training.

Internet connection is growing at 91% annually. There are 8 Internet service providers (ISPs) and at least 28 cybercafes, mostly located in the central business district.

There are computer stations in barangay halls to serve residents. Cyberschools, of which there are 35 (27 elementary and 8 high schools), serve about 37,000 public school students.

Through this network, the Nagueños can access the city's website at [www.naga.gov.ph](http://www.naga.gov.ph), get





## Province of Negros Oriental

# BARANGAY AGRICULTURAL DEVELOPMENT CENTER

NEGROS ORIENTAL, COMPRISED of 20 municipalities, 5 cities and 557 barangays, has good climate and abundant resources. Conditions for agriculture and fishery development are ideal. But the province has problems of food shortage and insufficient supply of fresh fish protein. With agriculture and fishery initiatives confined in the lowlands, most people in the uplands wallow in poverty. Consequently, people migrate to urban centers to find jobs, adding to the worsening urban social problems.

This was the challenge faced by the provincial government led by Governor George P. Arnaiz when it embarked on a program called Barangay Agricultural Development Center (BADC) in 1997.

With people empowerment as the guiding principle, BADC set the following objectives: (i) address the needs of people in the hinterland, (ii) minimize the problem of insurgency, and (iii) provide agriculture-led government services. Specifically, it targeted to raise the income of farm households by 15% within a period of 10 years, or up to 2007.

The process of empowerment involves social preparation of beneficiaries to enable them to analyze the conditions of their own community, identify problems and solutions, and participate in development activities, such as project planning and implementation.

BADC provides a venue for convergence of resources and services provided by government line agencies. The province is also covered by the Belgian Integrated Agrarian Reform Support Project (BIARSP) of the government of Belgium, which is implemented by Department of Agrarian Reform. Through BADC, delivery of services to intended beneficiaries is hastened and ensured.

BADC also serves as a training center for agriculture and fishery development, with active participation of women. Training is focused on values education, leadership, management skills, and

community participatory planning process. Agricultural practices promoted include integrated pest management, organic farming, vermi-composting, contour farming, and natural farming systems.

Results of the program indicate great promise. From 7 pilot sites in 1998, the program now has 74 sites, with 22 pending requests. There is greater cooperation, or bayanihan spirit, and active participation among beneficiaries, indicating a change in values. Local chief executives belonging to rival political parties work closely with the provincial government.

Average annual production of crops increased: for rice, from 900 MT to 6,648 MT; for corn, from 1,900 MT to 11,311 MT; for vegetables, from 803 MT to 1,800 MT; for root crops, from 600 MT to 808 MT; and for legumes, from 300 MT to 490 MT.

Average annual income of farm households increased to P90,459 in 2000 from P71,524 in 1977, according to the National Statistics Office (NSO).

Since 2000, about 700 inland fishponds propagating tilapia had been established in upland BADC sites, producing an average of 93.4 tons in 2003. Before 2000, fish production was zero. As a result, malnutrition rate in these sites decreased between 2001 and 2003. According to the Integrated Provincial Health Office (IPHO), malnutrition rate in Tayawan, Bayawan, was down from 20 to 10.4%; in Calicanan, Pamplona, from 19 to 13.3%; in Fatima, Pamplona, from 25.2 to 14.1%; in Pal-ew, Tanjay, from 7.7 to 7.3%; in Nalundan, Bindoy, from 13.3 to 8.1%; and in E. Villanueva, Sibulan, from 4.9 to 3.4%.

The program also facilitated farmers' access to credit from financing institutions through Quedancor and Land Bank, resulting in mass propagation of banana and abaca plantlets in coordination with the Negros Oriental State University. Market days, or "tabo" and activities in the auction markets also increased from once to thrice a week.

For sustainability, the Sangguniang Panlalawigan passed ordinances and resolutions in support of BADC. A community-based monitoring system has been adopted, involving monthly and quarterly conferences and bi-annual reviews and assessments. Rural-based organizations and other groups are continually strengthened.





# TRI-PEOPLE WAY OF CONFLICT RESOLUTION

UPI, A THIRD class mountainous municipality with a population of 51,141 as of 2000 survey by the NSO, had seen a lot of blood shed in the conflict between its three groups of inhabitants—the majority Teduray Lumads (comprising 44% of the population), the Maguindanao Muslims (23%), and the Christian settlers (33%).

The conflict has many roots, and one is cultural. Among Tidurays, conflict is settled through their kefeduwan, or council of elders; among Muslims, through their kokoman, or Muslim council; and among Christians, through the Katarungang Pambarangay, or barangay court.

When the conflict crosses culture or tribe,

settlement becomes difficult. The tribal way of settling conflict does not apply. In the past, settlement sometimes took Mosaic form—an eye for an eye, a tooth for a tooth. Enemies, sometimes involving families, were physically eliminated. Violence induced more violence. The conflict seemed to never end.

But the road to progress demands peace. With 65% of Upi's population living below the poverty threshold for ages, the need to

promote peace is urgent. Thus, Mayor Ramon A. Piang, Sr., a Teduray, held a series of consultations with elders of the different tribes. On August 25, 2001, he issued Executive Order No. 4 creating the Mayor's Council and, thus, started the program called "Tri-People Way of Conflict Resolution."

The council's primary function is to amicably settle cases arising among Upi residents, or between Upi residents and outside parties. It has prepared a set of rules and procedures for settlement. For equal representation, the council is composed of six representatives, two from each inhabitant group. The representatives are respected in their communities and are chosen by the people through a consensus. This ensures that the decision taken by the council will be recognized and respected.

The program is designed in such a way that the traditional methods of resolving conflict are still used, including the awarding of damages. If the conflicting parties are both Tedurays, the case is resolved before the kefeduwan, and if both Muslims, before the kokoman. If the case is cross-tribal, the Mayor's Council sits en banc. Unresolved cases are endorsed to the police authorities for proper filing.

The program incorporates the old customs of sealing a resolution or an agreement, such as cutting of rattan and scrapping of fingernails among Tedurays.

The Katarungang Pambarangay was strengthened since the Mayor's Council would not hear or settle cases unless they passed through the barangay court. Barangay officials, or the lupon tagapamayapa, hear the cases first. Only unresolved cases are elevated to the Mayor's Council, with accompanying written endorsement.

Since 2001, the Mayor's Council had heard 20 cases, of which 17 were resolved and 3 were endorsed to the police. The cases involved acts of lasciviousness, attempted rape, marriage problems, deaths due to accident or murder, gun toting and firing, family feuds, quarrels, land conflict, stabbing and physical injury, and commodity or trading problems. It also reduced cases filed with the police by 35%.

Overall, the program has provided a conflict resolution structure that is affordable to the marginalized sector who seeks justice. It has also helped to improve harmony among tri-people residents and to avoid the rigors and prohibitive costs of court litigations.

The program is sustained as an executive agenda of the office of the mayor. It is approved by the sangguniang bayan, or municipal council. An NGO, the Saligan Mindanao, has helped codify the Tedurays' "Adat" (customary laws and traditions) and "Tegudon" (penal code) for consistency in deciding on Teduray cases.

The program has attracted notice from various groups and institutions. It has been mentioned in a book on people's participation in governance prepared by the Philippines-Canada Local Government Support Program. In a Community-Oriented Policing System seminar in Davao City, it has been suggested for replication in other municipalities of Maguindanao.





# MINI HYDRO ELECTRIC POWER PLANT

IN THE LATE 1980s, armed conflict between government forces and communist rebels turned Barangay Upper Bantawon into a no man's land. The 68 families which comprised the population abandon their homes. After the conflict, only 27 families went back.

Great odds kept them in poverty—distance from the town proper, absence of farm-to-market road and

transportation, and lack of livelihood. But this did not dishearten the barangay officials led by Punong Barangay Gorgonio D. Malubay. They thought of something to start with to open the road to progress. They thought of providing electricity to every household.

For most residents, it was impossible. First, they had meager resources.

Second, the nearest power

line of the Southern Leyte Electric Cooperative was 10 kilometers away.

But the barangay officials did not need the power line. First, there was a river that could be tapped to run a turbine. Second, there was a five-year savings in the barangay's 20% economic development fund from the internal revenue allotment. Third, there was enough manpower to do volunteer work. Fourth, a person from the Department of Interior and Local Government was willing to provide technical assistance. Fifth, the municipal government was willing to provide their wiring needs as counterpart.

After several barangay assembly meetings and consultations with residents, and with P200,000 from the barangay's savings, the Upper Bantawon Mini-Hydro Electric Power Plant project was started in May 2002.

A major problem was the delivery of the turbine, generator, and accessories. The access road was bad, and there was no transportation. The bridge connecting the barangay to the access road was in disrepair.

The residents pooled their resources—materials and labor—to repair the bridge. One month later, the goods for the plant were delivered.

Residents built a 110-meter dike to divert water from the river. A metal structure regulated the flow of water and filtered the floating debris. A rectangular funnel from the dike controlled the flow of water to the turbine. The generator was placed inside a wooden structure, and a pulley made it work to transform hydro energy into electricity.

By December 2002, the 10-KVA turbine generator was fully operational. The project was inaugurated on January 7, 2003 with one added benefit—irrigation water for the crops.

At present, all the 27 households in the barangay not only have electricity, they enjoy a 50% increase in their average annual income as a result of new livelihood opportunities generated by the project. For one, they now produce more abaca hemp following acquisition of a motor-driven machine. With electricity, they can work at night. The barangay has a plan to introduce abaca weaving as another livelihood measure.

Cottage industry also improved. More hats and mats are being weaved. Some enterprising souls have introduced karaoke music and video viewing as a source of income.

Average household annual income at present is P72,000, up more than 50% from P35,000 before the project.

The barangay council manages the project. With low maintenance cost, the council collects only P5 per month per household. Those with appliances are charged an additional P5 per

month. The collection is saved at the Development Bank of the Philippines.

With electricity, the barangay is now livelier. People have greater hopes than before. A small project like the mini-hydro plant has made a big difference in their lives.





## HERITAGE CONSERVATION PROGRAM: A TOOL FOR DEVELOPMENT

**HISTORY LEFT** A legacy in Vigan—the ancestral houses that survived four centuries of Spanish colonial rule, 45 years of American occupation, and three years of Japanese invasion.

In its heyday, Vigan was the center of activities in the North. The ancestral houses accommodated the cream of society, who derived income from export of indigo dye to Mexico through the galleon trade. When the galleon trade was abolished at the turn of the 19<sup>th</sup> century, Vigan faded from the

limelight.

In the 1950s, Vigan became known for its Virginia tobacco, which was introduced in the Ilocos by American businessmen. In the 1960s it was rocked by anarchy and violence of warring political clans. Bad peace and order drove away business.

Unemployment grew and Vigan further declined. The ancestral houses, whose basements once buzzed with

business activities, were abandoned by owners and left to caretakers.

In 1995, the newly elected local government thought it was time to do housekeeping to bring back investors. At a planning workshop conducted in June, the local government, joined by representatives from government agencies, NGOs, and other stakeholders, drew up a common vision for Vigan. It led to the formulation of Vigan Heritage Conservation Program, a massive campaign to renew Vigan, which at that time was a second class municipality.

The first step taken was to rebuild the public market, which burned in 1994, with a loan from Philippine National Bank. After its completion in 1998, the market's income grew from P200,000 to P1.2 million a month.

The program also embarked on a massive

information campaign to raise awareness of Vigan's rich history and heritage. The program galvanized cooperation among various stakeholders, including regional government agencies. International linkages inevitably brought in foreign assistance. The government of Spain sent its experts in March 1999 to draw the master plan for the "revitalization of the historic center of Vigan." The plan was completed in August 2001 and was turned over to Vigan.

In addition, Vigan was inscribed on December 4, 1999 in the UNESCO World Heritage List of Sites and Monuments. On October 9, 2000, after Senate approval, Vigan became a city.

At the heart of Vigan Heritage Conservation Program is the rehabilitation of the historic district. Ordinances were enacted to put in place implementing mechanisms for the program, including the creation of core and buffer zones in the historic district to regulate urbanization, creation of the multi-sectoral Vigan Conservation Council, to name a few.

The city government also allocated from the internal revenue allotment (IRA) a share of 1% each for the development of arts and culture, livelihood, scholarship program, agriculture, and collective negotiation agreement.

Rehabilitated ancestral houses are now used as souvenir shops, restaurants and hotels, enhancing the city's tourism program. Other infrastructures and projects are in place to support the conservation program. Among them are potable water system, integrated water system, fisheries project, food processing and metal craft, health and sanitation, master plan project and solid waste management. These helped develop Vigan as a major tourist destination and a center of culture and trade.

Vigan's economic growth shows great promise. When it started the program in 1995, it was a second class municipality with a budget of P24 million. In 1997, it became a first class municipality with a budget of P54 million. In 1999, when it became a UNESCO world heritage site, it had a budget of P63 million. In 2001, after it became a city, it had a budget of P134 million. Last year, its budget as a heritage city was P141 million.

Legacy is making a new history in Vigan.



MANILA



## Province of Antique

# ANTIQUÉ INTEGRATED AREA DEVELOPMENT PROGRAM

ANIAD IS A community-based program that covers the whole province of Antique. It aims to reduce

poverty, contribute to people empowerment, and help ensure the viability of biophysical and human resources.

The program started in 1988 with funding from the local government. After the interim period (1988-1990), it was implemented in three phases.

Phase I (January 1991-April 1994) had community organizing, lowland agricultural development, upland development, and institutional development as major components. Phase II (May 1994-August 1998) had gender-sensitive community organizing, access to and control over resources, sustainable productive use of resources, and institutional development.

Phase III (September 1998-June 2003) had sustainable crop and

livestock industries, critical area protection, and coastal resource management, with institutional development as a continuing component.

As a result of the program, Antique had been upgraded by the Department of Budget and Management from third class to second class province in 2002.

It was also removed from the list of 20 poorest provinces by the National Statistics Coordinating Board.

Other improvements are: increase in average annual income from P24,400 in 1990 to P39,600 in 2002, safe drinking water, electricity (78% of households), toilets (96%), access to telephones and cellphones (68%, from 3% in 1990), and increase in number of appliances.

It had enhanced livelihood opportunities, reduced farm production costs, improved land tenure status of farmers, enhanced technical knowledge and skills of households, and improved people's values.



## Province of Bulacan

# BANYUHAY (BAGONG ANYO NG BUHAY) PROGRAM

BANYUHAY IS A reform program in the Provincial Jail. It was a response to traditional jail management system's failure to perform its mandate of developing and enforcing "an effective system of providing jail and security services."

Before the program, conditions in the provincial jail were intolerable. Food was unfit for humans. Drinking water was contaminated. Toilets were inadequate and filthy. Drug use was rampant. Illnesses and diseases were common and untreated. Visitations were limited. There was no work program for inmates, and livelihood activities were inadequate. Jailbreaks and riots were frequent. Inmates resisted disciplinary measures. At the same time, jail personnel had low morale and were prone to corruption. Guards were few and inadequately trained.

The Banyuhay Program hired a jail warden with a civilian background, conducted transparent bidding for food concession based on food standards of the International Committee of the Red Cross, constructed 4 new deep wells, allowed daily visitation by spouses and family, increased the number of livelihood

projects, and institutionalized programs on sports, physical education, music, recreation, legal assistance, and literacy.

Additional personnel were hired, salaries were upgraded, monetary benefits were given, and seminars and training were conducted. Deserving employees received recognition and commendations. Additional cells were built. Every cell was provided a comfort room. Other facilities were improved or installed: sunning area, recreation area, work area, chapel or worship area, visiting area, computer area, quarantine room, library, clinic, and monitoring room.

Since the program, there had been no more reports of skin diseases attributed to flogging. Of the jail's 1,800 inmates only less than 1% had illness. Skills training and capital support enabled 186 inmates to earn from P90 to P300 a day through the livelihood programs. A cooperative was established to address the economic needs of prisoners.

All religious groups are free to practice faith. Family gatherings are held on special days and on Christmas. Atmosphere in the jail has become light and lively.





## Province of Bulacan

# PROJECT JOSIE (JOINT SYSTEMS IMPROVEMENT IN EDUCATION)

IN 2000, BULACAN identified the following problems in local education: inadequate teaching competencies, lack of books and workbooks, low parent involvement in child learning process, ineffective monitoring of performances of pupils and teachers, and poor incentives and rewards for teachers. Ratings of Bulacan pupils in the 2000 national achievement tests were 39.40% in Math (as against the national 50%) and 40.23% in English (as against the national 52%).

To address the problem, the provincial LGU implemented the Project JOSIE.

The program had trained 4,141 teachers in math and reading proficiency, trained 157 newly hired teachers and 526 school managers, conducted orientations on home-school collaboration for 247,825 parents, and trained 332 youth volunteers.

It had developed and distributed over 555,000 workbooks for Grades I-IV pupils, 9,600 manuals for teachers, and 248,000 manuals for parents.

The program had given awards to 21 outstanding teachers, and incentives to 4,859 Grades I-III teachers, 496 school administrators, and 30 district supervisors.

There have been improvements in the performance of pupils, with proficiency level of 72.81% in the SY 2004-05 comprehensive English learning test for Region III. Bulacan has the lowest incidence of non-readers in English—1 for every 100 non-readers in the region. English proficiency of teachers also improved, with 64.48% during SY 2004-05 regional English assessment test. It is second to San Fernando City's 69.99%.

Workbooks and manuals have reduced the clerical load of teachers. Parents' participation in teaching-learning has been accepted in 496 schools. More parents are giving homework supervision to their children, attending school activities, and assuming leadership roles. There is high morale and motivation among teachers, administrators and parents due to community recognition of their roles.

## Province of Compostela Valley

# WOMEN ORGANIZING AND EMPOWERMENT

THE PROGRAM CAME as a result of efforts by Provincial Governor Jose Caballero to deliver equitable public services and to reduce poverty.

Women are organized from provincial to village levels, and across women sub-sectors—farmers, fisherfolk, labor, youth, Muslims, tribals, government, professionals, police, senior citizens, health workers, nutrition workers, and rural development workers.

Through the Compostela Valley Provincial Council of Women (CVPCOW), which counts over 60,000 card-carrying members, the women sector is consulted and is able to participate in the formulation of short, medium and long term plans for women. Part of the needs of CVPCOW is provided by the provincial government—organizers, staff complement, and project and operating funds. CVPCOW acts as the proponent, conduit and intermediary for lower-level women councils and community organizations.

At least 11,328 women had benefited from 29

livelihood projects. Women were involved in planting 320,000 trees throughout the province. Cases of domestic violence and child abuse were addressed.

Women were also involved in the organization of a livelihood program called Lamdag Panginabuhi. It is the province's centerpiece program in "mass-production-for-mass-dispersal" of livestock, high-value crops planting materials, vegetable seeds, and fingerlings. It has a 97-hectare livelihood center for this purpose. It had provided livelihood opportunities to 20,000 women. It addresses such concerns as malnutrition, health, and lack of livelihood skills.

The provincial government's capacity to deliver services to remotest barangays had been enhanced by the participation of organized women.



MANILA





## Municipality of Concepcion, Iloilo

# ZERO POVERTY 2020: A SHARED DREAM

THE PROGRAM USES the convergence strategy to create synergy in addressing poverty in Concepcion, a 4th class municipality comprised of 16 islands.

Among the factors that aggravate poverty are depleted coastal resources, high population growth, and poor quality of basic education.

The program started in August 1999, in partnership with civil society and other stakeholders. The target is zero poverty in year 2020.

The program uses minimum basic needs (MBN) data, community mobilization, people's participation, and alliance building as tools to promote its initiatives on: (i) human resources development; (ii) enterprise development

and livelihood enhancement, (iii) resource management, (iv) health, (v) education, and (vi) infrastructure development.

Since the program, it had established 5 new barangay health stations with midwives, 9 health facilities, 8 primary schools, and 28 new day care centers.



Most important, it had reduced poverty incidence in the municipality from 87% in 2001 to 47% in 2003, had enrolled 1,200 indigent families in Philhealth insurance, and had achieved maternal mortality rate in 2003.

Concepcion had earned various recognitions, among them as most child-friendly municipality (4th to 6th class category) in Region 6 for three years, second most child-friendly municipality in the country (2003), best implementer of anti-poverty programs of the Department of Social Works and Development, most outstanding municipality in nutrition program implementation, most outstanding municipal peace and order council of Region 6, and others.

Many of its programs are replicated in other municipalities. Concepcion serves as a learning site for both local and foreign study groups on good governance. Mayor Raul N. Baniyas, a medical practitioner before he joined politics, and his key staff are often invited in meetings and seminars to speak about their best practices.

## Municipality of Dumangas, Iloilo

# INTEGRATED DISASTER MANAGEMENT PROGRAM

DUMANGAS IS A third class municipality with 45 barangays, an area of 12,870 hectares, and a population of 59,291 as of 2000. It is prone to two extreme conditions: flooding during rainy season, drought during dry season.

Crop damages from floods cover vast farmlands in more than 50% of the municipality and reach up to several million pesos. Damages to properties affect mostly individual households. But droughts have longer and more extensive damage. They bring huge losses to farmers, fishpond operators, and fisherfolk.

To address the problems, the local government reorganized the Municipal Disaster Coordinating Council (MDCC) in August 1998. It also organized a disaster

coordinating council in every barangay to ensure the participation of community.

To set grounds for integrated disaster management, the local government organized

and trained community volunteers; procured equipment, tools and materials; constructed infrastructures such as dikes, cut-off channels, irrigation facilities, water impounding stations, and schools and day care centers on high grounds with toilet facilities for evacuees; established the agro-meteorological station for vital information; established a community-based flood and drought forecasting and warning system; and institutionalized a communication system with a repeater VHF radio handsets in every barangay.

As the municipality developed the capability to analyze and forecast disaster, damages to crops and infrastructures were lessened. With less costs for reconstruction and rehabilitation, there are more resources for other endeavors.

Livelihoods are now more protected and have become gainful. Areas planted to crops (watermelon, mango, mungo beans, fruits and vegetables) increased from 276 hectares in 1998 to 1,642 hectares in 2003. The value of crops harvested in 2003 amounted to P165.6 million.

A lesson learned from the program is that an informed community becomes productive.





## Province of Guimaras

# PRIVATE-PUBLIC PARTNERSHIP IN TOURISM DEVELOPMENT

AN ISLAND-PROVINCE created in 1992, Guimaras has a land area of 60,457 hectares and a population of 141,450 (2000 census). Lack of employment and other

economic opportunities are major problems. Income classification is 4th class, and poverty incidence is 29.6% in 1997 and 22.6% in 2000.

The provincial government embarked on a 3Ps, or Private-Public Partnership, program focused on developing the tourism industry. Features of the program are cultural heritage preservation, environmental protection, and economic empowerment.

To institutionalize the program, ordinances were enacted and policies issued, including the Provincial Environment Code, the Comprehensive Provincial Tourism Ordinance, and the Provincial Agri-Tourism Master Plan. In process is the Provincial Investment Code.

Infrastructures for tourism support services were

set up, including water and power systems, guest assistance centers, and the Guimaras Trade and Information Center.

Offices and social structure were established, such as the Provincial Economic Development Office, municipal tourism offices, barangay tourism councils, and tourism-related groups.

Community and industry groups were organized to participate in planning, marketing and promotion, and other initiatives. Tourist attraction activities included community-based heritage tours and barangay, municipal, and provincial festivals.

Investments in the development of resorts had so far amounted to P408 million, mostly from Guimaranons themselves. The program had generated more economic opportunities and income. Tourist arrivals increased by 39% in 2002, and 13.3% in 2003. Tourism receipts were P49.8 million in 2001, P106 million in 2002, and P128.3 million in 2003.

Guimaras is now out of the Club 20, the list of most depressed provinces.



## Municipality of M'lang, Cotabato

# FUNCTIONAL LITERACY TOWARDS ECONOMIC GROWTH

THE FUNCTIONAL LITERACY program is focused on the indigenous communities of B'laans and Manobos (composed of 98 households).

Among the major problems that hamper development in the indigenous communities are low income, low literacy, isolation from the social

mainstream, and internal squabbles (leadership struggle that leads to factionalism and disunity).

The program started in August 2001 among the 59 B'laan households in Purok 6, Barangay Pag-asa, then expanded to the 20 B'laan households in Purok 7, Barangay Palma-Perez and to the relocated 19 Manobo families in Purok 3, Barangay New Esperanza.

Part of the program are projects like livelihood (corn and root-crop production, bread-making, goat raising, provision of work animals and farm tools), housing and

resettlement (from makeshift to permanent structures), health (all 99 family heads are now Philhealth

cardholders), early childhood care, and social enhancement activities.

The strategies used included: (i) community organizing, to build and strengthen sectoral groups (women, youth, and farmers) and barangay structures; (ii) networking, for convergence of resources with Notre Dame foundation and other NGOs, and departments of education and culture and interior and local government; (iii) institutionalization, by giving it priority in the executive agenda of the municipality for fund allocation; (iv) regular consultations, and (v) monitoring and evaluation.

There have been improvements in literacy and standard of living. Academic skills gained by beneficiaries helped them in managing livelihood projects. Feelings of inferiority have diminished. There is now active involvement in community affairs and participation in electoral activities. The B'laans and Manobos have organized themselves into the M'lang Indigenous Tribal Association (MINTA). They have chosen a respected leader with whom they can consult.





## Municipality of New Corella, Davao del Norte

# SUSTAINABLE INTEGRATED AREA DEVELOPMENT

NEW CORELLA'S SIAD began in mid-1999 to address the problems of poverty (65% of the population—45,000 in 2003—live below the poverty line), lack of livelihood and social services, environmental degradation, etc.

Through SIAD, the LGU, civil society groups, and the community agreed to unify efforts for change.

Innovative features of the program include regular participatory planning and budgeting, need-based and people-centered plans, expansion of local councils, community participation in monitoring and evaluation, institutionalization of community organizing in the LGU, system of transparency and accountability, and multi-sectoral convergence.

About 75% of households participate in the program. They helped formulate 20 barangay development plans, a municipal development plan, a municipal health and agriculture strategic plan, and sectoral plans. There are functional monitoring teams in 20 barangays, and a municipal multi-sectoral project monitoring committee level. The program has 8 local community organizers, which helped organize and strengthen 65 people's organizations.



The LGU had allocated P5.8 million for rice, corn, and vegetable production and for livelihood. Some 600 lowland farmers had availed themselves of rice production loans, ranging from P7,000 to P12,000 per hectare at 2.5% per cropping. Their income had increased by an average of 53%. Corn and vegetable production loans of P3,000-P5,000 per hectare were made available to 250 upland farmers, whose income had increased by an average of 66%. Micro-financing, ranging from P3,000 to P100,000, was also made available to 696 beneficiaries, mostly women. Income of day laborers had also increased from P3 to P7 per day.

Other support services include crop production assistance to 152 farmers, hog dispersal to 22 farmers, establishment of a regular market day, 174 hectares of pilot farms for sustainable agriculture, organic fertilizer mixing plant, potable water system, a radio program, barangay assemblies and local development council meetings once to thrice a year. Sustainability of the program is ensured through legislations.

## Municipality of Opol, Misamis Oriental

# TOTAL HUMAN RESOURCE DEVELOPMENT PROGRAM

THE PROGRAM STARTED in 2001 to turn Opol into a haven for eco-cultural tourism and a sustainable agro-industrial community.

Key word in the program is DEEDS, which stands for: (i) "demayoring," which Mayor Dixon Q. Yasay describes as "having less people going to the mayor" for help; (ii) education, to sustain

development; (iii) empowerment, based on the principle that the more people are empowered the more the opportunities for a holistic development of the government and the community; (iv) development, which is focused on economic well-being of the person; and (v)

sustainability, through a massive change in the people's mindset and their participation in governance.

Management innovations and interventions to implement the program included personnel development (seminars, training, and masteral program in public administration), attendance of management committee in barangay assemblies, weekly quantifiable targets, creation of zonal assemblies for deregulated

management, and delivery of services, among others. Since the program, municipal income increased by 59%. Classification of the municipality has been upgraded from 4th class in 2001 to 2nd class. For the first time in years, business tax and licenses collection is already more than 100% of the target for 2004. The number of establishments went up and economic activities flourished.

Cooperatives were reactivated. Malnutrition had been on the decline for the last three years. Crime rate and the number of out-of-school youths had decreased. A high school was opened in the hinterlands. The Opol Community College was also opened to give more opportunities to poor and deserving students. Agricultural production increased in the last four years.

The increased participation of the community indicates a growing democratization. The program and its management innovations and technology are easy to adopt. Some LGUs in Northern Mindanao are adopting some of its concepts.





## City of San Fernando, Pampanga

# HERITAGE CONSERVATION AND CULTURAL REVIVAL

AT THE HEART of downtown San Fernando City is the historic poblacion, with remnants of the rich architectural heritage. There was the Baluyut Bridge,

Manila's only link to northern Luzon in early 20th century; the Monumento Fernandino, representing the people's struggle and triumph; the old City Hall, the Plaza de Arrozal, and others.

In 1995, San Fernando was still gloomy from the effects of lahar and floods. Remarks one newspaper columnist: "In San Fernando, absolutely no clue exists of its former grandeur." Fernandino culture was fast disappearing. The citizens lacked historical and cultural awareness. And no one realized that the city was celebrating its 250th anniversary in 2004.

In August 2001, the local government unit launched a recovery program to save the historic poblacion and recapture the city's former glory. The city formulated

an urban renewal master plan. Executive orders were issued and ordinances passed to implement the program, which involved large-scale restoration projects and massive information campaign and awareness-raising activities.

The city got the support and participation of rich families, schools, and groups in raising funds. Many monuments approved for restoration or reconstruction were financed by the foundations of rich families. The program has become a tool for progress. An ordinance in 2002 created the City of San Fernando Heritage District, to be the center of festivals and cultural activities. Among the agencies that became actively involved were the Department of Education and the National Historical Institute.

Slowly the face of San Fernando has changed. More opportunities for business and investments have been opened. The program has become a model and inspiration for political leaders and aspirants in neighboring local government units, where culture and the arts have been included in their programs and agenda.

## Municipality of Sigma, Capiz

# LOCAL DEVELOPMENT THROUGH THE PERFORMING ARTS

THE PROGRAM IS a unique approach to development and social transformation. It uses theater, or the performing arts, to break apathy, forge partnerships, and "identify common grounds toward excellence."

The program: (i) promotes social consciousness, (ii) develop creative and responsive individuals, (iii) develops and enhance the artistic capabilities and organizational skills of young people, and (iv) establishes linkages with school-based and community-based theater groups.

Key to the program is the municipal government, which formed the Sigma Municipal Council for

Culture and Arts (now Sigmahanon Foundation for Culture and the Arts, Inc.) in May 2000 to help organize and forge partnership with the theater group Dagway Sigmahanon, Inc. (DSI).

Performers of DSI are out-of-school youths, young professionals, and high school and college students from Sigma, Roxas City, and Iloilo City.

"By forging a strong partnership with DSI, the municipality of Sigma has strengthened participatory governance and has become creative in reaching out to its constituents not only in disseminating information on government thrusts and programs but in their implementation as well," says Municipal Mayor Roberto R. Sualog.

The theater group had produced various plays and conducted performances that dwell on such social issues as drug abuse, illegal gambling, peace, environmental protection, violence against women and children, reproductive health, waste management, and good governance.

The theater group has really become a community theater because it has earned the support of the community. Its outreach tours and productions are funded by the community. It has promoted social cohesion, a strong sense of oneness as a community, and pride among Sigmahanons.





# The National Selection Committee Members

**CIELITO F. HABITO.** Professor of Economics at the Ateneo de Manila University, where 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.

**ALEX B. BRILLANTES JR.** serves as the Dean of the National College of Public Administration and Governance (NCPAG) of the University of the Philippines. For more than a decade now, Dr. Brillantes has contributed to the growth and development of theory and praxis on local autonomy, decentralization and good governance — having served as Executive Director of the Local Government Academy of the Department of the Interior and Local Government and Director of the Center of Local and Regional Governance (CLRG) of NCPAG. He is part of the group who launched the Local Government Leadership Award that recognizes the leadership of local chief executives in bringing about good governance.

**VICTOR GERARDO J. BULATAO.** Chairperson of the Local Governance Citizens' Network (LGC) which brings together 42 civil society organizations engaged in local governance work. He was 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.

**MA. NIEVES R. CONFESOR** is the former Dean of the Asian Institute of Management. She holds the distinction of being the first woman to assume this position since the AIM was founded in 1968. Dean Confesor was also the former Director of the Human Resource Productivity Desk of the AIM Policy Center. Her areas of specialization include: public policy development and analysis, public administration, women in development, employment planning and service administration, labor-management relations, skills development planning and administration, working conditions and productivity, workers' welfare programs, human resources development, general management, and conflict resolution and negotiations.

**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 socioeconomic 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.

**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 an NGO implementing community-based health program in poor rural and urban areas. He was also the mayor of the Irosin, 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.

**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).

**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 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 promotion of children's rights.

**BEN S. MALAYANG III.** Professor of Environmental Science and Management, School of Environmental Science and Management, UP 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.

**MARIA ISABEL G. ONGPIN** is the President of the Jaime V. Ongpin Foundation and is a member of the Board of the Philippine Council for NGO Certification. A civic leader, she is not only a prolific writer/columnist but is also an advocate of many worthy causes such as gender and child rights promotion, environment protection, electoral reform, arts and cultural heritage preservation to name just a few.

**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.

**EMMA E. PORIO.** Professor of the Department of Sociology and Anthropology at the Ateneo de Manila University. She is the Chairman of the Governing Council of the Philippine Social Science Council and and guest editor of the Philippine Sociological Review. She authored several publications: 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 boards of *Sojourn* (Singapore), *Contemporary Politics* (London), *Inter-Cultural Studies* (Routledge) and *Contemporary Social Movements* (London).

**MARIVEL C. SACENDONCILLO.** Executive Director of the Local Government Academy of the Department of 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





# The National Selection Committee Members

areas of institutional development, poverty reduction, community based resource management, training systems development and management, and institutional materials development. She is also an advocate of participatory approach in local governance.

**OSCAR "KA OCA" F. SANTOS** fought for the cause of freedom and justice as an elected member/representative of the Batasang Pambansa and House of Representatives. Ka Oca served Quezon Province with distinction, having been named 24 times by various media and civic organizations as one of the most outstanding congressman of the nation. He continued to manifest his devotion to the poor as champion of the small coconut farmers and farmworkers in the recovery of the coco levy funds. He is currently chair of the Coconut Industry Reform

Movement and trustee of Tanggol Kalikasan, PEACE Foundation, Magdiwang and the Foundation of Clean Elections. He is a recipient of the Dangal ng Bayan and Bayaning Pilipino Award.

**EMMELINE L. VERZOSA**, Executive Director of the National Commission on the Role of Filipino Women. Prior to this position she was gender trainee 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.

## The Selection Process

### The Galing Pook Foundation

In April 1998, the Galing Pook Foundation was established as an independent organization to sustain and institutionalize the Governance Awards Program. It was initially composed of 24 members, most of whom had been members of the award's National Selection Committee and are key figures in the Philippines.

### The Galing Pook Awards

The Galing Pook Awards was officially launched on 21 October 1993 as a pioneering program to recognize and promote innovation and excellence in local governance.

It was a joint initiative of the Department of Interior and Local Government (through its Local Government Academy), the Ford Foundation, and other individual local governance advocates from the academe, civil society, and government. The Asian Institute of Management anchored the program until the Galing Pook Foundation was established in April 1998 and a new awards secretariat took over in 2001.

Annually, the winners of the Gawad Galing Pook are chosen from a national search of local governance programs, sifted through a multi-level rigorous screening process based on the criteria of positive socio-economic and environmental impact, promotion of people's empowerment, transferability and sustainability, efficiency of program service delivery, and creative use of powers provided by the Local Government Code.

To date, the Galing Pook Award has evolved into a coveted local governance award, with a roster of 173 local governance programs showcasing best practices as proofs that devolution works in the country despite the challenges that goes with the process.

### The 2004 Search for Exemplary Governance Programs

Now on its tenth year, the awards program remains faithful to the engagement of a multi-level rigorous screening process. The selection process is spearheaded by a National Selection Committee and supported by a Regional Selection Committee. These groups of screeners are composed of distinguished individuals from the government, non-government

organizations, academe, business sector, and media. They represent a healthy diversity of views, gender, geographical location, and technical expertise.

The winners of the Gawad Galing Pook are chosen based on the following criteria:

Positive Socio-economic and Environmental impact	35%
Promotion of People's Empowerment	35%
Transferability and Sustainability	20%
Efficiency of program service delivery	10%

Additional bonus points are given to programs who have shown creative use of powers provided by the Local Government Code and other decentralization and local autonomy policies.

This year Galing Pook received a total of 182 applications, broken down per region as follows:

Northern Luzon (CAR, Regions 1 to 3):	37
Southern Luzon (NCR, Regions 4 to 5)	50
Visayas	42
Mindanao	43

Out of the total application, 88 or 51% were recommended by the Regional Screeners to the national Selection Committee for consideration. Northern Luzon Regional Screening Committee (RSC) recommended only 17 out of the 37 applications for the consideration of the National Screening Committee. Southern Luzon RSC recommended 28 programs out of 50 applications; while the Visayas RSC elevated 23 out of 42 and Mindanao RSC chose 26 programs out of 43 applications. *(The photographs below show the members of the regional selection committees in action.)*

This number was further narrowed down to 28 program nominees during the second screening. Based on the ocular inspection and validation process, 22 of the 28 programs were recommended during the third screening as finalists to the Gawad Galing Pook 2004.

These 22 programs were presented in a rigorous panel interview last November 15 to determine the top ten outstanding programs for this year's search. *(See the photographs, page 23.)*





PHOTOGRAPHY BY JIMMY A. DOMINGO/GPPF





**2002-2003**

**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 Bulacan
Cebu City, Cebu	Support for Community Initiatives and Partnerships to Respond to Violence Against Women and Other Gender Concerns
Iligan City, Lanao del Norte	Missionville: Reliving the Bayanihan Spirit thru Multi-partnership
Nueva Vizcaya Province	Convergence & Complementation: A Tool for Effective Nueva Vizcaya 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
Dumungag, 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**

Alicia, Isabela	Child Rights Responsive Local Governance
Cebu City, Cebu	Gender-responsive Local Governance
Marikina City, Metro Manila	Good Urban Local Governance
Naga City, Camarines Sur	Good Urban Local Governance

**AWARDS FOR CONTINUING EXCELLENCE**

Bulacan Province  
Marikina City, Metro Manila  
Naga City, Camarines Sur  
Nueva Vizcaya Province

**2001-2002**

**TOP TEN OUTSTANDING PROGRAMS**

Bataan Province	Kontra-Kalat sa Dagat
Bulacan Province	Constituent Responsive Governance Project: Listening to the Voice of the Constituents
Carmona, Cavite	Balik Inang Kalikasan, Balik Amang Pabrika (BIKBAP) Program on Waste Recycling
Davao del Norte Province	Minimum Basic Needs Approach
Goa, Camarines Sur	Reorganization: An Effective Local Governance Tool in the LGU
Mandaue City, Cebu	Tripartite Industrial Peace Council
Naga City, Camarines Sur	People Empowerment Program
Nueva Vizcaya Province	TREE of Legacy (Tree Resources for Education, Enterprise and for Legacy)
Pasay City	Bayanihan Banking Program
IBRA IX, Zamboanga del Sur	The Iilana Bay Regional Alliance 9 Program

**OTHER TRAILBLAZING PROGRAMS**

Batad, Iloilo	Pahayag sa Banwa
Cabuyao, Laguna	Streamlining the Business Permit Process: One-stop Shop
Linamon, Lanao del Norte	Basura Atras, Linamon Abante sa Kalamboan
Magsaysay, Davao del Sur	Paglilingkod Abot-Kamay
Marikina City	Good Urban Governance
Science City of Muñoz	Developing the Matingkis Farm Tourism
Negros Occidental	Bantay Kasapatan
Nueva Vizcaya Province	Empowerment of Persons with Disability

Nueva Vizcaya Province  
Trinidad, Bohol

Reforming the Real Property Tax System  
Trinidad Agricultural Production Development Program

**HALL OF FAME**

Nueva Vizcaya Province

**1999-2000**

**TOP TEN OUTSTANDING PROGRAMS**

Anao, Tarlac	Sustainable Livelihood and Environmental Resource Management of Ylang-ylang
Bohol Province	Cultural Renaissance: Towards Synergy of Heritage, Arts and Eco-cultural Tourism Development
Bulacan Province	Reinventing Public Service
Dumaguete City	Ecological Park
Negros Occidental	Pagkaon 2000: Food Sufficiency
Nueva Vizcaya Province	Revitalizing the Health Sector: Quality Service Improvement
San Fernando, Pampanga	Breaking Financial Barriers

**OTHER TRAILBLAZING PROGRAMS**

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

**1998-1999**

**TOP TEN OUTSTANDING PROGRAMS**

Abra Province	Abra Overseas Filipino Workers Center
Bacarra, Ilocos Norte	Accelerated Agriculture and Fisheries Productivity
Guagua, Pampanga	Disaster Management and Community Development
Lidildda, Ilocos Sur	PARAESUS Berde
Nueva Vizcaya	Watershed Co-management
Palawan Province	Pista ng Kalikasan
Puerto Galera, Oriental Mindoro	Waterworks System
San Jose de Buenavista Antique	Energizing the Local Economy: The Business Park
Tagaytay City, Cavite	People's Park in the Sky
Zamboanguita, Negros Oriental	Comprehensive Agricultural Development

**OTHER TRAILBLAZING PROGRAMS**

Alimodian, Iloilo	Hugpong BUMBADA
Bustos, Bulacan	Community-managed Health Development
Ifugao Province	Multi-grade Mobile Teaching
Kawayan, Biliran	Bantay Dagat
Makati City	Makati Vendors' Program
Science City of Muñoz	Moving Onwards to Muñoz Agricultural Science City
Pinili, Ilocos Norte	Institutionalization of Purok Centers/Dap-ayans
Surigao, Surigao del Norte	Local Government Economic Enterprise
Tagbilaran, Bohol	Integrated Market and Bus Terminal Complex

**HALL OF FAME**

Marikina City, Metro Manila 5-Minute Quick Response Time

**1997-1998**

**TOP TEN OUTSTANDING PROGRAMS**

Bustos, Bulacan	Community Mobilization for Zero-Waste Management
Iloilo Province	Inter-LGU Partnership for Management of Banate Bay
Irosin, Sorsogon	Inter-Barangay Environmental Development
Marikina City, Metro Manila	Squatter-free Marikina
Marikina City, Metro Manila	Barangay Talyer





Mindoro Occidental	Mangyan Program
Negros Occidental	Balik-Ilahas
Oroquieta City, Misamis Occidental	Barangay Self-Sufficiency
Sebaste, Antique	Sebaste Community Clinic
Surigao, Surigao del Norte	Barangay Infrastructure

**OTHER TRAILBLAZING PROGRAMS**

Loon, Bohol	Waterworks System Development and Expansion
Malalag, Davao del Sur	Environmental Resource Management
Mandaluyong City	More Homes for More People
Paranaque City	Health Card System
Sta. Ignacia, Tarlac	Sustainable and Integrated Livelihood. Barangay Baldios
Tagaytay, Cavite	Tagaytay Fiancial Engineering
Zamboanga del Sur	Pagadian City Livelihood Development Assistance

**HALL OF FAME**

Marikina City, Metro Manila  
Irosin, Sorsogon

**1996-1997**

**TOP TEN OUTSTANDING PROGRAMS**

Aparri, Cagayan	A Clean Sea, A Healthy Community
Bais City, Negros Occidental	Environmental Resource Management
Butuan City, Agusan del Norte	Save the Working Child
Davao Province	Voluntary Blood Sufficiency
Guimaras Province	Provincial Health Insurance
Marikina City	Pulitika sa Bangketa (Red Sidewalk) Simula ng Pagbabago
Palompon, Leyte	Ecological Amelioration for Sustainable Development
Pulilan, Bulacan	Barangay Tanod, Partners to Progress
Sagay City, Negros Occidental	Sagay Marine Reserve
San Carlos City, Negros Occidental	Roads for Progress

**OTHER TRAILBLAZING PROGRAMS**

Alimodian, Iloilo	Community-Based Rehabilitation of Services for the Disabled
Basco, Batanes	Basco Water Works System
Batangas Province	Todo Unlad
Irosin, Sorsogon	Irosin Agrarian Reform
Jones, Isabela	Talahib Handicrafts
Legaspi City, Albay	Alternative Commercial Business District
Madrilejos, Cebu	Sports Development Padre Garcia
Masbate Province	Fishery Development
Naujan, Oriental Mindoro	Lingap Tanaw
Olongapo City, Zambales	Volunteerism, Olongapo Style

**HALL OF FAME**

Bulacan Province  
Puerto Princesa City, Palawan  
San Carlos City, Negros Occidental  
Davao del Norte Province

Lakas ng Kabataan  
Carabao and Tractor Pool

**1995-1996**

**TOP TEN OUTSTANDING PROGRAMS**

Baguio City, Benguet	Eco-Walk (An Environmental Awareness Program for Children)
Bulacan Province	Alay Paglingap
Cagayan de Oro City	Agora Mobile School for Street Children
Davao Province	Sustainable Food Security
Masinloc, Zambales	Marine Conservation of San Salvador Island
Naga City, Camarines Sur	Government Computerization
Puerto Princesa City, Palawan	Oplan Linis
San Carlos City, Negros Occidental	Lote Para sa Mahihirap
San Miguel, Bohol	Municipal Infirmary and Health Assistance
Santa Maria, Bulacan	Ecological Waste Management

**OTHER TRAILBLAZING PROGRAMS**

Clarín, Bohol	Potable Water for All Barangays
Eastern Samar	Eastern Samar Peace and Reconciliation
Lipa, Batangas	Sipaglakas Movement

Magsaysay, Davao del Sur	Upland Agricultural Development
Malalag, Davao del Sur	Alternative Scheme for Sustaining Health Services
Muntinlupa City	Management of Human Settlements
Naga City, Camarines Sur	Naga Early Education and Development
New Lucena, Iloilo	Comprehensive Cooperative Development
Puerto Princesa City, Palawan	Satellite Hospitals
Puerto Princesa City, Palawan	Satellite Libraries

**HALL OF FAME**

Bulacan Province  
Puerto Princesa City, Palawan  
Naga City, Camarines Sur

**1994-1995**

**TOP TEN OUTSTANDING PROGRAMS**

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 Enhancement Program
Negros Occidental	Community Primary Hospital/Community-Based Resource Management
Negros Occidental	Municipal Bond Floatation 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

**1993-1994**

**TOP TEN OUTSTANDING PROGRAMS**

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 Trasfer: 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 Street Children
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





## Panalangin sa Namamanahong Krisis (Sana po'y "Blessing in Disguise")



Lord, noon pa man po ay batid na naming na malaki ang aming pagkakautang  
Ngunit di po naming alam na kami po pala'y nakabaon na

5.39 trilyong piso na po pala

na ang sabi ng isa naming kasama ay pag pinagkabit-kabit  
ay tig-iisang daang piso na ganoon kalaki ang halaga  
at baka labindalawang beses umabot sa buwan  
na pag binahagi naman naming magkababayan  
ay aabot sa walumpong libong piso bawat isang Pilipino  
kasama na ang paslit na namamalimos sa Quiapo

Ang kita naman po, Lord, ng pamahalaan  
ay di man lang makaabot sa isang trilyon isang taon  
at kumita man ng ganoong halaga,  
at ang kahuli-hulihang sentimo ay ibayad,  
sa simpleng pananaw, ay limang taong singkad bago mapawi  
ang aming dambuhalang utang

Iyon po, Lord, ay kung di na tatakbo pa ang interes  
at kung di na magkakagasta kahit isang kusing ang pamahalaan  
sa health, housing at education  
sa kalsada, agrikultura, agraryo, sa husgado  
sa sweldo ng mga empleyado, kasama na  
ang mga sundalo at pulis, pati na ang mga nasa Kongreso  
marami pa po

Kaya't, to survive, itinutulak po ng aming Pangulo  
na magpataw ng mga buwis,  
na ang ilan noon pa man ay ipino-propose na ng aming mga tax experts,  
kasama na ang mahal naming si Nene Guevara  
upang maka-ipon ng P80 bilyon,  
na sana'y magiging dagdag sa kita, at patuloy na maka-bayad ng debt service

Ang wika nga po kamakalawa ng aming Pangulo ay  
"We cannot afford to postpone the pain,  
it is better to have some pain now  
and feel the gains two years from now,  
than postpone the pain  
and have death throes two years from now".

Ang mga iyan po'y tila matagal na namang alam ng ating mga lider, at sana'y  
noon pa man ay ipinagtapat na sa bayan

Sadyang nakakabahala po, Lord,  
pagka't pag di daw po bumuti ang aming pananalapi,  
ay malamang na abutin naming ang masaklap na nagging karanasan ng Argentina  
na noong 2001 ay nag-default on its \$88 billion debt  
at nagkaroon daw po ng tag-gutom, food riots, biglang taas ng krimen,  
at ang mga investors ay biglang naglayasan —  
all of which resulted to social and political unrest —



mga pangyayari na matagal nang isinusulat ng kasama naming Ciel Habito na sadyang 'alarming' at "frightening"  
Sana po, Lord, ay **huwag** namang sumapit pa sa amin ang mga iyon



Ngunit—

Sanhi ng aming pagkawalang bahala,

Ng aming kapabayaan,

Ng aming pagkukulang—

Kung ang mga iyon po ang sadyang aming magiging kapalaran

Sana naman po ay aming "blessing in disguise" para sa amin

**At maging dahilan na makamtan ang matagal na naming minimithi:**

Na kami ay maging "tunay na isang bansa"

Na kami ay magkaroon na ng "sense of nationhood",

Na ang mga lider namin ay maging **matapat, di makasarili,**

At bagkus maging **mapagmalasakit** sa pagtataguyod ng "national interest"

At ang aming mga kababayan naman ay lubusang **makiisa**

At **mag-ambag** ng kanilang kakayanan sa kapakanan ng aming bansa

At sana'y mapawi na ang aming tila namamayaning attitude na

**"Me first at wala akong pakialam sa buhay mo!"**

Kaya't, sana po Lord, ano pa man ang aming magiging kapalaran,

kami naman po'y patuloy ninyong **basbasan at subaybayan**

sa maliit na pagsisikap na **mapagtagumpayan** namin ang layunin ng Galing Pook:

na i-promote sa buong bansa ang **excellent practices in local governance**

na makatulong kaming **mahikayat** ang aming nawawalan na

ng pag-asang mga kababayan,

na **makiisa at makisangkot** sa mabuting pamamahala o **good governance**

at higit sa lahat, Lord, lalo na sa dinaranas naming krisis ngayon,

ay makatulong kaming **maikalat o mai-replicate**

**ang mga kapaki-pakinabang na local programs**

sa mga barangay, bayan, lungsod at lalawigan sa buong bansa

para sa **ikabubuti at ikagagaan** ng buhay ng aming nakararaming mga

**kababayan.**

Muli, maraming maraming salamat po, Lord,

Sa inyong pakikinig sa aming mga hinaing

At magandang araw po sa inyo. Amen.

**OSCAR "KA OCA" F. SANTOS**

Immediate Past Chairperson

Galing Pook Foundation

## REGIONAL SCREENING COMMITTEE MEMBERS

### NORTHERN LUZON

Everdina Doctor  
Fe Andico  
Pura Sumangil  
Jaime Tabbu  
Leonardo Quitos, Jr.  
Teresita Bonoan  
Ma. Rosario Lopez  
Virgilio Bautista

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Nestor Mijares  
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Ederlinda Fernandez  
Myrna Lim  
Maria Theresa Sarona  
Charlito Manlupig





# Gawad Galing Pook

## A Tribute to Innovation and Excellence in Local Governance

BOHOL ECOTOURISM DEVELOPMENT PROGRAM • COASTAL ZONING: DELINEATING COASTAL WATERS FOR COMMERCIAL AND MARGINAL FISHERMEN • GENDER AND DEVELOPMENT MAINSTREAMING • MEDICAL CENTER: AN ECONOMIC ENTERPRISE FOR SUSTAINABILITY AND DEVELOPMENT • REINVENTING THE NAGA CITY SCHOOL BOARD • I-GOVERNANCE PROGRAM: PUTTING POWER IN THE HANDS OF NAGUEÑOS • BARANGAY AGRICULTURAL DEVELOPMENT CENTER • TRI-PEOPLE WAY OF CONFLICT RESOLUTION • MINI HYDRO ELECTRIC POWER PLANT • HERITAGE CONSERVATION PROGRAM: A TOOL FOR DEVELOPMENT • ANTIQUE INTEGRATED AREA DEVELOPMENT PROGRAM • BANYUHAY (BAGONG ANYO NG BUHAY) PROGRAM • PROJECT JOSIE (JOINT SYSTEMS IMPROVEMENT IN EDUCATION) • WOMEN ORGANIZING AND EMPOWERMENT • ZERO POVERTY 2020: A SHARED DREAM • INTEGRATED DISASTER MANAGEMENT PROGRAM • PRIVATE-PUBLIC PARTNERSHIP IN TOURISM DEVELOPMENT • FUNCTIONAL LITERACY TOWARDS ECONOMIC GROWTH • SUSTAINABLE INTEGRATED AREA DEVELOPMENT • TOTAL HUMAN RESOURCE DEVELOPMENT PROGRAM • HERITAGE CONSERVATION AND CULTURAL REVIVAL • LOCAL DEVELOPMENT THROUGH THE PERFORMING ARTS



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