



Galing Pook

Paano Tayo Aasenso?

Policy Forum on Local Economic Development

Asian Institute of Management Conference Center

Paseo de Roxas, Makati City

August 7, 2009



Table of Contents

Executive Summary.....	3
Forum Concept	5
Forum Objectives.....	5
Welcome Address	6
Opening Address.....	6
Presentation of Best Practices	8
Munggo, the Black Gold of San Mateo, Isabela.....	8
Organic Bio-Dynamic Agriculture of Trento, Agusan del Sur.....	9
<i>Tabo sa PAO</i> : The Marketing Program of Negros Oriental.....	10
Spurring Economic Growth in Quezon City	11
Eco-Tourism Program of Bohol.....	14
Bulacan Cooperative Development Program	15
PALMA Alliance of Municipalities in Cotabato Province	16
Metro Naga Growth Network.....	18
Albay's Economic Development Blueprint	19
Rice and Corn Price Subsidy in Isabela Province.....	21
Quarrying in Pampanga Province	22
Policy Recommendations.....	23
Development from Below: Equipping LGUs to Win the War on Poverty.....	23
Reactions.....	25
Department of Finance	25
Philippine Human Development Network.....	26
Department of Trade and Industry.....	27
Local Governance Support Program for Local Economic Development.....	28
Action for Economic Reforms	29
Open Forum Highlights	30
Launch of Galing Pook Casebook and AdopKits	33
Closing Address	34
Forum Evaluation	34
ANNEX 1: Forum Program.....	36
ANNEX 2. Forum Participants	37
ANNEX 3. Photo Gallery	41
ANNEX 4. Galing Pook Solutions for Local Economic Development.....	45

Executive Summary

The *Paano Tayo Aasenso?* Policy Forum on Local Economic Development is the second in a series of Galing Pook Foundation's *Forums on Strategic Policy Formulations from Best Local Governance Practice*. The Forum seeks to bring together credible examples of local government best practices in local economic development, using integrative, participatory, and action oriented approaches to improve conditions for genuine local economic growth.

Eleven out-of-the-box local economic development solutions, all previous winners of Galing Pook awards, were presented by their respective local managers. These include:

- Munggo, the Black Gold of San Mateo, Isabela
- Organic Bio-dynamic Agriculture of Trento, Agusan del Sur
- Rice and Corn Price Subsidy in Isabela
- *Tabo sa* PAO Marketing Program of Negros Oriental
- Spurring Economic Growth in Quezon City
- Bohol's Eco-Tourism Program
- Cooperative Development of Bulacan
- PALMA Alliance of North Cotabato
- Albay's Economic Development Blueprint
- Metro Naga Growth Network
- Quarrying in Pampanga Province

Many of these projects take advantage of opportunities in the environment, such as Pampanga and Bohol. Some came about in response to the identified needs of the communities, as in Trento, San Mateo and *Tabo sa* PAO. Others were borne out of necessity like Quezon City and PALMA. Many are products of visions for the future such as Metro Naga and Albay. And almost all have yielded economic benefits for the beneficiaries and the local governments themselves, such as those in the provinces of Isabela and Bulacan.

While the programs were varied in concepts and circumstances, all of them are anchored on achieving local development for their respective communities. A noticeable common factor for success is the deliberate emphasis on community and multi-sector participation, which fostered a shared vision and strong collaboration among the various stakeholders. From project conceptualization, planning, implementation, to monitoring and evaluation, the use of community based participation and consultation approaches are evident. Likewise, common among all these projects are the strong political leadership and steadfast commitment to good governance.

In his policy recommendations, Dr. Cielito Habito asserts that LGUs are more effective than the national government in implementing LED-based solutions because they know

the problems in their communities better. He also asserts that solutions need not be costly or sophisticated, as demonstrated by many of the Galing Pook winning projects. He recommended localized solutions that take advantage of the capacities and resources of the communities.

Representatives from the Department of Finance, Department of Trade and Industry, Philippine Human Development Network, Local Governance Support Program for Local Economic Development, and Action for Economic Reforms gave their responses to the LGU presentations and Dr. Habito's recommendations. Most of them underscored the importance of participatory processes in successful LED projects, and challenged LGUs to discern and replicate only those practices that are applicable to them. Prof. Monsod challenges LGUs to effectively use the Leagues of LGUs to advocate for change in national policies and priorities in the LGUs' favor. Ms. Villanueva reminds LGUs to always include women and other informal sectors in all locally-oriented initiatives, and to promote knowledge management to ensure continuous learning from each other. Mr. Sta. Ana submits that to ensure sustainability of LED projects, well-meaning politicians need to be members of political parties so that their gains are not dissipated when they are no longer in position; that projects need to be regularly monitored and the benefits measured; and competition should be promoted since it is one of the means to minimize corruption.



Forum participants listen to the presentation of Gov. Joey Salceda.

Forum Concept

Despite the continuing controversies in the government, the economic intricacies that pose as barriers to economic growth, and the development challenges brought about by the environmental trends forecasted to last for generations, there are many local government units (LGUs) that keep making good, finding and creating opportunities with the available resources at their disposal. These are the LGUs that Galing Pook Foundation searches for and recognizes annually. They provide a wealth of practical insights, strategies and innovative solutions to address common concerns on the local economy, health of the people, environmental degradation, and declining agricultural conditions largely wrought over time by unsustainable human practices.

Galing Pook intends to make the examples from outstanding local governments get through to more LGUs and to every level of government in the country. The *Paano Tayo Aasenso?* Policy Forum on Local Economic Development, one of the Foundation's Forums on Strategic Policy Formulations from Best Local Governance Practices, is an initiative that brings together credible LGU executives and managers who succeeded in promoting an integrative, participatory, and action oriented approach to improve conditions for genuine local economic growth. These champions of good governance bring with them important lessons, as well as, policy proposals for the national leadership on important development themes such as local economic development or LED.

Forum Objectives

The *Forum* aims to:

- Bring together credible LGU executives and managers who are champions of good governance with their important lessons as well as policy proposals for the national leadership on local economic development;
- Present and discuss LGU best practices in the area of local economic development, how these practices can be more broadly adopted by LGUs whenever appropriate, and promoted at the national level; and
- Explore and narrow down policy recommendations from experts and local chief executives and managers in view of promoting local economic development particularly in the countryside.

Welcome Address

Rafael Coscolluela, Chairman of the Galing Pook Foundation, recalled a small municipality in Leyte that was competing for Galing Pook honors in previous years. While the mayor was passionately committed to provide social services for her constituents, she seemed to have overlooked local economic development as a poverty alleviation strategy. Unfortunately, he said this mayor is not an exception. Many local chief executives (LCEs) have little or no knowledge of LED.

Through the *Paano Tayo Aasenso?* Policy Forum on Local Economic Development, Galing Pook aims to showcase the LGUs that have made LED a focus of their governance programs. Since the greatest challenge for most LGUs is how to expand their economic base and raise more local revenues, he is hopeful that the LGU best practices will inspire other LGUs to follow in their steps.

Mr. Coscolluela welcomed all Forum participants, thanked the Galing Pook partners and sponsors, especially the Friedrich Ebert Stiftung, Land Bank of the Philippines, Local Governance Support Program for Local Economic Development, Development Bank of the Philippines, and enjoined all participants to spread the word about the LGUs who do good.



Galing Pook Chairman Rafael Coscolluela welcomes participants to the Forum.

Opening Address

Friedrich Ebert Stiftung, a social-democratic German political foundation, is one of the partners of Galing Pook and is a major sponsor of the Policy Forum series. The FES Resident Representative for the Philippines, Mr. Mirko Herberg, recalled the crumbling of the Berlin Wall more than 20 years ago and how this signaled for him and many Germans new expectations, opportunities and challenges. He said that because of huge investments and social transfers from the West, the impact was not only mitigated – social peace was ensured, people were given the resources to acquire new skills and eventually, new hopes arose. However, even with the West's heavy support, development was uneven. Progress was evident in areas where the people created a vision for themselves, and maximized the resources available. But in communities where most of the young or competent people have chosen to move away, these mostly became "pension homes."

Mr. Herberg's personal background has influenced him to take a social democratic outlook on development, or development with qualitative growth. Based on the current social-democratic framework, there are three dimensions of development and growth. First is economic dynamism, where programs create value and employment (guided by ILO Decent Work Concept) through innovations, strategic investments, a strong SME sector, and a qualified and motivated workforce. Second is social balance between the sectors and classes, and ensuring more equal opportunities for the weakest. And last is sustainability, where growth does not threaten the natural resources that are the foundations of life for future generations.



Mr. Mirko Herberg shares the social democratic principles of FES in his opening address.

He said development through qualitative growth cannot be achieved by one individual or leader alone. Rather, it requires a collective effort and necessitates the collaboration of stakeholders, such as the LGUs, private sector, workers, civil society, church, and national government. LGUs need to organize a community-based process to develop a common vision and mobilize resources, and run an efficient bureaucracy that eliminates rather than creates hurdles. The private sector must invest locally, show leadership and take risks, while acting responsibly towards nature and people. The workers and employees need to be capacitated as productive partners, and empowered to see the big picture and feel

their worth. The civil society need to mobilize the community in the spirit of attaining the common good, while the church must provide the spiritual compass and mediation when conflicts arise. Finally, the national government agencies need to provide the framework that creates equal opportunity for all, and the needed resources.

He emphasized that local economic development is better achieved if local capacities and resources are mobilized, if old wisdom is blended with the new (technologies), and resources are managed wisely. An inclusive process ensures sustainability because development is not dependent on the incumbent leader.

Mr. Herberg believes that the stories being showcased by Galing Pook in the Forum will reinforce the socio-democratic principle that the combination of effective leadership, collective effort engendered by the space for participation, as well as the proper policy framework can overcome hurdles or walls, big or small, in 1986 or in 2010, in Manila as in Isabela, Agusan or East Germany.

Presentation of Best Practices

Munggo, the Black Gold of San Mateo, Isabela

San Mateo is a first class municipality in Isabela Province. It was declared as an agro-ecological destination in the Cagayan Valley region by President Gloria Macapagal Arroyo by virtue of Presidential Decree 1685 because of its thriving agriculture-based economy, and because it hosts many local offices of the country's national agencies such as the National Food Authority, National Irrigation Administration, Bureau of Food and Aquatic Resources, and many others. Major produce include rice, corn, vegetables, mangos, bananas, livestock and aquaculture.

With its irrigated farm lands, San Mateo enjoyed two croppings of rice annually. However, because of the continuous planting of rice for more than 50 years, the soil has become more acidic and depleted of essential nutrients like nitrogen. As a result, farmers became dependent on commercial fertilizers and pesticides to maintain viable production levels, effectively reducing their net incomes.

In 2002, under the leadership of Mayor Roberto C. Agcaoili, the municipal government encouraged farmers to plant *balatong* or munggo in between the rice cropping seasons mainly to restore soil fertility. Munggo is a short gestation (30 -45 days), and low-maintenance crop. The results have surpassed the LGU's expectations. Not only did munggo restore soil fertility, thus reducing expenses for fertilizers, it also generated more income for farmers, created about 1000 jobs during planting and harvesting season, and earned additional tax revenues for the LGU. Munggo production brings about P200 million annually to the town.



San Mateo, Isabela Mayor Roberto Agcaoili confers with Isabela Gov. Grace Padaca.

The planting of munggo complements other industries because the empty pods are used for livestock feeds and mushroom beds. Munggo has enhanced the participation of women, as they became more engaged in its production and processing. Because of its high-protein content, munggo is also used for the school feeding program, and has reduced the incidence of malnutrition among children.

Mayor Agcaoili also started the annual *Balatong* Festival to strengthen community cohesiveness. The festival also encourages continuous munggo-related product

development, increases tourism, and promotes the planting of munggo to other communities outside San Mateo.

Organic Bio-Dynamic Agriculture of Trento, Agusan del Sur

Trento is a second class, predominantly agricultural municipality in the province of Agusan del Sur in the CARAGA region. It has an area of almost 81,000 hectares and a population of more than 46,000.

Under the leadership of Mayor Ireneia Hitgano, the Organic Bio-Dynamic Agriculture Project was first implemented in July 2005. It involves the use of locally processed organic fertilizers to replace synthetic fertilizers, the use of which was initiated on a 50-hectare demonstration farm provided by the municipality. The project currently benefits about 1,250 farmers, 1,000 women, and 263 pre-school and elementary students. It was originally funded with a P3.3 million grant from the World Bank's Community-Based Resource Management Program, and a P1.7 million counterpart from the LGU of Trento.



Trento Mayor Hitgano shares how they convinced farmers to adopt bio-organic farming.

The project's objectives are to reduce farm input costs, increase production, increase farmers' incomes, promote the use of environment-friendly farming technology, and instill self-reliance among the farming communities. To achieve these objectives, Trento organized a women's group to help advocate the program, networked with various organizations for knowledge-sharing, undertook the local production of organic farm inputs, conducted training for farmers, and promoted diversified farm products.

After three years of implementation, the project has yielded concrete benefits for the farmers of Trento and the entire municipality. In terms of economic benefits, the foremost is the substantial increase in the income of farmers. For example, a one-hectare farm with a combined rice and duck production is estimated to yield an annual net income of almost P140,000, compared to only about P70,000 for a farm that produces rice using conventional inputs and processes. Other economic benefits include the increase in the municipality's real property tax collections from P5.3 million in 2007 to about P8.1 million in 2008.

In terms of the environment, the project helped to improve soil conditions, minimize groundwater contamination due to reduced use of chemical pesticides and synthetic fertilizers, and enhance ecological balance as indicated by the return of friendly insects that feed on pests. The primary social benefit is the empowerment of the community to reduce income poverty, especially of women, farmers and the youth. The project also inspired greater participation of local officials and leaders in other local economic development projects of the Municipality, and strengthened linkages of government with both internal and external stakeholders.

According to Mayor Hitgano, they expect the project to be sustained beyond 2010 because the farmers and their communities have already developed a strong sense of ownership over the project since they were principal partners in its conceptualization and implementation. Moreover, the financial success of the project, wherein farmers almost doubled their incomes, will ensure that farmers will be wary to return to the old practice of using synthetic fertilizers and pesticides.

In the coming years, Trento is gearing up to be recognized as the Organic Farming Capital of Agusan del Sur and in the entire region of CARAGA, as it strives to become the region's principal supplier of affordable organic farm inputs and products.

Tabo sa PAO: The Marketing Program of Negros Oriental

Ms. Grace Dizon, Chief of the Agribusiness Section of the Provincial Agriculture Office of Negros Oriental presented *Tabo sa PAO* on behalf of Governor Macias. This is a project initiated by the Provincial Agriculture Office (PAO) of Negros Oriental to provide the farmer-beneficiaries of the PAO's different agri-based projects a venue to market their produce. Thus, the *Tabo* (which means market in the dialect) also showcases the success of the various programs being implemented by the PAO.



According to Ms. Grace Dizon, the *Tabo* has significantly increased farmers' incomes.

The *Tabo sa PAO* is a 1,380-square meter vacant lot located in Dumaguete City, which was converted into a market place. It is being used rent-free by a total of 245 farmer-members, and consists of 156 stalls which were built by the members themselves at their own expense. Products available at the *Tabo* during Wednesdays and Saturdays include fresh vegetables and fruits, root crops, meat, fish and other marine products, and ornamentals.

Since organized in 2005, the *Tabo* aims to develop the beneficiaries' social and entrepreneurial skills while providing a marketing venue for their produce; enable the public to avail of fresh



produce at farm-gate prices; increase family income of farmer-beneficiaries by removing middlemen; and help discourage insurgency.

To facilitate the *Tabo's* realization, the PAO first organized the farmer-producers and conducted training and orientation courses, and initially provided members with ample space at the PAO compound rent-free and tax-free and later made them construct their own stalls at the current venue. Members are required to collect monthly dues to fund the maintenance of the *Tabo* and other organization's needs. The PAO still regularly conducts seminars and facilitates regular meetings, and provides constant technical support to the farmers in their production areas. At present the *Tabo* is financially self-sufficient and does not receive any financial subsidy from the provincial government.

The economic benefits of the *Tabo* to the farmer members are well documented. The average monthly income of *Tabo* members increased from P3,733 to P7,424, or almost double over three years of project implementation. 115 of the members were able to construct, renovate or repair their houses; 44 purchased various motor vehicles; 111 acquired various home appliances; and 104 purchased different livestock either for own consumption or as additional source of income. Members were able to send their children to school, with 46 now graduates of various college and vocational courses, 41 currently enrolled in college, and 127 students in high school.

Other benefits of the *Tabo* include the promotion among the farmers of entrepreneurship and community-based marketing system, appropriate solid waste management technology through waste segregation and utilization, people participation and empowerment, gender equality, and efficient delivery of products to the community.

To help ensure the *Tabo's* sustainability, the Province passed Ordinance No. 25 in December 2008, which institutionalized the *Tabo sa PAO*, and the PAO also continuously provides technical assistance to farmer-producers. The Province believes that the *Tabo* is now sustainable because the farmers have proven their commitment to sustain their production of fruits, vegetables and tilapia in their farms; they have expanded their buy and sell activities in their own backyard during non-*Tabo* days; and they continue to collect monthly dues from members to sustain *Tabo* maintenance. In addition, the *Tabo* also involves the active participation of the organizations in the community such as the Barangay Area Development Councils.

Spurring Economic Growth in Quezon City

Mayor Feliciano Belmonte, Jr. reported that when he took over Quezon City in 2001, the City was in financial distress. It had a negative cash balance of P10.35 million, with claims for payments amounting to P1.4 billion, bank debts of over P1.25 billion, unpaid allowances to teachers and the police, and unpaid utility bills of over P60 million.

Thus, out of necessity his priority was to put the “house” in order by cutting costs, and building up the City’s resource base. To cut costs, the City made sure spending is needs-driven and not supplier-driven, stressed value for money, and reduced unnecessary cost burdens, e.g. by letting employment contracts of non-essential casuals lapse. Major initiatives to build up the City’s resources include computerization of the tax revenue assessment and collection, realignment of tax rates with those of other Metro cities, systematic programming of expenditures, and creation of new revenue sources.

The development agenda pursued by the City is called the “ABC of Development”, where A stood for Alleviation of Poverty, B for Building Up the City, and C for Competing on Efficiencies. The overall goal of this development agenda is to stimulate economic growth to bring about balanced development, where growth creates socioeconomic opportunities to improve the quality of life of its citizens.

The development agenda is also anchored on the City’s built-in opportunities, such as its vast land area (at 160 square kilometer, the biggest city in Metro Manila); the highest populated City in the country with 2.68 million; and strategic location at the heart of Metro Manila and traversed by the widest network of more than 2,000 kilometers of interconnected roads. However, it recognizes that these same assets also create enormous challenges. For example, its vast land area is not only a magnet to informal settlers, it also requires tremendous investments in infrastructure and has broader environment management considerations. The large population, especially the substantial poor segment, requires intensive government interventions in basic and other services, and its strategic location likewise creates security and traffic management complications.



Mayor Sonny Belmonte proudly shares Quezon City’s “ABC of Development.”

To implement the first component of *Alleviating Poverty*, Quezon City implemented a comprehensive range of projects related to education, employment and livelihood, and health. In terms of education, the City aims to broaden the opportunities of poor children’s access to quality education. This is addressed by providing one-textbook per student per subject, electronic libraries, and internet laboratories in all high schools; training of all 9,000 public school teachers, in partnership with UP, Ateneo and Miriam College; constructing 98 new school buildings equivalent to 1,624 more classrooms; and running a feeding program for 14,000 Grade 1 pupils and 19,000 daycare children in the poorest communities. The City also upgraded the Quezon City Polytechnic University, and funded a college scholarship program with 12,384 scholars.

To provide the citizens with employment and livelihood opportunities, the City implements *Sikap Buhay*, which is a Grameen-type microenterprise lending program entirely funded by the private sector, and boasts of a P791 million loan portfolio and 50,139 borrowers. It also conducts free call center training program, job fairs and barangay-based recruitment, and various livelihood and vocational training programs (e.g., computer and cellphone repair).

To improve the poor's access to affordable health care, the City upgraded the main hospital into a modern 250-bed hospital and the district hospital into a specialty pediatric and maternity hospital. It maintains 60 health centers, seven super health centers with lying-in clinics, three social hygiene clinics, and several laboratories; established 56 Botika ng Barangay; and expanded PhilHealth insurance coverage to 47,000 indigents.

The second development agenda is *Building Up the City*, which addresses concerns on the environment, infrastructure investments, and developing more growth centers. To improve the environment, some of the City's major initiatives include the enactment of comprehensive waste management policies; pioneering implementation of "package clean-up system" in solid waste collection with a 99% collection efficiency rate and savings of about P20 million monthly; and conversion of the Payatas dumpsite into a controlled disposal facility (2008 Galing Pook awardee). These and many other projects made Quezon City the first LGU in the country to gain carbon credits, earning the City €100,000 annually.

For its infrastructure projects, Quezon City has spent a total of P16.9 billion since 2001. Starting with only P315 million in 2001, this peaked to almost P4 billion in 2007. Of these investments, P7.3 billion or 43% went into 582 kilometers of roads, 25% for schools, 5% each for offices and health centers, and many others.

The third component, *Competing on Efficiencies*, involves promoting operating efficiencies through the use of technology, streamlining systems, empowering governance partners, and improving human resource capacities. Major projects include the computerization of revenue assessment and collection and other financial management functions; granting barangays full fiscal control over their share of RPTs; facilitated training of barangay leaders on governance and fiscal management with assistance of the UP-NCPAG and Ateneo; institutionalization of key public service units such as the Environment Protection and Waste Management Department, Industrial Relations Office-Public Employment Service Office, Sikap Buhay Cooperatives Development Center, and Information Technology Office.

After almost eight years of implementation, most economic indicators of the City went up. For instance, the City's annual income almost tripled, from P3.64 billion in 2001 to P9.1 billion in January-June 2009. Revenues from business taxes rose from P1.13 billion in 2001 to P3.19 in 2009, and the number of businesses increased from 41,600 to almost

59,000 in the same period. It currently hosts 30 ICT parks and buildings that employ a total of more than 27,000 ICT professionals and workers.

Moreover, Quezon City has been judged by the Asian Institute of Management as Metro Manila's most competitive city, and the second most competitive in the country after Davao City. It is also considered as one of Asia's Top 10 Cities, and has been recognized by the World Bank and Asian Development Bank for its phenomenal turnaround.

Eco-Tourism Program of Bohol

On behalf of Governor Erico Aumentado, Atty. John Titus Vistal of the Provincial Planning and Development Office presented Bohol's Eco-Tourism Program. Bohol has been blessed with a bounty of eco-cultural tourism assets, earning the moniker, "The Land of History and Natural Beauty." However, the provincial leadership recognized that the various tourism assets do not necessarily translate into a vibrant tourism industry, nor do they necessarily result in economic development that is beneficial to the people.



Atty. John Vistal cites the importance of community participation in the success of Bohol's eco-tourism.

Thus, Bohol took an integrated development approach in implementing its eco-tourism program. They realized that poverty reduction by itself is not enough to improve the Boholanos' quality of life after implementing massive poverty reduction programs from 2001 to 2005. They now know that poverty reduction is closely tied to promoting local economic development to provide opportunities for people to sustain improvements in their standard of living.

Bohol's victory in its LED-driven eco-tourism program started with a shared vision that was formulated through a multi-sector participatory process. This means that people whose welfare Bohol seeks to uplift are willing partners in the common goal of achieving local economic development. Bohol also relied heavily on using community-based resource management approaches to develop eco-tourism activities. For example, with the Cambuhat River Village Tour in Buenavista, Bohol showed other communities in the province that tourism did not have to be left alone to private entrepreneurs. With the Baclayon's Pamilacan Marine Life Tour, former whale and dolphin hunters turned into whale- and dolphin-watching tour operators, guides and spotters. These and other programs eventually increased the incomes of the residents, and at the same time ensured the protection of the environment.

Another strategy used by Bohol is leveraging public and private sector partnership. Many of its programs involve LGU-NGO-CSO-academe-business sector collaborations. For example, the private sector has been tapped to teach local communities how to be more entrepreneurial. Thus, Boholanos are now convinced that even culture can be “profitable.” A case in point is the Loboc Youth Ambassador Band, which started as a scholarship program to allow locals to learn traditional band music, but is now an internationally-recognized, commercially viable performing group.

Based on its experience, Bohol submits that LGUs have the capacity to transform their communities into self-sufficient economic enterprises with the appropriate use of their mandates and a conducive policy environment. To further encourage LGUs to pursue LED programs, Bohol proposes the amendment of the Local Government Code; promotion of inter-LGU clustering and partnerships to allow LGUs to discover a variety of collaborative configurations that they can use to their advantage; adoption of LED strategies by LGUs throughout the country, alongside poverty reduction strategies; and conduct of resource inventories (can refer to natural assets as well as local crafts and skills from musical creativity to local herbology, to indigenous cultural traditions) to discover opportunities for community-level LED. Bohol believes that true economic growth has to be equitable, and need to trickle down to all segments of the population, especially the poor.

Bulacan Cooperative Development Program

According to Mr. Jovito V. Saguinsin, the head of the Provincial Cooperative and Enterprise Development Office (PCEDO) of Bulacan, the development of cooperatives was a key component of the province’s economic development program after the EDSA Revolution in 1986.



Mr. Jovito Saguinsin traces Bulacan’s cooperative development programs and outcomes.

Prior to 1986, cooperatives were negatively regarded in Bulacan because they were used as tools for corruption rather than vehicles for economic development during the Marcos years. They were reputed to be poorly managed, and used to benefit the unscrupulous few at the expense of the many, mostly uneducated members.

In 1986, under the Kaunlaran sa Pagkakaisa Program (KPP), the Province promoted the organization of cooperatives, while emphasizing the proper training and orientation of prospective members, economic viability of proposed projects, and close



supervision and monitoring of cooperatives. To ensure that these activities are competently handled, Bulacan created the PCEDO. Its functions include accrediting government and private individuals as cooperative trainers and organizers; allocating funds to finance economic activities of cooperatives but not dole-outs; providing cooperative training and technical management assistance with the emphasis on the value of trust and credit worthiness; encouraging cooperative-managed businesses; developing linkages with other private and government institutions; and providing incentives and recognitions to outstanding cooperatives.

After the KPP, the NEGOSKOOP (Negosyo ng Kooperatiba Program) was implemented. The goal was to intensify and expand cooperative businesses and services to members, and consequently increase income and generate more employment in Bulacan.

The components of Negoskoop include the institutional/organizational development of the cooperatives by providing financial support and technical assistance in market development; promotion of complementation and partnership with other GOs, NGOs and LGUs; and product development through the Bulacan Packaging Service and Toll Packing Center. Under Negoskoop, Bulacan also established the Bulacan Cooperatives Hall of Fame League, passed the Sangguniang Panlalawigan Resolution enjoining other LGUs in Bulacan to create their own cooperative development offices and appoint/designate cooperative development officers, and organized the Cooperative Officers League of Bulacan and Bulacan Negoskoop League.

As of as of June 30, 2009, Bulacan has 937 active cooperatives with a combined asset base of P8.3 Billion, and total membership of 212,000. Today, the cooperatives in Bulacan are the province's strong partners in economic, social, environment, and gender development programs.

PALMA Alliance of Municipalities in Cotabato Province

PALMA is an alliance of municipalities in the first congressional district of Cotabato Province in Region XII, which was formed in 2002. PALMA stands for the first letters of the names of the municipalities that originally comprise the alliance, namely Pigcawayan, Alamada, Libungan, Midsayap, and Aleosan. In April 2008, Pikit also became a member after completing a one year probation as observer.

In his presentation, Mayor Loreto V. Cabaya Jr. of Aleosan and currently Chairperson of the PALMA Alliance Development Board, shared that PALMA started as a way to pool the municipalities' limited resources together to create more impact. The first and still ongoing PALMA project is the Kabalikat PALMA Infrastructure Project or KPIP. This was followed by the Libungan-Alamada Watershed Conservation and Development Program, PALMA Ecological Solid Waste Management Program, PALMA Inter Local Health Zone, and the Great Women Project.

Because the PALMA's constituents were mostly farmers located in areas with poor access to markets, KPIP was envisioned as a local economic development strategy to address this situation. Through KPIP, all weather road networks were constructed to facilitate access and reduce transport costs to markets and various services.

In the spirit of *bayanihan* or unity and cooperation, the PALMA members pooled construction equipment, manpower and other resources to fast track the rehabilitation and opening of roads to link remote barangays to centers of commerce and trade. This strategy allowed them to reduce construction costs of all-weather roads from about P1 million per kilometer to only around P30,000. This means that the alliance members not only paved the way for farmers to increase their net incomes by increasing revenues and reducing transport costs, the LGUs also stretched their infrastructure budgets to cover more ground. As of 2008, the PALMA has built a total of more than 557 kilometers of roads in 191 barangays, at a total cost of only P18.4 million.



Chairman and Aleosan Mayor Cabaya discusses the institutionalization of the PALMA Alliance.

To successfully implement its projects, PALMA members are required to execute Memoranda of Agreement and adhere to the project manual of operations. A Project Management Office, which reports to the PALMA Alliance Development Board (PADB), was organized to professionally manage the PALMA projects. The PADB acts as the policy making body, and is composed of the Governor, mayors of the alliance members, and multi-sector representatives from the communities served. In addition to providing allocations from the municipalities economic development funds for infrastructure costs, each LGU-member is required to contribute P200,00 annually (P500,000 from the Province) to fund the Alliance's operations. At the barangay level, barangays are also required to provide annual appropriations for road maintenance, and enforce regulations for the use and maintenance of the roads.

The measured benefits of the KPIP include the 20% increase in agricultural productivity; reduced all weather farm-to-market road construction cost, from P1.8 million per kilometer to 30,000; as much as 50% reduction in travel time; and 20% to 60% reduction in passenger fares and transport costs. The quality benefits include better access to government services by the upland and far-flung barangays; discipline among the citizens due to the road use regulations; improve access to alternative upland farming technologies; and increase in enterprises, such as nurseries and plantations for high value crops like banana and rubber.

Today, the PALMA model has been replicated both locally and internationally. Other similar alliances formed within the Philippines include the Magsaysay-Bansalan-Matanao, Davao del Sur Alliance (MABAMA DavSur); Allah Valley Landscape Development Alliance in South Cotabato; Metro-Kutawato Development Alliance; Provincial Government and AusAid Project in Misamis Occidental; and Southwestern Ligwasan Alliance of Municipalities (SLAM). Government delegates from the Bamyan Province of Afghanistan and East Timor Leste underwent orientations on the PALMA program for adoption in their respective countries.

Metro Naga Growth Network

Metro Naga started in 1992 as a voluntary and cooperative undertaking of Naga City and 13 municipalities in Camarines Sur. From 14, it currently has 11 members, all of which account for about 23% of the Province's total area, and a combined population of about 700,000 or 40% of the total provincial population.

One of the main reasons for Metro Naga's creation is to help overcome the common challenge among LGUs of limited local funds for infrastructure projects and social services. Its vision is to create an empowered partnership of LGUs to jointly advance sustainable and equitable development using shared resources. Following the Metro Naga Development Plan, it also seeks to attract public and private investments, improve LGU capability to deliver basic social services, attain effective complementation of economic activities, generate off-farm employment, and eventually improve household incomes throughout Metro Naga.

Metro Naga functions as an advocacy bloc and a service equalizer for LGUs in Camarines Sur. The grouping enables even smaller LGUs to gain clout to access more funds from the national government and donor agencies. As such, some of its accomplishments include the construction of: all-weather roads for Gainza, a small fifth-class town; diversion road for Pili to ease traffic at the Maharlika Highway; and level-1 water systems and expanded level-3 systems. It also serves its members through resource complementation and role definition, based on each LGU's comparative advantages. For example, a Metro Naga Equipment Pool was formed to help members with infrastructure development and maintenance; and a shared network of programs for senior citizens, emergencies, and employment and livelihood projects have been set up.



Metro Naga's guiding spirit and champion, Mayor Jesse Robredo discusses the alliance's value.



Through Metro Naga, a more balanced development between highly-urbanized Naga City and its adjacent low-income municipalities is envisioned. It makes it easier to address area-wide concerns and cross-boundary problems by providing a forum for regular consultations among local chief executives to resolve issues such as solid waste disposal and transport terminals, and it facilitates the development of area-wide plans and programs such as the Physical Framework Plan (prepared with USAID-ARD/GOLD assistance), inter-local health zones, and enterprise development coordination with national government agencies. With pooled resources, continuous capacity building is enhanced, and duplication of efforts to address similar concerns (e.g., policies on gender and development, enterprise development, local investment promotion), is minimized.

After almost two decades of collaboration, Metro Naga has gained some insights on how to help other LGUs considering a similar solution. One, a strong LGU needs to take the lead in directing its programs, and assume the initial burdens of the partnership. Two, LGUs need to look beyond their boundaries, and set aside partisan politics to come up with shared solutions to common concerns. Three, the partnership needs to invest in capability building for all members to sustain programs even with changes in leadership. Four, long-term goals need to be balanced with short-term goals to sustain interest and active involvement of members. And finally, the participation of national government agencies and non-government organizations is very critical to continue and expand the partnership's projects and resources.

Albay's Economic Development Blueprint

Albay has a total land area of 2,552 sq. km. and a population of almost 1.2 million. Since Gov. Joey Salceda took office in 2007, the provincial goal has been to achieve "safe and shared development." To achieve shared development, the Province has embraced the Millennium Development Goals (MDGs) and human development indicators (HDIs) as its own goals. In terms of safe development, Albay recognizes that climate change and disaster risks are key obstacles to reaching the MDGs and HDIs, and abides by the existing international framework to mitigate them. He emphasized that LGUs cannot take a bifurcated approach to development, that it is important for all program components to be closely integrated and rationalized.

Albay's development strategies are patterned after California, USA. To generate economic activity and employment, it decided to focus on services such as IT and tourism, and modern agriculture instead of manufacturing and heavy industries. Likewise, education and health are very high on the agenda.

Gov. Salceda believes that Albay can achieve California-like growth, because of its natural endowments like the Mayon Volcano and Cagsawa ruins; renewable energy from Tiwi; rich culture and unique cuisine, crafts and crops; massive infrastructure development in the pipeline (international airport, roads); strategic geographic location (regional government center, access to Bicol markets and destinations); and a large,

educated population base. And to make this possible, the provincial government must be the “binding force” to mobilize resources and spur development.



Albay Gov. Joey Salceda says the quality of projects and good governance make the difference.

Gov. Salceda cited the 2009 provincial budget as the best articulation of his administration’s development priorities, where 24% is allocated for health services, 42% for programs, 9% for disaster risk reduction and climate change, and none for intelligence funds. Only 31% is allocated for personnel services.

However, he cautioned that because of his close ties to President Gloria Macapagal-Arroyo, he is able to access funds that are normally not available to other LGUs giving him better leverage to implement an ambitious development agenda.

The Province provides universal Philhealth coverage, and is heavily investing to upgrade hospitals, rural health units, maternal care, and the Bicol Regional Teaching and Training Hospital. Albay’s commitment to education is manifested by the formation of its own local Department of Education, and major investments to modernize its schools and the Bicol University. To realize its vision of at least one college graduate per family, Albay is borrowing a P1 billion, 12-year loan from the Land Bank – in addition to the annual allocation of P78 million – to finance its “user-based” scholarships for all qualified Albay residents.

In terms of disaster risk reduction, Gov. Salceda created the Albay Public Safety and Emergency Management Office to oversee all related efforts, which include disaster-proofing of comprehensive land use plans, preemptive evacuation, safe evacuation centers, schools and hospitals. With regards to climate action, Gov. Salceda said the Province has partnered with the Department of Environment and Natural Resources to provide the necessary expertise.

The GuiCaDaLe Business Platform represents Albay’s flagship economic project and main disaster risk reduction strategy. It is an integrated area development program covering the southwest section of Albay, in the four contiguous LGUs of Guinobatan, Camalig, Daraga and Legazpi. Instead of constantly responding to Mayon-related emergencies, it involves the redirection of business and residential activities towards safer areas, as well as spatial integration with Sorsogon. The project components include the relocation of 10,076 households in high-risk areas, and the construction of a new international airport, new road networks, and a new government center.

To implement this ambitious development plan, Gov. Salceda revitalized the provincial bureaucracy, rationalized service delivery mechanisms, and delegated many responsibilities to other proper agencies. Some of the measures he adopted to improve

transparency and reduce leakages include: beneficiary-led procurement; outsourcing of services; consortium approach of management; 100% compliance with the Procurement Law/PhilGEPs. For example, all Albay residents can avail of PhilHealth membership by applying directly to PhilHealth, and the Province pays PhilHealth a total of about P34 million annually. The same is also the case for community college scholarships (P37 million total) – students apply and enroll in the schools of their choice, and the latter bill the provincial government for the students they accept.

Rice and Corn Price Subsidy in Isabela Province

The province of Isabela is primarily an agriculture-based economy, and is presently the biggest producer of corn in the country, and the second biggest producer of palay, next only to Nueva Ecija. Since majority of the population are dependent on agriculture, Gov. Grace Padaca prioritized measures to directly help farmers after she took office in 2004.



Gov. Grace Padaca shares how the out-of-the-box rice and corn price subsidy in Isabela helps farmers.

The Palay and Corn Subsidy Program started in 2005 in partnership with the National Food Authority. Under the program, the Province allocates P10 million annually to directly purchase rice and corn from farmers at subsidized prices of P1 - 3 per kilo more than the prevailing price. This intervention, in effect, complements the NFA buying activities and mitigates the control of traders and middlemen over prices of rice and corn in the Province. As a result, the farm gate prices for rice and corn have been consistently higher in Isabela compared to the neighboring provinces of Cagayan, Nueva Vizcaya and Quirino since 2005.

Not only did the program result in increased incomes for the farmers, the Province fully recovers the total subsidy and even generates modest profits from the buy and sell operations. For the program's five-phase implementation cycle from 2005 to 2008, the provincial government of Isabela has earned a total of almost P1.3 million.

Quarrying in Pampanga Province

The cataclysmic eruption of Mt. Pinatubo in June 1991 is the world's second largest volcanic eruption in the 20th century. It devastated at least four provinces in Central Luzon, namely Zambales, Tarlac, Bataan, and Pampanga. The eruption deposited more than five cubic kilometers of volcanic ash and rock fragments around the volcano's slopes. After the eruption and following heavy rains that normally fall in the Province during the wet season, more than three cubic kilometers (or equivalent to 300 million dump-truck loads) of lahar was deposited on the lowlands surrounding the volcano. While the lahar buried hundreds of square kilometers of land, hundreds of million pesos worth of properties, and even many lives – the lahar as quarry material, also presented unexpected opportunities for many Kapampangans.

The lahar deposits created quarry sites in the seven Pampanga municipalities of Floridabalanca, Mexico, Mabalacat, Porac, Lubao, Bacolor, and Sta Rita. During the previous provincial administration, the quarry operations became a source of corruption. Under the leadership of Gov. Eddie T. Panlilio, a new system to monitor quarry operations and collect sand taxes was put in place. The system not only ended allegations of irregularities, it also enabled the Province to generate about P427 million in total additional revenues from June 2007 to July 2009.

Under the new system, the Provincial Mining Regulatory Board (PMRB) was reconvened



Gov. "Among" Ed Panlilio shares how the dreaded lahar became a blessing in Pampanga.

to streamline quarry permitting system. Quarry operators are required to validate their existing permits and renew those that are about to lapse. Those operating illegally are ordered to get permits, otherwise fines and penalties are imposed. Operators are required to pay the sand tax and administrative fee of P300 per truckload only at the Office of the Provincial Treasurer, in contrast to the old system of paying at checkpoints established along roadsides. At present, monitoring tickets and control passes are being issued to strengthen check and balance.

Of the total quarry revenues, almost P149 million has been distributed to more than 50 barangays and ten municipalities in the province. While the province cannot prescribe how the quarry revenues are to be spent, many of the barangays and municipalities have used them to start and/or sustain various socio-economic projects and programs. Many barangays in Porac, which is one of the heaviest affected areas, used their shares to fund Balik-Barangay programs to encourage those who were dislocated by the lahar flows to return. For example, Barangay Manibaug-Pasig, which has received more than P21.1 million, bought a three-hectare relocation site and an ambulance for its

constituents, constructed the barangay hall, and offers various social services to the people.

To further enhance quarry operations, the Province adopted Ordinance 261 to regulate the hauling and transport of sand, gravel and other quarry materials within Pampanga. Drafted in consultation with various industry and community stakeholders, the Ordinance also mandates the creation of the Accreditation Committee, which will be responsible for setting standards for accreditation and inspection of motor vehicles. It also prescribes monitoring of overloaded trucks carrying quarry materials to protect roads. Unfortunately, due to partisan politics, the Ordinance was eventually repealed. The Panlilio administration together with the PMRB proceeded to implement the essence of the Ordinance guided by existing national laws and regulations, through the issuance of executive orders and PMRB resolutions.

Policy Recommendations

Development from Below: Equipping LGUs to Win the War on Poverty

Dr. Cielito F. Habito is currently the Director of the Center for Economic Research and Development at the Ateneo de Manila University. He was once a cabinet secretary heading the National Economic Development Authority. His column “No Free Lunch” appears regularly in the business section of the Philippine Daily Inquirer.

According to Dr. Habito, the result of the current development approach of top-heavy growth, vis-à-vis, bottom-heavy needs has been narrow, shallow and hollow. He said the development is narrow because growth is propelled primarily by a few leading sectors and geographic areas; shallow inasmuch as linkages to the rest of economy (e.g., low domestic value-added exports) are weak; and hollow since job creation is not commensurate with economic growth, sometimes even jobless growth. This is evidenced by the increase in poverty incidence from 30% in 2003 to 33% in 2006; the fall of real per capita income by 10% nationally, and in 50 provinces between 2003 and 2006; drop of basic education enrollment rates in 75% of provinces between 2002 and 2004; and the wide disparities in life expectancy across provinces, from a low of 53.4 years in Tawi-tawi to a high of 74.6 years in La Union.



Dr. Habito asserts that LGUs are better at LED than the national government, and solutions need not be expensive.

He said that to achieve broad-based and sustainable development, the government's strategies should target: the countryside as active participant and beneficiary of development; efficient, productive and competitive farms and firms; well-educated, healthy and empowered citizens living in peace and security; and clean and healthy environment with ample natural resources to sustain future generations.

To realize development from below, Dr. Habito made two basic assertions. First, local governments can do it better than the national government because LGUs know the problems better, as demonstrated by the various Galing Pook award-winning local development initiatives. He reiterated that NGAs should be "steering" and not "rowing." Thus focus for NGAs should be setting standards and regulations, providing technical support and capability building for LGUs, and supporting trans-provincial initiatives.

Second, effective solutions need not be costly or sophisticated. He cited instances when the actual solution is simpler than what has been offered by government. This is especially true in agriculture, where current government responses are usually generalized and highly centralized. For example, farmers in remote areas are sometimes better served if provided with horses to transport their produce instead of building farm-to-market roads, which only unnecessarily opens up areas to illegal logging. And as shown by some of the LGU best practices, there are many cases where peer mentoring is more effective than the training provided by the Department of Agriculture's extension workers. Likewise, it has been proven that indigenous or natural practices are more effective than so-called modern technologies, as in the examples of Trento, Agusan del Sur and San Mateo, Isabela.

Dr. Habito reiterated that LGUs' initiatives be made along the following strategies:

- Promote employment and livelihood through local enterprise development
- Develop out-of-the-box solutions, such as Isabela Province's price subsidy, to improve farm incomes, productivity and market access
- Provide hospitable investment climate (i.e., appropriate infrastructure, energized bureaucracy)
- Organize, strengthen, and empower local development councils, local school boards
- Provide decent and affordable housing
- Improve law enforcement
- Implement proper waste management
- Implement community-based resource management
- Integrate culture and heritage promotion and environmental protection in local tourism
- Impose payments for environmental services

He also recognized various impediments that need to be addressed to fully enable the LGUs in implementing bottom-up development strategies. On the LGUs' side, these

include the inadequate planning capabilities and short planning horizons; weak knowledge base for planning (data, technical capacities); political and governance weaknesses; and inadequate financial management due to narrow local revenue base, weak access to external resources, and poor management of public economic enterprises. The national policy impediments include: over-centralized governance, especially in agriculture development; IRA distribution and allocation; real property valuation; budget and counterparting issues.

To overcome the above impediments, Dr. Habito recommends various measures for both LGUs and the national government to consider, such as:

- Strengthen the planning capacities of LGUs through NEDA technical assistance, peer exchanges and peer mentoring, stronger networking of local planners, and reforms in Philippine Statistical System to strengthen local statistics collection.
- Widen participation in local planning and budgeting processes, by activating the Local Development Councils and Local School Boards, requiring NGAs (especially DA) to work through LGUs, and strengthening dialogues and coordination between NGAs and LGUs both directly and through the various LGU leagues
- Scale up community driven development (CDD) mechanisms such as the Kalahi-CIDDS by allotting minimum percentages of NGA program budgets
- Revisit national-local tax base distribution, and tax information sharing between the LGUs and the BIR
- Review Procurement Act provisions that are relevant to LGU operations
- Widen LGU credit rating system and support LGU financing schemes (e.g., bond financing, private sector deposits and ODA borrowings)
- Review IRA distribution, allocation formula

Finally, Dr. Habito submitted that “the war on poverty is being fought in local battles, and will be won or lost depending on how well those local battles are being waged.” Thus, he said, “LGUs need to be equipped and empowered to win this war on behalf of all Filipinos.”

Reactions

Department of Finance

Dr. Jose Arnold Tan, Deputy Director of the Bureau of Local Government Finance, agreed that learning from best practices is good. However, he suggested that we should also know of failures/mistakes committed so that these are avoided by other LGUs. He concurs with Dr. Habito’s presentation, which he said is consistent with the principles of devolution.



Dr. Tan of BLGF-DTI giving his reactions.

He reported that some issues raised by Dr. Habito are already being addressed by the national government, such as those related to local economic enterprises. However, he said that changing the internal revenue allotment formula may be difficult to do at this time. The DOF is also studying how to improve the LGUs' access to private capital. At present, he said there is really no legal restriction, but COA prefers transactions only with government financial institutions.

He mentioned that Executive Order No. 185, which authorizes LGUs to directly access funds from the World Bank and Asian Development

Bank, has already been issued. However, it is not yet in effect pending the release of the accompanying implementing rules and regulations. The goal of the EO is to widen the funds available to LGUs, and at the same time ensure that official development funds or ODAs do not crowd out local funds.

With regards to agriculture, one solution he proposes is for LGUs to offer incentives to post-harvest facilities. For example, LGUs can “tinker” with the schedule of fair market values for real properties to decrease the taxes for these businesses. Finally, he admitted that some tax exemptions given by the national government conflict with local taxes, and there is need to closely coordinate to avoid these.

Philippine Human Development Network

In general, Prof. Solita Collas-Monsod, Founding Chairperson of PHDN said she agrees with Dr. Habito's presentation. She mentioned that development from below is the approach pursued during the time of Pres. Cory Aquino. However, she lamented that national government agencies and Congress have prevented real devolution of power to LGUs.

Prof. Monsod posed the question, if development should start at the bottom, where does the bottom end? She submitted that most LGUs – cities, municipalities, barangays – will claim they are the bottom. For her, however, the bottom rests on the people. She said that the accusation that the national government is guilty of rowing instead of steering may also be leveled at LGUs.

Prof. Monsod reminded the participants that development is not just the eradication of income poverty, but of poverty of outcomes in health, education, and others as well. While she agreed that the role of LGUs is important, she said it is equally important to harness the potential of people being served. This can only be done by consulting the people and making them participate in formulating the solutions to their problems.

Like Dr. Habito, she agrees that the local development councils are not being properly utilized as people power mechanisms, and in other cases, some politicians have even “distorted” the use of LDCs for their personal interests. She likewise agrees that LGUs are capable of catalyzing local economic development, that effective solutions need not be expensive. However, she lamented that even today, many LGUs are still not up to the challenge of promoting LED. She pointed out that it is not impossible to marry the politicians’ covert goal of reelection with the overt goal of LED, as shown by the experience of Mayor Jesse Robredo of Naga City.



Prof. Winnie Monsod challenges LGUs to consult and include the people in all their LED projects.

Moreover, the DILG should be used as the LGUs’ voice in the national government, which is currently not being practiced.

With regards to the impediments cited by Dr. Habito, she submitted that the best way to overcome them is through people’s collaboration and cooperation. She said that appropriate technologies and solutions can only be arrived at if people are consulted. Even with very limited resources, creative solutions are surfaced when people participate in the development process. Likewise, the impediments at the national level are not insurmountable if the LGU leagues are properly mobilized and leveraged.

Department of Trade and Industry



DTI Undersecretary Maglaya says dynamic political leadership is one key to LGU success.

Ms. Zeny Maglaya, Undersecretary for Consumer Welfare and Policy Planning of the DTI reported that there are some good signs that business is picking up again such as the increase in employment and increase in shipping activity.

She said that because the Philippines is ranked at the bottom third in the world in terms of global competitiveness, the DTI has been collaborating with the LGU leagues to improve the competitiveness of LGUs. She agrees that LGUs can be the spark plugs of LED as they are in better positions to address it because they know the problem better. That is why the DTI

has been working together with other national government agencies like DILG to decentralize decisions and business processes to decrease the overall cost of doing business and make the country more investment friendly.

Presently, the DTI's thrust of promoting tourism, ICT, BPO, and mining resonates well with the objectives of Galing Pook and the LGUs showcased. She believes that focus on these sectors by LGUs will improve not only competitiveness, but overall quality of life for the people as well. DTI lauds the streamlining of business permits and license processes and other similar efforts, which clearly indicate that more LGUs are gaining better capacity to spearhead LED. Undersecretary Maglaya also underscored the importance of dynamic political leadership as she reported that the One Town One Product Philippines Project (OTOP Philippines) has been most successful in areas where the mayors demonstrated strong leadership of the projects.

Local Governance Support Program for Local Economic Development

Ms. Marion Maceda-Villanueva, Field Director of LGSP-LED, which is a project supported by the Canadian International Development Agency, said that the challenge now is to pick the right ingredients and "secrets" so that LGUs can replicate the best practices and make them successful in their own areas.

She believes that locally-oriented development is more equitable and healthier. Thus, for LED to be effective, it must be locally oriented, owned, controlled, managed. LGUs must be the drivers and enablers of LED by giving incentives, technical support, and creating a conducive policy environment. And in any LED projects, the LGUs must strive to include the informal and women sector, like what was done in the cooperatives development program in Bulacan.

Ms. Villanueva agrees with Dr. Habito's development from below approach. She said this requires balanced support for pro-poor projects, decentralization, subsidiarity, and a conducive policy environment. She also strongly agrees that agriculture interventions need to be localized.

Based on her experience with LGSP-LED, she shares some lessons to further help LGUs with their LED initiatives. These are:

- Local chief executives need to take strong leadership roles in LED projects



Ms. Marion Villanueva shares the lessons from LGSP-LED's experiences.

- Participation of community and multi-sector participation is very important throughout the entire LED process as this creates ownership, buy-in, transparency, alliances, better marketing, resource generation, and so on
- Creation of clusters or alliances as in PALMA and Metro Naga is strategic and easily widens the resource base, and provinces are natural clusters that should be maximized
- Women and other informal sectors need to be harnessed and integrated into LED goals
- Private - public partnerships improves skills and capacities of the beneficiaries and program implementers
- Knowledge management is important to enable us to continue learning from each other, including from the NGOs, academe, and other sectors of society.

Action for Economic Reforms

Mr. Filomeno Sta. Ana III, Coordinator of AER said that to be truly developed, we should not be satisfied with mere “islands of good governance” but rather we must strive to become an “archipelago of good governance.” Based on the best practice presentations and Dr. Habito’s recommendations, he submitted the following insights:



Mr. Men Sta. Ana provokes the participants with his thoughtful insights.

- We should eschew the known formula of good governance. We should pick lessons from best practices, but should not forget that some practices are not replicable all the time or applicable in our particular situations.
- Good governance in the local level is not consistent with good governance in the national government. For example, Bohol initially aimed to localize the MDGs but changed its priorities to avail of funds from the national government.
- While resources are necessary to implement LED, in some areas resources are not the answer, or are merely wasted.
- Good outcomes are possible when monitored and measured, and competition lessens corruption.
- Political parties are important to institutionalize and sustain the gains of “do-gooders.” He observed that the accomplishments and gains of many local chief executives who do not belong to political parties are oftentimes dissipated after they are replaced (as in the case of former Mayor Eddie Dorotan in Irosin, Sorsogon).
- The present situation in the country presents a good opportunity to mobilize collective action and form strong mass to initiate and sustain reforms. At the same time, this mass needs to be replicated at the local levels.

Open Forum Highlights

Dr. Habito congratulated the local chief executives of the Galing Pook awardees for their vision and outside-the-box innovations. As an economist, he is normally opposed to projects that counter the free flow of economic processes. However, the Galing Pook projects, specifically the rice and corn price subsidy in Isabela, demonstrate the capacity of LGUs to lead local economic development, as well as the need to let go of the usual development paradigms especially if LGUs will implement them properly.



Mayor Mabulo suggests that NFA funds be channeled through LGUs to increase accountability.

Based on the success of Gov. Padaca's rice and corn price subsidy in Isabela, Mayor Fermin Mabulo of San Fernando, Camarines Sur suggested that perhaps it is better if NFA funds are channeled to LGUs so that they can do the buying directly from the farmers. He believes this will mitigate the reported irregularities in NFA operations inasmuch as the accountability of elected officials is greater compared to NFA officials. Gov. Padaca suggests that it may be better for LGUs to partner with and complement NFA, instead of replacing it. She said there are many complexities

(warehousing, etc.) in NFA operations that are difficult for LGUs to take over. In the case of Isabela, the partnership with NFA has been helpful in implementing and sustaining the Province's subsidy program.

In response to the question of Prof. Neric Acosta, of how the LGUs encouraged participation in their projects, Mayor Agcaoili of San Mateo admitted that it was very difficult at first to convince the farmers to plant munggo in between rice croppings, especially since they had not anticipated the phenomenal increase in income. But because the farmers shared the same objective of addressing the acidity of the soil, some were convinced to try the project. The success of the first group of farmers encouraged the rest to adopt the practice, and everyone has been planting munggo for the last eight years.

To encourage participation, Mayor Hitgano of Trento conducted the training in all the barangays herself, and she also established a 50-hectare demonstration farm as an example to farmers. In the case of the *Tabo* in Negros Oriental, Ms. Dizon said there was really no need to convince the farmers since it was they who actually clamored for an outlet to market their produce. Gov. Padaca said this was also the case in Isabela since the subsidy prices was higher than the market rates. However, farmers who are tied to creditors could not, even if they wanted to, participate.

Barangay Captain Jose Tiu of Sanito, Ipil, Zamboanga Sibugay asked how other LGUs can replicate the Albay experience when Gov. Salceda himself admitted that his special

access to the President gets him extra funds, which other LGUs do not have. Gov. Salceda agreed, but challenged other LGUs if they will similarly use such access to benefit their constituents. He said that at the end what matters are the choice of programs, the quality of projects, and effectiveness of implementation. He emphasized the need to build multi-sector consensus to come up with quality projects, and the responsibility of LGUs to act as a “binding forces” in their communities to mobilize resources from different sectors.

Gov. Salceda also assured Mayor Linda Gonzales of Ligao City that their development plan takes into account the spatial integration of Albay with other areas, especially in terms of infrastructure with Sorsogon, because he believes that the viability of Albay is dependent on the others developing as well.



Ligao City Mayor Gonzales engages Gov. Salceda on the integration of Albay’s LED projects into neighboring areas.

Mr. Coscolluela observed that since most of the LGU presentations did not indicate this, he requested them to share the management structures and mechanisms used to successfully implement their projects. In the case of Albay, Gov. Salceda said he respected and institutionalized the bureaucracy by offering good compensation (14th month pay and P12k cash bonus), by not hiring new staff or firing any incumbents when he assumed office. While he makes the decisions, he also makes sure these are approved by the Provincial Board. He also appointed Program Officers to oversee project implementation, who are accountable to him if they do not deliver.

Quezon City Mayor Belmonte shares Gov. Salceda’s practice of offering good compensation (more than the usual 13th month pay, allowance to national government employees assigned in QC). He also organized an Executive Committee composed of department heads and other resource persons that meets every Wednesday (with media present) to discuss routine concerns, projects, and visions for the future. In Bohol, Atty. Vistal mentioned that in addition to the Executive Team that meets monthly, they have also institutionalized regular consultation meetings (since 1996) with different stakeholders to harness their resources and capacities. Mayor Fernando of Marikina said the City’s management also conducts annual detailed planning sessions that integrate the projects with the budget, and where they set the targets and success indicators. They also allow for flexibility to amend the plans, if necessary.

To answer the question of Barangay Captain Tiu, Mayor Robredo said he got commitment from other local chief executives to participate in the Metro Naga alliance by making sure that it is relevant to the current political situation. Thus, Metro Naga has to balance both short-term as well as long-term projects of the mayors, like

livelihood and infrastructure projects. He admitted that this is not easy as shown by the withdrawal, and later return of some LGUs in the alliance. Another draw of the alliance is its enhanced ability to tap resources from NGOs and grant agencies. He urges LGUs, even young cities like Ligao in Albay, to find common projects (e.g., landfill for solid waste management) that are based on thorough integrated area development plans for better resource mobilization, economies of scale, and so on. He believes Metro Naga will become more relevant in the future because land resources remain fixed, thus, Naga will inevitably have to expand and grow outside of its boundaries.

Barangay Captain Tiu inquired from Gov. Panlilio how he manages the province, and how projects are sustained, without the support of the council. Gov. Panlilio admitted that it is difficult, but he assured that with strong political will, the existing national laws and guidelines can be used to provide adequate legal framework in addition to executive orders and administrative resolutions, and that the mechanisms for check and balance are already in place. However, he conceded that in the end, continuity will still depend on the people and the leaders they elect.

In the case of PALMA, Ms. Marion Villanueva was interested to know how the alliance is being sustained despite several elections, and despite its members coming from different political parties. Mayor Cabaya said that because the Alliance now belongs to the people, they themselves push for the politicians to join the Alliance. The politicians now recognize that they need to adopt PALMA as part of their platform in order to win, otherwise they cannot justify constructing roads for more than P30,000 per kilometer. The operations of PALMA is also sustained with the appointment of professional managers and the adoption of an operations manual that spells out implementation issues including equipment maintenance and funds management.

Mayor Marides Fernando of Marikina shared that to pave the way for the City's transformation, they first sought to build the people's character and discipline. Starting with regulations to make people responsible for their garbage, the City later implemented projects involving health, education and many others. Mayors Bayani and Marides Fernando believed that by putting order in the environment, they will be able to build discipline and character among the people. This will then transform them into better and more productive workers because they know how to follow rules, and they are competitive. She also shared that because they realized that the shoe industry was a sunset industry, they decided to pursue business process outsourcing instead. To make them competitive in BPO, Marikina adopted an "English only" policy throughout the local government and in schools to promote English speaking, and built a training center to attract call centers to



Mayor Fernando shares Marikina's focus on building character and discipline.

locate or recruit in Marikina. This has been successful and they currently have two call centers in operation, and another in construction.

Launch of Galing Pook Casebook and AdopKits



Executive Director Eddie Dorotan launches the Galing Pook Casebook and AdopKits.

Dr. Eddie Dorotan, Executive Director of Galing Pook Foundation, introduced the latest Galing Pook Casebook and AdopKits, which documents the projects of the 2007 winners and are envisioned to serve as resources to help other LGUs replicate the best practices honored by Galing Pook.

He thanked all the LGUs who continue to strive for the good of their communities and provide inspiration to others. He also expressed his thanks to all the partners of Galing Pook, including the Friedrich Ebert Stiftung, Land Bank of the Philippines, LGSP-LED, the writers of the materials,

and everyone who supports Galing Pook in its advocacy of celebrating and propagating good governance.

Mayor Filipina Grace America of Infanta, Quezon, from a prepared response read by a representative on behalf of the other LGU winners, thanked Galing Pook for the distinction of being featured in the casebook and AdopKits. She hopes these will help and inspire other LGUs to implement similar projects in their communities.

She emphasized that while each of the projects were different, one common thread is the use of participatory approach in planning and implementing the ten different projects. These projects demonstrated the importance of taking an entrepreneurial approach in local economic development, and harnessing the various sectors of the community, cooperative/alliances such as in Isabela and PALMA. The emphasis on capacity development – Marikina and Naga – is also worthy of emulation because in the end, it is people that makes projects sustainable.

Likewise, Vice Mayor Valente Yap of Bindoy, Negros Oriental, and the representative of Las Piñas Mayor Aguilar thanked Galing Pook for showcasing their stories in the AdopKits.

Closing Address



One of Galing Pook's pioneers, DBP Chairperson Patricia Sto. Tomas officially closes the Forum.

Ms. Patricia Sto. Tomas, Chairperson of the Development Bank of the Philippines, and one of the pioneers of Galing Pook recalled that many years ago, teachers of public administration like her were constrained to use foreign materials to teach their courses. She is proud to be a part of Galing Pook, starting when they presented the concept for its institutionalization to the Ford Foundation, and especially now with the wealth of resources it is making available to, and from, LGUs. Because of Galing Pook, the country now has many models to demonstrate that even with limited resources, excellence is possible.

She is confident that with Galing Pook, celebrating good governance and sustaining a tradition of best local development practices can continue. She is also hopeful that many more LGUs will participate in Galing Pook's award selections and many other activities in the years ahead.

Forum Evaluation

After the Forum, the participants were requested to fill out the evaluation forms that were included in the kits distributed to them during the registration. In the first part of the evaluation, participants were asked to rate specific criteria from a range of 1 – 5, with 1 as the lowest and 5 as the highest.

The overall rating of the Forum is 4.41, based on a simple average of the sum of responses to all the criteria and the total number of responses. Average ratings for the each of the different criteria range from 4.05 to 4.66. The lowest rating of 4.05 was given for the information received before the Forum, while the highest ratings were given for the efficiency of the Forum secretariat (4.66), and the overall organization of the Forum (4.65). The objectives, contents, and organization of the Forum were each rated 4.47, 4.41, and 4.13, respectively. The presenters were rated 4.51, while the quality of the participants, 4.13.

At least 20 respondents indicated that they found the presentations of the LGU best practices most useful. Many appreciated Dr. Habito's presentation and the responses of Prof. Monsod, Mr. Sta. Ana and Ms. Villanueva as well. The open forum was also found useful, and some indicated that longer time should have been allotted.



To improve the quality of presentations, there were suggestions to quantify benefits, discuss issues encountered and how these were resolved, avoid the use of acronyms, and use English only for the benefit of non-Filipino participants.

Suggested improvements in future events include better time management, i.e., allowing more time for presentations and open forum, limiting the number of speakers; and maybe allowing small-group sessions for deeper discussions. Many participants also requested for copies of the presentations to share with their colleagues and as reference.

Some of the difficulties identified by some respondents that will prevent them to apply the lessons learned in the forum include financial constraints, resistance from the chief executives and department heads, technical capacity, and the upcoming elections in 2010.

ANNEX 1. Forum Program

Time	Activities	Resource Persons
8:00 – 8:30	Registration	Secretariat
8:30 – 8:45	Opening Program <ul style="list-style-type: none"> Prayer and National Anthem Welcome Remarks Opening Address 	Vice Mayor Elizabeth Vargas, <i>Allaga, Nueva Ecija</i> Mr. Rafael L. Coscolluela, <i>Chairperson, Galing Pook</i> Mr. Mirko Herberg, <i>Resident Representative, FES</i>
8:45 – 12:00	Presentation of Best Practices <ul style="list-style-type: none"> Mungo, the Black Gold of San Mateo Organic Bio-dynamic Agriculture of Trento Rice and Corn Price Subsidy in Isabela Tabo Marketing Program Open Forum <ul style="list-style-type: none"> Spurring Economic Growth in Quezon City Sustainable City of San Carlos Quarrying in Pampanga Province Bohol's Eco-tourism Program Open Forum <ul style="list-style-type: none"> LED Through the PALMA Spirit Cooperative Development of Bulacan Albay's Economic Development Blueprint The Metro Naga Growth Network Open Forum Synthesis	Mayor Roberto C. Agcaoili, <i>San Mateo, Isabela</i> Mayor Irene R. Hitgano, <i>Trento, Agusan Del Sur</i> Governor Grace M. Padaca, <i>Isabela</i> Governor Emilio C. Macias II, <i>Negros Occidental</i> Mayor Feliciano R. Belmonte, Jr., <i>Quezon City</i> Mayor Eugenio Jose V. Lacson, <i>San Carlos City</i> Governor Eddie T. Panlilio, <i>Pampanga</i> Governor Erico B. Aumentado, <i>Bohol</i> Mayor Loreto V. Cabaya, Jr., <i>Aleosan, Cotabato</i> Hon. Joselito R. Mendoza, <i>Bulacan</i> Governor Joey S. Salceda, <i>Albay</i> Mayor Jesse M. Robredo, <i>Naga City</i>
1:30 – 2:00	Presentation Policy Recommendations from Exper	Dr. Cielito F. Habito <i>Professor and Director, Ateneo Center for Economic Research and Development</i>
2:00 – 3:00	Responses Department of Finance Department of Trade and Industry Development Bank of the Philippines Philippine Human Development Network Action for Economic Reforms	Secretary Margarito B. Teves Secretary Peter B. Favila Mr. Reynaldo G. David, <i>President and CEO</i> Prof. Solita Collas-Monsod, <i>Founding Chairperson</i> Mr. Filomeno Sta. Ana III, <i>Coordinator</i>
3:00 – 3:30	Open Forum and Segue to the Galing Pook Book and AdopKits Launch	Professor Nereus Acosta <i>Moderator</i>
3:30 – 3:40	Introduction on the Galing Pook Book and AdopKits	Dr. Eddie G. Dorotan <i>Executive Director, Galing Pook Foundation</i>
3:40 – 4:00	Reactions from Galing Pook Awardees	Mayor Filipina Grace R. America, <i>Infanta, Quezon</i> Mayor Vergel Aguilar, <i>Las Piñas</i> Mayor Velente D. Yap, <i>Bindoy, Negros Oriental</i>
4:00 – 4:15	Closing Address	Ms. Patricia Sto. Tomas <i>Chairperson, Development Bank of the Philippines</i>
<i>Distribution of GP Book, AdopKits and products follows</i>		
Professor Nereus Acosta <i>Master of Ceremonies and Forum Moderator</i>		

ANNEX 2. Forum Participants

Speakers/Moderators

Name	Designation	Organization/ Address
1. Patricia Sto. Tomas	Chairperson	Development Bank of the Philippines Sen. Gil Puyat, cor, Makati Avenue, Makati City
2. Nereus Acosta	Professor	Asian Institute of Management 123 Paseo de Roxas, Makati City
3. Rafael Coscolluela	Administrator	Sugar Regulatory Administration North Avenue, Quezon City
4. Eddie Dorotan	Executive Director	Galing Pook Foundation 25 Mahusay cor, Malinis, UP Village, Quezon City
5. Cielito Habito	Director	Center for Economic Research and Development Ateneo de Manila University, Loyola Heights, QC
6. Mirko Herberg	Resident Representative	Friedrich Ebert Stiftung 2601 Discovery Centre, 25 ADB Ave., Ortigas, Pasig City

Reactors

Name	Designation	Organization/Address
7. Zeny Maglaya	Undersecretary	Consumer Welfare and Policy Planning - DTI 385 Sen. Gil Puyat Avenue, Makati City
8. Jose Arnold M. Tan	Acting Deputy Director for Operations	Bureau of Local Government Finance - DOF BSP Complex, Roxas Boulevard, Manila
9. Marion Maceda-Villanueva	Canadian Field Director	Local Governance Support Program for LED 9 th Flr., Salcedo Towers, HV dela Costa St., Makati City
10. Solita Collas-Monsod	Professor; Founding Chairperson of PHDN	UP School of Economics University of the Philippines, Diliman, Quezon City
11. Filomeno Sta. Ana III	Coordinator	Action for Economic Reforms 40 Matulungin Street, Central District, Quezon City
12. Ma. Lourdes Fernando	Mayor	City Government of Marikina, Quezon City

Presenters

Name	Designation	LGU/Organization
13. Roberto Agcaoili	Mayor	Municipal Government of San Mateo, Isabela
14. John Titus Vistral	PPDO	Provincial Government of Bohol
15. Feliciano Belmonte	Mayor	City Government of Quezon City, Metro Manila
16. Loreto Cabaya, Jr.	Mayor	Municipal Government of Aleosan, Cotabato / PALMA
17. Irene Hitgano	Mayor	Municipality of Trento, Agusan del Sur
18. Grace Dizon	Section Chief	Agribusiness Section, Provincial Agriculture Office Provincial Government of Negros Oriental
19. Grace Padaca	Governor	Provincial Government of Isabela
20. Eddie Panlilio	Governor	Provincial Government of Pampanga
21. Jesse Robredo	Mayor	Naga City, Camarines Sur



22. Joey Salceda	Governor	Provincial Government of Albay
23. Jovito Saguinsin	Department Head	Prov'l Cooperative and Economic Development Office Provincial Government of Bulacan

Responses for the Casebook and Adopkits Launch

Name	Designation	LGU/Organization
24. Ron Crisostomo	Planning Officer	Municipal Government of Infanta, Quezon Province
25. Valente Yap	Acting Mayor	Municipal Government of Bindoy, Negros Oriental
26. Merle Legaspi	Officer-in-charge	Urban Poor Affairs Office, City Government of Las Piñas
27. V Redmond Batario	Executive Director	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC

Participants from Provincial LGUs

Name	Designation	LGU
28. Julie Cepe	Executive Director	ANIAD, Provincial Government of Antique
29. Roda Pon-an	BOT Member	ANIAD, Provincial Government of Antique
30. Ma. Eliza Andin	APAA	Provincial Government of Davao del Norte
31. Maribeth Fruto	PENRO	Provincial Government of Sorsogon
32. Jes Gal Sarmiento	Provincial Administrator	Provincial Government of Zamboanga del Norte
33. Cedric Adriatico	Board Member	Provincial Government of Zamboanga del Norte
34. Philleta Tiempo	Prov'l Tourism Officer	Provincial Government of Zamboanga del Norte
35. Ma. Teresa De Jesus	Project Manager	DDPKAROMA Alliance Provincial Government of Zamboanga del Norte

Participants from City Level

Name	Designation	LGU
36. Alice Bangoa	DILG Officer	Alaminos City, Pangasinan
37. Roel Anonuevo	City Planning Officer	City Government of Alaminos, Pangasinan
38. Lita Asis-Nero	Executive Director,	SDA Foundation, Las Piñas City, Metro Manila
39. Winston Morella	Area Coordinator	PICUP, City Government of Las Piñas, Metro Manila
40. Linda Gonzales	Mayor	City Government of Ligao, Albay
41. Delia Prepotente	Planning Officer	City Government of Ligao, Albay
42. Ferdie Magrata	City Administrator	City Government of Olongapo
43. Herminia Magrata	Executive Assistant	City Government of Olongapo
44. Rowena Tabuso	Program officer	City Government of Pasay, Metro Manila
45. Giovanni Dunton	Technical Assistant	City Government of Quezon, Metro Manila
46. Pa Maghacot	staff	City Government of Quezon, Metro Manila
47. Engr. Marlon Batac	Planning Officer	City Government of San Fernando, Pampanga
48. Joseph Reyes	Administrative Assistant	City Government of San Fernando, Pampanga
49. Mardonio Roxas	CLOO	City Government of Tagbilaran, Bohol
50. Lucille Yap lagunay	Executive Assistant	City Government of Tagbilaran, Bohol
51. George Sumabat	Consultant	City Government of Taguig

Participants from Municipality and Barangay Levels

Name	Designation	LGU
52. Elizabeth Vargas	Vice Mayor	Municipal Government of Allaga, Nueva Ecija
53. Antero Lim	Mayor	Municipal Government of Goa, Camarines Sur
54. Rolando Narvaez	MPDO	Municipal Government of Goa, Camarines sur
55. Cora Macaya	Executive Assistant	Municipal Government of Trento, Agusan del Sur
56. Allan Gucilaton	Staff	Municipal Government of Infanta, Quezon Province
57. George Tan	Mayor	Municipal Government of Kabacan, North Cotabato
58. German J. Gonzaga	MPDO	Municipal Government of Malinao, Albay Province
59. Marissa Alagon	MPDO	Municipality of Morong, Bataan
60. Orly Maraingan	Project Manager	PALMA Alliance, Aleosan, Cotabato
61. Emiliano Camba	Municipal Agricultural Officer	Municipal Government of San Mateo, Isabela Province
62. Jason Morales	IT Staff	Municipal Government of San Mateo, Isabela Province
63. Fermin Mabulo	Mayor	Municipal Government of San Fernando, Camarines Sur
64. Rony Molina	Mayor	Municipal Government of San Jose Buenavista, Antique
65. Florante Moscoso	MPDO	Municipal Government of San Jose Buenavista, Antique
66. Jose Cabaral Tiu	Barangay Captain	Barangay Sanito, Ipil, Zamboanga Sibugay
67. Nicacius R. Torres	Staff	Barangay Sanito, Ipil, Zamboanga Sibugay

Partners

Name	Designation	Organization/Address
68. Abe dela Calzada	Consultant	Freelance
69. Delia Josef	Consultant	Freelance
70. LS Paulino	Consultant	
71. Sam Chittick	Governance Adviser	AusAid, RCBC Plaza, Ayala Avenue, Makati City
72. Maria Matilde Go	LGDO VI	Bureau of Local Government Development-DILG, QC
73. Ma. Dolores Adayo	LGDO III	Bureau of Local Government Development-DILG, QC
74. Edna Aragon	LGDO	Bureau of Local Government Supervision-DILG, Q.C.
75. Girlie Alvarez	Director, Programs and Operations	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
76. Madonna T. Virola	Writer	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
77. Coney Gomez	Writer	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
78. Josefa Reyes	Writer	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
79. Avigail Olarte	Writer	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
80. Connie Perfecto	Training Director	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
81. Rory Fajardo	Writer	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
82. Yasmin Arquiza	Writer	Center for Community Journalism and Development 4 Flr, FSS Bld, 89 Scout Castor St, Laging Handa, QC
83. Ma. Theresa Sarona	Consultant	Coffey Philippines 3 Flr, JMT Bldg, ADB Avenue, Ortigas Center, Pasig City
84. Minerva Sanoria	LGDO IV	Department of the Interior and Local Government Francisco Gold Condominium, EDSA, Quezon City

Name	Designation	Organization/Address
85. Fernando Manalo	Staff	Department of the Interior and Local Government Francisco Gold Condominium, EDSA, Quezon City
86. Melinda Oppus	Staff	Department of the Interior and Local Government Francisco Gold Condominium, EDSA, Quezon City
87. Hannah Hories	Intern	Friedrich Ebert Stiftung 2601 Discovery Centre, 25 ADB Avenue, Ortigas, Pasig
88. Jana Mock	Intern	Friedrich Ebert Stiftung 2601 Discovery Centre, 25 ADB Avenue, Ortigas, Pasig
89. Per Dieter Huber	Team Leader	GTZ Decentralization Program
90. Gereon Kaus	Consultant	GFA Consulting Group, D-22359 Hamburg, FRG
91. Carmela Ariza	Consultant	GFA Consulting Group
92. Jude Esguerra	Executive Director	Institute for Popular Democracy 28 Mapagkawanggawa St, Teachers Village, Diliman, QC
93. Jennifer Albano	Executive Director	Institute of Politics and Governance 21B Mabait Street, Teachers Village East, Diliman, QC
94. Sally Jumalon	LG00	Local Government Academy 8 Flr, Augustine I Bldg, Emerald Ave, Ortigas Center, Pasig
95. Jackie Vernes	LG00	Local Government Academy 8 Flr, Augustine I Bldg, Emerald Ave, Ortigas Center, Pasig
96. Francis Gentoral	Associate Field Director	Local Governance Support Program for LED 9F, Salcedo Towers, HV dela Costa St, Salcedo, Makati
97. Evelyn C. Jiz	Program Manager, National Enabling Environment	Local Governance Support Program for LED 9 Flr, Salcedo Towers, HV dela Costa St, Salcedo, Makati
98. Herman Z. Ongkiko	Program Manager	Local Governance Support Program for LED 9 Flr, Salcedo Towers, HV dela Costa St, Salcedo, Makati
99. Pedring Catubig	Staff	Local Governance Support Program for LED 9 Flr, Salcedo Towers, HV dela Costa St, Salcedo, Makati
100. Roberto Limbago	Director for Program Development	League of Provinces of the Philippines Tektite Towers, Exchange Road, Ortigas Center, Pasig
101. Ofelia Templo	Consultant	PDF Working Groups on Growth and Investment Climate and Decentralization
102. Rowena Paraan	Research Director	Philippine Center for Investigative Journalism
103. Manuel Lobrigo	Researcher	University of Graz, Austria
104. Pauline Bautista	Research Assistant	UP-NCPAG, Diliman, Quezon City
105. Florencia Dorotan	National Coordinator	Women's Action Network for Development 10 Makadiyos St, Botokan, Sikatuna Village, Quezon City

Staff

Name	Designation	Organization/Address
106. Lorenzo Ubalde	Program Officer	Galing Pook Foundation, 25 Mahusay St, UP Village, QC
107. Adrian Adove	Program Assistant	Galing Pook Foundation, 25 Mahusay St, UP Village, QC
108. Gigi Barazon	Program Assistant	Galing Pook Foundation, 25 Mahusay St, UP Village, QC
109. Marie Guzman	Admin and Finance Officer	Galing Pook Foundation, 25 Mahusay St, UP Village, QC
110. Edith Ramos	Admin and Finance Assistant	Galing Pook Foundation, 25 Mahusay St, UP Village, QC
111. Christine Beltran	Admin Assistant	Galing Pook Foundation, 25 Mahusay St, UP Village, QC
112. Arlene Gella	Documentor	Amellar, Commonwealth Avenue, Quezon City
113. Maricar Alagon	Secretariat Assistant	Quezon City
114. Ryan Jaim	Secretariat Assistant	Quezon City

ANNEX 3. Photo Gallery











ANNEX 4. Galing Pook Solutions for Local Economic Development

Galing Pook Solutions for Local Economic Development

- 1. Promote Livelihood through Income Generating Programs**
- 2. Develop and Support Sustainable and Appropriate Agricultural Technologies**
- 3. Integrate Culture and Heritage Promotion and Environmental Protection in Local Tourism**
- 4. Build Appropriate and Relevant Infrastructure to Stimulate Economic Growth**
- 5. Provide Decent and Affordable Shelter**
- 6. Promote Holistic Growth through Integrated Area Development**
- 7. Pool and Multiply Resources with Inter-LGU and Multi-sector Cooperation**
- 8. Energize the Bureaucracy**
- 9. Build on and Sustain Growth by Providing the Enabling Environment and Services**



1. Livelihood and Income Generation

Program Title/LGU/Year Awarded	Description
<p>Munggo: The Black Gold of San Mateo <i>San Mateo, Isabela</i> <i>Galing Pook 2007</i> Contact: (078) 664-2208 / 664-2603</p>	<p>San Mateo encouraged its farmers to plant munggo as an alternative source of income during off-season to raise farm net income between PhP55,000 to PhP70,000 per hectare. Added to this, the munggo revitalized the nutrients of the soil, thus increasing rice and corn productivity.</p>
<p>Calag-itan Marine Sanctuary and Seaweeds Production Livelihood Project <i>Calag-itan, Hinunangan, Southern Leyte</i> <i>Galing Pook 2005 (Finalist)</i></p>	<p>The Calag-itan Marine Sanctuary and Seaweeds Production Livelihood Project resulted to the creation of livelihood opportunities for the residents of Barangay Calag-itan, Hinunangan, Southern Leyte as well as the protection of its marine resources.</p>
<p>Improving Local Government Income through Municipal Economic Enterprise and Development Office <i>Naawan, Misamis Oriental</i> <i>Galing Pook 2005 (Finalist)</i> Contact: (088) 227-20556</p>	<p>The creation of the Municipal Economic Enterprise and Development Office (MEEDO) to manage the operation of public economic enterprises in Naawan, Misamis Oriental resulted in increased and positive income.</p>
<p>Bayanihan Banking Program <i>Pasay City</i> <i>Galing Pook 2002</i> Contact: (632) 831-5222 / 831-3744</p>	<p>The Bayanihan Banking Program of Pasay City that enabled the formation of various group called Financial Centers with established systems and policies on credits and loans provided the poor and low-income constituents easy access to financial assistance and helped beneficiaries manage their own livelihood programs.</p>
<p>Sustainable Livelihood Program and Environmental Resource Management <i>Anao, Tarlac</i> <i>Galing Pook 2000</i> Contact: (045) 601-0512</p>	<p>Anao's excellent environmental, economic and human resource development programs turned a sixth class municipality into a viable business community.</p>
<p>Bohol Investment Promotion Program <i>Province of Bohol</i> <i>Galing Pook 2000 (Finalist)</i> Contact: (038) 411-3300</p>	<p>A sound investments program, consistent with the sustainable management of the environment, and the preservation and enhancement of their culture and values, led to a continuous increase in investors and employment in Bohol.</p>



Program Title/LGU/Year Awarded	Description
<p>Local Government Economic Enterprise Development Program <i>Surigao City, Surigao Del Norte</i> Galing Pook 1999 Contact: (826) 0249 / 231-7201</p>	<p>Surigao City's effort to mobilize its financial resources by engaging in revenue-generating ventures resulted to a steady increase in locally generated funds, created a good impact to the business sector, generated more investments and developed a sense of pride among Surigaonons.</p>
<p>Makati Vendors Program <i>Makati City, Metro Manila</i> Galing Pook 1999 Contact: (02) 899-89-89</p>	<p>Makati's program for a well-regulated vendors sector provided employment opportunities and a formal, professionalized and self-reliant vendors sector.</p>
<p>City Livelihood Development Assistance <i>Pagadian City, Zamboanga Del Sur</i> Galing Pook 1998 Contact:</p>	<p>Pagadian strengthened its agriculture sector by implementing an integrated local development program consisting of infrastructure development, technical and financial support and cooperative development.</p>
<p>Sustainable Integrated Livelihood Program <i>Barangay Baldios, Santa Ignacia, Tarlac</i> Galing Pook 1998 Contact:</p>	<p>By implementing various livelihood programs for its constituents, Barangay Baldios in Santa Ignacia, Tarlac fostered cooperation and unity among the people as they work together to rise from poverty.</p>
<p>Lakas ng Kabataan sa Bulacan through the Provincial Youth Development Council Province of Bulacan Galing Pook 1997 Contact: (044) 791-0884</p>	<p>Bulacan's Lakas Kabataan program, through skills training and job placement interventions, succeeded in capacitating the out-of-school youths for them to be able to find employment or to venture in entrepreneurship.</p>
<p>Alternative Commercial Business District <i>Legaspi City, Albay</i> Galing Pook 1997 Contact: (052) 481-5927</p>	<p>Strong support from its constituents made the creation of a new commercial business district possible for Albay, resulting in increased revenue and decongested traffic in major thoroughfares.</p>



Program Title/LGU/Year Awarded	Description
<p>Talahib Handicraft Project <i>Jones, Isabela</i> <i>Galing Pook 1997</i> <i>Contact: (078) 694-3001</i></p>	<p>Innovativeness, creativity, and close partnership with government agencies helped the Municipality of Jones, Isabela to launch its handicraft livelihood program resulting in increased employment and income for its residents particularly the women, the out-of-school youth and farmers.</p>
<p>Comprehensive Cooperative Development <i>New Lucena, Iloilo</i> <i>Galing Pook 1996</i> <i>Contact: (033) 396-2373</i></p>	<p>Through financial and technical assistance, the local government of New Lucena in Iloilo assisted in the formation of cooperatives resulting to the increase in farmers' production and income.</p>
<p>Integrated Program for Economic Enterprise <i>Peñablanca, Cagayan</i> <i>Galing Pook 1995</i> <i>Contact:</i></p>	<p>Local economic development program, which includes enterprise and infrastructure development, turned Peñablanca into a growth center.</p>
<p>Kaunlaran sa Pagkakaisa Program <i>Bulacan Province</i> <i>Galing Pook 1994</i> <i>Contact: (044) 791- 8141 to 49</i></p>	<p>Through relevant capacity building program, financial and technical assistance and by building linkages with Banks, Bulacan revived cooperativism resulting to the sustained growth of hundreds of viable cooperatives all over the province.</p>
<p>Family Income Augmentation Program <i>Hindang, Leyte</i> <i>Galing Pook 1994</i> <i>Contact:</i></p>	<p>Hindang's socio-economic program has helped families with marginal income and turned the fifth class municipality into a reliable supplier of live hogs and meat.</p>
<p>Propagation and Distribution of Sampaguita and Ilang-Ilang Seedlings <i>Guagua, Pampanga</i> <i>Galing Pook 1994</i> <i>Contact: (045) 900-2572 / 900-0875</i></p>	<p>Guagua's simple solution of propagating sampaguita and ilang-ilang seedlings not only minimized the pollution brought about by the Mount Pinatubo eruption, but it also helped address lack of income and unemployment.</p>



2. Sustainable Agriculture

Program Title/LGU/Year Awarded	Description
<p>Price Stabilization Program for Rice and Corn <i>Isabela Province</i> <i>Galing Pook 2007</i> Contact: (078) 624-2038 / 622-0955</p>	<p>The program helps Isabela's grains farmers fetch higher prices for their products employing innovative strategy that helps stabilize rice and corn prices when these are fluctuating. Part of Isabela's Economic Development Fund was used to subsidize grains production. When market prices get competitive, the provincial government bids out the stocks. The income derived from the sale goes back to the provincial fund and channeled to help even more farmers for the next harvest season.</p>
<p>Gulayan at Palaisdaan Alay sa Kabataan <i>Negros Oriental</i> <i>Galing Pook 2005</i> Contact: (035) 225-9983 / 226-1395</p>	<p>Oriental Negros' Gulayan at Palaisdaan Alay sa Kabataan Program diminished malnutrition among children and promoted environmental protection and self-reliance through backyard farming.</p>
<p>Tuguegarao City Agricultural and Fishery Modernization Program <i>Tuguegarao City, Cagayan</i> <i>Galing Pook 2005</i> Contact: (078) 844-2894</p>	<p>Tuguegarao City's Agricultural and Fishery Modernization Program improved agricultural and marine productivity resulting to a dramatic increase in the farm family income. Better land management brought down land preparation costs and wastages while lake protection improved the fishing condition in the area.</p>
<p>Diversified Organic Farming System <i>Magsaysay, Davao Del Sur</i> <i>Galing Pook 2005</i> Contact:</p>	<p>Magsaysay, Davao del Sur instituted the Diversified Organic Farming System addressing the problems of high production costs, poor soil productivity, prevalence of pests and diseases, inadequate post-harvest facilities, unstable market prices of farm products, and the lack or absence of alternative sources of income when the yield fails.</p>
<p>Barangay Agricultural Development Center <i>Negros Oriental Province</i> <i>Galing Pook 2004</i> Contact: (035) 225-9983 / 226-1395</p>	<p>The Barangay Agricultural Development Center in the province of Negros Oriental provided a venue for convergence of resources and services provided by government line agencies and served as a training center for agriculture and fishery development with the active involvement of women.</p>
<p>Bantay Kasapatan <i>Negros Occidental Province</i> <i>Galing Pook 2002</i> Contact: (034) 434-2201 / 433-3252</p>	<p>Negros Occidental's Poultry and Livestock Watch Program, which provided quarantine services, public awareness campaign, implemented regulations on farm establishments and sale and entry of poultry and livestock products and by-products, served as a proactive solution to the effects of foot and mouth disease and has kept the province free from FMD.</p>



Program Title/LGU/Year Awarded	Description
<p>Developing the Matingkis Farm-Tourism <i>Muñoz, Nueva Ecija</i> Galing Pook 2002 Contact: (044) 456-0102 / 456-5021</p>	<p>The Matingkis Farm-Tourist Project of Nueva Ecija brought ample supply of water for local farmers, and access road and a reservoir that led to the development of the agricultural potential of Matingkis and the subsequent transformation of the area into a tourist spot.</p>
<p>Trinidad Agricultural Production Development Program <i>Trinidad, Bohol</i> Galing Pook 2002 Contact: (038) 516-1023 / 516-1061</p>	<p>Trinidad's growing insurgency coupled with poor agricultural production was resolved through the Agricultural Production Development Program that called for the creation of a Municipal Demonstration Farm, founding of research centers and nurseries and the construction of agricultural facilities that yielded positive results.</p>
<p>Barangay Livestock Assistance Program <i>Bohol Province</i> Galing Pook 2000 Contact: (038) 411-3300</p>	<p>Bohol's barangay livestock assistance program increased income generation potential in livestock rearing leading to a more sustainable source of income and livelihood for the community.</p>
<p>Comprehensive Agricultural Development <i>Zamboanguita, Negros Oriental</i> Galing Pook 1999 Contact: (035) 922-5401 / 425-2371</p>	<p>Zamboanguita's three-tier Comprehensive Agricultural Development Program resulted to poverty alleviation, increased food production and improved food security, and ensured access to transportation.</p>
<p>Barangay Self-Sufficiency Program <i>Oroquieta City, Misamis Occidental</i> Galing Pook 1998 Contact: (088) 586-0326</p>	<p>Oroquieta's implementation of local development program, improving agriculture and promoting livelihood, brought about economic gains for both the barangay and the residents while addressing environmental concerns.</p>
<p>Carabao and Tractor Pool <i>Puerto Princesa, Palawan</i> Galing Pook 1997 Contact: (048) 434-2095 / 433-2028</p>	<p>By providing groups of farmers free access to carabao and tractor in exchange for planting of 100 permanent trees, Puerto Princesa increased its agricultural production significantly and successfully rehabilitated its forests which have been damaged by the <i>kaingineros</i>.</p>
<p>Irosin Agrarian Reform Program <i>Irosin, Sorsogon</i> Galing Pook 1997 Contact: (056) 557-3285 / 557-3043</p>	<p>Irosin's multi-sectoral win-win approach that puts premium to people's participation led to the successful implementation of the agrarian reform program in the municipality, which in turn led to increased productivity and income.</p>



Program Title/LGU/Year Awarded	Description
<p>Sustainable Food Security Program <i>Davao Del Norte Province</i> <i>Galing Pook 1996</i> <i>Contact: (084) 217-3199 / 217-3340</i></p>	<p>Davao Del Norte's infrastructure development and technical and financial assistance increased the productivity of the farms, improving the quality of life of tens of thousands of farmers in the region.</p>
<p>Upland Agricultural Development Program <i>Masaysay, Davao Del Sur</i> <i>Galing Pook 1996</i> <i>Contact:</i></p>	<p>By using new agricultural technology, and giving out livelihood assistance, Magsaysay Upland Agricultural Development program eliminated unsustainable practices and helped an indigenous community increase agricultural productivity.</p>
<p>Mass Production of Tricogramma Sustainable Food Security Program <i>Davao Del Norte Province</i> <i>Galing Pook 1995</i> <i>Contact: (084) 217-3199/ 217-3340</i></p>	<p>The use of new technology in combating corn borers in Davao Del Norte increased the farmers' income and saved both human and the environment from the effects of inorganic pesticides.</p>
<p>Kabalikat Rubber Development Project <i>North Cotabato Province</i> <i>Galing Pook 1994</i> <i>Contact: (064) 278-7001 to 74</i></p>	<p>By organizing the farmers, forging partnership with a private company, and embarking on infrastructure development, the Province of Cotabato successfully implemented its land redistribution program thereby improving the plight of its farmers.</p>
<p>Pagkaon 2000 Food Sufficiency Program Bantay Kasapatan <i>Negros Occidental Province</i> <i>Galing Pook 2000</i> <i>Contact: (034) 434-2201 / 433-3252</i></p>	<p>Negros Occidental's food security program improved nutrition, provided alternative means of livelihood and strengthened LGU, private sector and NGO cooperation.</p>



3. Culture, Tourism and Environment

Program Title/LGU/Year Awarded	Description
<p>Public-Private Partnership in Guimaras Tourism Development <i>Guimaras Province</i> <i>Galing Pook 2004</i> <i>Contact: (033) 581-3349</i></p>	<p>The provincial government's private-public partnership initiative focused on developing the tourism industry through cultural heritage preservation, environmental protection, and economic empowerment, generated more economic opportunities and income in Guimaras.</p>
<p>Sa Turismo Aangat ang Angono <i>Angono, Rizal</i> <i>Galing Pook 2003</i> <i>Contact: (02) 651-0062 / 451-0272</i></p>	<p>Angono's transformation into a tourism haven through the town's total physical rehabilitation improved the people's way of life and propelled the municipality into a first class status.</p>
<p>The Vigan Heritage Conservation Program: A Tool for Development <i>Vigan City, Ilocos Sur</i> <i>Galing Pook 2004</i> <i>Contact: (077) 722-8772</i></p>	<p>The adoption of the Vigan Heritage Conservation Program, anchored on the revitalization of the historic center of Vigan, made the city a major tourist destination that led to its enormous economic growth.</p>
<p>Coastal Resource Management <i>Dauin, Negros Oriental</i> <i>Galing Pook 2005</i> <i>Contact: (035) 425-2073</i></p>	<p>The Coastal Resource Management program in Dauin encouraged sustainable fishing, developed revenue-generating marine sanctuaries that attracted tourists and increased users' fees collection.</p>
<p>Misamis Occidental Aquamarine Development and Protection Program <i>Misamis Occidental Province</i> <i>Galing Pook 2005</i> <i>Contact: (088) 531-1632 / 531-1333</i></p>	<p>Misamis Occidental's Aquamarine Development and Protection Program converted the Misamis Occidental Aquamarine Park into an eco-tourism destination resulting in increased income and employment opportunities.</p>
<p>Coastal Resource Management <i>Looc, Romblon</i> <i>Galing Pook 2000</i> <i>Contact:</i></p>	<p>The Coastal Resource Management of Looc, Romblon effectively eradicated illegal fishing, improved fish catch, increased environmental awareness, and provided alternative livelihood opportunities for the people in the locality.</p>



Program Title/LGU/Year Awarded	Description
<p>Bais City Environment Management Program: A Showcase in Ecological Preservation <i>Bais City, Negros Oriental</i> Galing Pook 1997 Contact: (035) 402-8047 / 402-3797</p>	<p>Bais' comprehensive development plan, focusing on conservation of its resources and environment led to the rehabilitation of its coastal and upland resources, resulting to a strong eco-tourism industry and increased investments and businesses.</p>
<p>Masbate Fishery Development Program <i>Masbate Province</i> Galing Pook 1997 Contact: (056) 333-6937 / 333-3012</p>	<p>Masbate's efforts to restore and protect its marine resources through strict enforcement of fisheries law, fishery resource conservation and protection, community organizing and capacity building led to increased use of sustainable fishing practices that improved the fishing condition.</p>
<p>Bohol Ecotourism Development Program <i>Bohol Province</i> Galing Pook 2004 Contact: (038) 411-3300</p>	<p>Making ecotourism as a major development thrust by integrating tourism and environmental management through the Bohol Ecotourism Development Program proved to be effective in preserving and sustaining the environment and it brought about more livelihood opportunities for Bol-anons.</p>
<p>Multi-sectoral Alliance for the Allah Valley Landscape Planning and Management <i>South Cotabato and Sultan Kudarat Provinces</i> Galing Pook 2008 Contact: (083) 228-3754 / 228-2620</p>	<p>Urgent concerns involving various LGUs where not only livelihood but lives are at stake need inter-government and multi-sector comprehensive and concerted actions. The duty holders and stakeholders in Allah Valley spanning two provinces get their acts together on a major environmental task.</p>
<p>Malungtarong Lungsod: The Sustainable City <i>San Carlos City, Negros Occidental</i> Galing Pook 2008 Contact: (034) 729-3050 / 312-5113</p>	<p>Economic growth and ecological balance is integral to the city's development initiatives ensuring the involvement of all sectors in the process. San Carlos City endeavors to transform rural communities into agro-industrial areas that are economically viable, with people who are socially responsible and mindful of the environment.</p>



4. Public Infrastructures

Program Title/LGU/Year Awarded	Description
<p>Kabalikat PALMA Infrastructure Program <i>North Cotabato Province</i> <i>Galing Pook 2007</i> <i>Contact: (064) 229-7648 / 523-0801</i></p>	<p>Five mayors from North Cotabato province banded together to build roads to spur development and peace in their locale. Supported by the provincial government, these 5 municipalities pooled their resources and built a road network which cost them only PhP30,000 a kilometer. Since 2002, they have rehabilitated and opened new roads totaling over 280 kilometers, with a cost of PhP8.475 million.</p>
<p>Business Park: Build-Lease-Transfer Scheme <i>San Jose de Buenavista, Antique</i> <i>Galing Pook 1999</i> <i>Contact: (036) 540-9428</i></p>	<p>The "build-lease-transfer" scheme of the local government of San Jose Buenavista, Antique enabled it to rebuild its market to assist the displaced vendors and businessmen. This led to a revitalized local economy that resulted to increased volume of local business.</p>
<p>Integrated Market and Bus Terminal Complex <i>Tagbilaran City, Bohol</i> <i>Galing Pook 1999 (Finalist)</i> <i>Contact: (038) 411-3715 / 411-3158</i></p>	<p>Tagbilaran's institutionalization of an integrated market and bus terminal complex resolved traffic congestion and pollution problems. It also helped improved security that fostered more business transactions in the area.</p>
<p>Barangay Infrastructure Development <i>Surigao City, Surigao Del Norte</i> <i>Galing Pook 1998</i> <i>Contact: (086) 231-7201</i></p>	<p>Through Surigao's infrastructure development program, basic services and facilities were made accessible to its rural communities, and residents were empowered as they participate and take ownership of the program.</p>
<p>Road for Progress (Daan sa Kaunlaran) <i>San Carlos City, Negros Occidental</i> <i>Galing Pook 1997</i> <i>Contact: (034) 729-3050 / 312-5113</i></p>	<p>By building road infrastructure to its upland barangays, San Carlos strategically opened up additional agricultural lands and made its municipality closer to the capital of the province enabling easier transport of farm inputs and farm produce resulting to increased agricultural productivity.</p>
<p>Padre Garcia Todo Unlad Project <i>Padre Garcia, Batangas</i> <i>Galing Pook 1997 (Finalist)</i> <i>Contact: (043) 315-9207</i></p>	<p>With the strong support from the municipal government, the implementation of livestock livelihood program increased the income of Padre Garcia's residents.</p>



Program Title/LGU/Year Awarded	Description
Building a Barangay Fishport <i>San Carlos City, Negros Occidental</i> <i>Galing Pook 1995</i> <i>Contact: (034) 729-3050 / 312-5113</i>	The construction of the fish port in Buluangan has provided the fisherfolk with docking facilities and better marketing system thereby improving the livelihood in the community.
Build, Operate and Transfer (Commercial Center/Public Market) <i>Mandaluyong City, Metro Manila</i> <i>Galing Pook 1994</i> <i>Contact: (02) 532-5001 / 532-2224</i>	Mandaluyong City's Build-Operate-Transfer approach to infrastructure development enabled the rebuilding of the public market without cost to the government, thereby providing hundreds of residents with jobs and generating the city more revenues.

5. Socialized Housing

Program Title/LGU/Year Awarded	Description
The Family Townhomes Project <i>Taguig City, Metro Manila</i> <i>Galing Pook 2008</i> <i>Contact: (02)628-3627 / 642-3588</i>	The city government and its partners provide opportunities to their homeless constituents for decent but affordable shelter with efficient utility services while capacitating them through livelihood programs to afford the amenities. The Taguig model shows that housing for the poor need not be, literally and figuratively, cheap.
Integrated Shelter and Land Tenure for the Urban Poor <i>Las Piñas City, Metro Manila</i> <i>Galing Pook 2007</i> <i>Contact: (02)871-4343 / 871-4345</i>	In 1995, Las Piñas City embarked on a daunting task – to provide homes to her 36,710 informal settlers. To date, guided by an informed database and using the power of community organizing and multi-sectoral participation, 23,000 homeless families have been provided houses and land in the city.
Missionville - Reliving the Bayanihan Spirit thru Multi-Partnership <i>Iligan City, Lanao Del Norte</i> <i>Galing Pook 2003</i> <i>Contact:</i>	Iligan City's Missionville project that provided permanent shelter and access to healthcare, tutorials and livelihood training for the urban poor using the combined resources of the local government and various sectors such as the academe, religious groups and business organizations improved the lives of the poor constituents.



Program Title/LGU/Year Awarded	Description
<p>Squatter Free Marikina <i>Marikina City, Metro Manila</i> <i>Galing Pook 1998</i> <i>Contact: (02) 645-5294 / 646-5277</i></p>	<p>Through its Community Mortgage Program, livelihood and skills training, and cooperative development, Marikina provided its underprivileged residents with their own shelter, developed their skills, organized and strengthened people organizations and eradicated squatting problem.</p>
<p>More Homes For More People <i>Mandaluyong City, Metro Manila</i> <i>Galing Pook 1998 (Finalist)</i> <i>Contact: (02) 532-2224</i></p>	<p>By undertaking land acquisition and property development, Mandaluyong City successfully implemented its condominium and housing projects to targeted beneficiaries creating comfortable homes and communities for underprivileged residents and reducing squatting problem in the city.</p>
<p>Lote Para sa Mahirap Program <i>San Carlos City, Negros Occidental</i> <i>Galing Pook 1996</i> <i>Contact: (034) 729-3050 / 312-5113</i></p>	<p>Due to affordable payment scheme, land development and good location of the housing project, San Carlos successfully implemented its housing program for its urban poor and decreased the squatter population.</p>
<p>Management of Human Settlement Program <i>Muntinlupa City, Metro Manila</i> <i>Galing Pook 1996 (Finalist)</i> <i>Contact: (02)842-2921</i></p>	<p>Through strategic partnership with a non-government organization and people's organization, Muntinlupa successfully implemented its human settlement program, giving its disadvantaged constituents access to property and security of land tenure.</p>
<p>Municipal Bond Flotation for Pabahay Bond <i>Victorias City, Negros Occidental</i> <i>Galing Pook 1995</i> <i>Contact:</i></p>	<p>Through bond flotation, the city of Victorias in Negros Occidental effectively sourced very affordable shelter financing enabling it to provide its constituents with a low cost housing program.</p>
<p>Providing a Low Cost Housing <i>Puerto Princesa City, Palawan</i> <i>Galing Pook 1995 (Finalist)</i> <i>Contact: (0)</i></p>	<p>Puerto Princesa's speedy demolition, relocation program and affordable housing scheme solved the growing squatter problem in the city.</p>
<p>Naga Kaantabay sa Kauswagan <i>Naga City, Camarines Sur</i> <i>Galing Pook 1994</i> <i>Contact: (054) 473-2240 / 811-1286</i></p>	<p>By actively engaging the urban poor, the land owners and non-government organizations, Naga City institutionalized the solution to land dispute and squatting problems.</p>



6. Integrated Area Development

Program Title/LGU/Year Awarded	Description
<p>Programang Pampatatag ng Barangay Sanito <i>Sanito, Ipil, Zamboanga Sibugay</i> <i>Galing Pook 2008</i> <i>Contact: (062) 333-596</i></p>	<p>Setting aright the barangay's finances, introduction of sensible regulatory fees to fund and maintain basic services, environmental protection, and promoting peace and order require harnessing the mandate of the barangay government. The Sanito Barangay Government Code of 2004 enactment and implementation was a unique innovation coming from the most basic local government unit.</p>
<p>Antique Integrated Area Development <i>Province of Antique</i> <i>Galing Pook 2004 (Finalist)</i> <i>Contact: (036) 540-7760 / 540-9649</i></p>	<p>The community-based Integrated Area Development Program of Antique led to improved livelihood opportunities, reduced farm production costs, secured the land tenure status of farmers, enhanced technical knowledge and skills of households, and integrated value formation for the people.</p>
<p>Sustainable Integrated Area Development: The New Corella Experience <i>New Corella, Davao Del Norte</i> <i>Galing Pook 2004 (Finalist)</i> <i>Contact:</i></p>	<p>The innovative features of New Corella's Sustainable Integrated Area Development addressed the problems of poverty, lack of livelihood and social services, environmental degradation and a host of community issues and problems in the municipality.</p>
<p>Zero Poverty 2020 <i>Concepcion, Iloilo</i> <i>Galing Pook 2004</i> <i>Contact: (033) 336-0677</i></p>	<p>The development intervention that uses the convergence strategy in Concepcion, Iloilo has successfully addressed the issues and concerns in the areas of human resources development, enterprise development and livelihood enhancement, resource management, health, education, and infrastructure development.</p>
<p>Moving Onwards to Muñoz Agricultural Science City Program <i>Muñoz, Nueva Ecija</i> <i>Galing Pook (Finalist)</i> <i>Contact: (044) 456-0572</i></p>	<p>The local government's initiative of transforming Muñoz, Nueva Ecija into a learning center for technology transfer, rural development, productivity and food security led to increased food production and increased LGU income.</p>



Program Title/LGU/Year Awarded	Description
Strategic Development Interventions in Transforming Malalag into a Provincial Agri-Industrial Center <i>Malalag, Davao Del Sur</i> <i>Galing Pook 2003 (Finalist)</i> <i>Contact:</i>	Using the minimum basic needs approach, the local government of Malalag, Davao del Sur was able to develop a municipal Social Reform Agenda that is aligned with the needs of the community.
Irosin Integrated Area Development Program <i>Irosin, Sorsogon</i> <i>Galing Pook 1994</i> <i>Contact: (056) 411-1477 / 411-1031</i>	Cooperation and participation of all the sectors of society was key to the successful implementation of Irosin's socio-economic programs which helped alleviate poverty in the municipality.
Guagua Integrated Approach Towards Sustainable Development <i>Guagua, Pampanga</i> <i>Galing Pook 1995</i> <i>Contact: (045) 912-391</i>	Guagua's integrated approach involving livelihood, housing and infrastructure programs, and the active participation of the residents, helped the town become a second class municipality, overcoming the challenges brought about by the volcanic eruption.

7. Inter-LGU and Multi-sectoral Cooperation

Program Title/LGU/Year Awarded	Description
Lingap Tanaw <i>Naujan, Oriental Mindoro</i> <i>Galing Pook 1997 (Finalist)</i> <i>Contact: (043) 208-3456 / 208-3479</i>	By encouraging "out migrants" to participate in the progress of Naujan, the LGU effectively implemented its livelihood and health projects, improving the living conditions of its constituents.
Volunteerism - Olongapo Style <i>Olongapo City</i> <i>Galing Pook 1997 (Finalist)</i> <i>Contact: (047) 222-2232 / 222-2565</i>	Rising above the predicaments the city faced after the natural calamity and its consequences, the people of Olongapo, through volunteerism, succeeded in making their city a safe and progressive community.



Program Title/LGU/Year Awarded	Description
Metro Naga Development Council <i>Naga City, Camarines Sur</i> <i>Galing Pook 1994</i> <i>Contact: (054) 473-2240 / 811-1286</i>	The locally initiated Metro Naga Development Council helped Naga City and its surrounding municipalities pool together their resources and efforts to more efficiently and effectively address the immediate needs of their constituents and to work together towards their common development.
LGU-NGO Partnership <i>Calumpit, Bulacan</i> <i>Galing Pook 1994 (Finalist)</i> <i>Contact: (044) 766-2543 / 202-5465 to 66</i>	By working closely with the NGOs and the private sector, Calumpit brought together all sectors to work towards transforming the municipality into a self sufficient agro-industrial town.

8. Local Administration and Management

Program Title/LGU/Year Awarded	Description
Tripartite Industrial Peace Council <i>Mandaue City, Cebu</i> <i>Galing Pook 2002</i> <i>Contact: (032) 344-3322 / 345-2799</i>	Labor disputes in the companies in Mandaue city were solved through the city government's creation of the Tripartite Industrial Peace Council that introduced programs to help build stronger relationship between labor and management.
Biyaya A Luluguran At Sisikapan <i>Province of Pampanga</i> <i>Galing Pook 2008</i> <i>Contact: (045) 961-4713</i>	Pampanga mustered the will to institute the necessary fiscal management and transparency measures in its quarrying resources. Amidst formidable interests, it chose to pursue the long needed reform to allow its people to genuinely benefit from the quarrying revenues.
Effective Fiscal Management <i>Quezon City, Metro Manila</i> <i>Galing Pook 2003</i> <i>Contact: (02) 924-3592 / 921-6750</i>	Improving fiscal management and governance capacity building by using the "carrot and stick" approach translated to a dramatic turn around in Quezon City's finances and tax collection thereby having enough savings to fund other social services for the constituents.



Program Title/LGU/Year Awarded	Description
<p>Reforming the Real Property Tax System of Nueva Vizcaya Province of Nueva Vizcaya Galing Pook 2002 Contact: (078) 805-7955 / 321-2758</p>	<p>The institutionalization of reformed tax collection measures through the Real Property Tax-on-Wheels system that brought better awareness and more accessible service to the taxpayers led to a dramatic increase in tax collection and a decrease in payment delinquency rate in Nueva Vizcaya.</p>
<p>Streamlining the Business Permits Process – "One Stop Shop" Cabuyao, Laguna Galing Pook 2002 Contact: (049) 502-1192 / 502-2517</p>	<p>The creation of a One-Stop-Shop made business permit processing more efficient and less costly for business owners in Cabuyao.</p>
<p>Breaking Financial Barriers San Fernando City, Pampanga Galing Pook 2000 Contact: (045) 963-3342 / 961-5022</p>	<p>The institution of a systematic reform in fiscal management and a responsive revenue administration turned a budgetary deficit into a big surplus in the local revenues of San Fernando City, Pampanga.</p>
<p>Real Property Tax Administration Computerization Program: Simple and Inexpensive But Efficient and Effective Muntinlupa City, Metro Manila Galing Pook 2000 (Finalist) Contact: (02) 842-6196 / 842-2921</p>	<p>Muntinlupa's computerized real property tax administration led to increase in tax collection, enhanced employees' efficiency and better service delivery.</p>
<p>Tagaytay Financial Engineering Program Tagaytay City Galing Pook 1998 (Finalist) Contact: (046) 413-1295</p>	<p>Revenue generating interventions and fiscal innovation resulted to the steady increase of Tagaytay's income, allowing the City to provide the needs of both its permanent and migrant residents.</p>
<p>City Government Computerization Program Naga City, Camarines Sur Galing Pook 1996 Contact: (054) 473-2240 / 811-1286</p>	<p>Through its comprehensive government computerization program, Naga City was able to effectively deliver the necessary services to its constituent in the most efficient way.</p>



Program Title/LGU/Year Awarded	Description
<p>Increasing Tax Collection <i>Binangonan, Rizal</i> <i>Galing Pook 1995 (Finalist)</i> <i>Contact: (02) 652-0163</i></p>	<p>Binangonan's innovative and personalized approach to tax collection led to a dramatic increase in revenue collection resulting in the delivery of basic services to its populace.</p>
<p>Cebu City's Tax Computerization Program <i>Cebu City</i> <i>Galing Pook 1994 (Finalist)</i> <i>Contact: (032) 412-0000</i></p>	<p>By maximizing the use of information technology in computerizing tax assessment and collection, Cebu City has minimized graft and improved efficiency in its collection.</p>
<p>Centralized Warehousing Management <i>Marikina City, Metro Manila</i> <i>Galing Pook 2008</i> <i>Contact: (02) 645-5294 / 646-2360</i></p>	<p>Effecting better management and judicious utilization of supplies and materials is another innovation from Marikina. It made operational prudence in the use of the city's resources and the efficient supply chain and property management to address the present and future needs of the city.</p>
<p>Making Governance a Shared Responsibility: Institutionalizing Public Governance System <i>San Fernando City, Pampanga</i> <i>Galing Pook 2008</i> <i>Contact: (045) 963-3342 / 961-5022</i></p>	<p>San Fernando City established a performance measurement management system used in business to improve governance. It raised the standards of public management through citizen's participation in achieving the collective aspirations articulated in the city's roadmap.</p>
<p>Reorganization: An Effective Local Governance Tool in the LGU of Goa <i>Goa, Camarines Sur</i> <i>Galing Pook 2002</i> <i>Contact: (054) 453-0446</i></p>	<p>The Goa local government's efforts to trim down and retool the employees of the municipal government eliminated graft and corruption and turned the employees into client and output oriented individuals.</p>
<p>Productivity Improvement Program of Naga <i>Naga City, Camarines Sur</i> <i>Galing Pook 1995</i> <i>Contact: (054) 473-2240 / 811-1286</i></p>	<p>By focusing on good governance, Naga City attracted investments thereby increasing its people's and the city government's revenue, giving it the resources to address its other social issues and development challenges.</p>



9. Power and Protective Services

Program Title/LGU/Year Awarded	Description
<p>Mini-Hydro Electric Power Plant <i>Upper Bantawon, Hinunangan, Southern Leyte</i> <i>Galing Pook 2004</i> <i>Contact:</i></p>	<p>The development of the Upper Bantawon Mini-Hydro Electric Power Plant using the barangay's pooled resources and with the technical assistance from DILG created livelihood projects that greatly improved the living conditions of the constituents.</p>
<p>Bohol Poverty Reduction, Peace and Development Program <i>Province of Bohol</i> <i>Galing Pook 2005 (Finalist)</i> <i>Contact: (038) 411-3300</i></p>	<p>The Bohol Poverty Reduction Program, created in response to the problem of insurgency by addressing impoverishment, successfully created job opportunities in the areas of agriculture and tourism while improving access to basic services.</p>
<p>Upland Central Economic Zone <i>Ligao City, Albay</i> <i>Galing Pook 2005 (Finalist)</i> <i>Contact: (052) 485-1115</i></p>	<p>The creation of the Upland Central Economic Zone paved the way for the reconstruction of the Paulba-Oma-Oma road, providing access to Oma-Oma, the largest agricultural barangay in the area, which resulted in various health, education, and livelihood programs that the residents are now able to enjoy.</p>
<p>Tungo sa Ugnayang Layon ay Kapayapaan at Kaunlaran <i>Kabacan, North Cotabato</i> <i>Galing Pook 2005 (Finalist)</i> <i>Contact: (064) 248-2742 / 248-2352</i></p>	<p>The construction of bridges linking barangays in Kabacan, North Cotabato resulted to improved accessibility to the basic services of the local government, improved travel time, cheaper transportation costs and increased income for farmers and traders.</p>