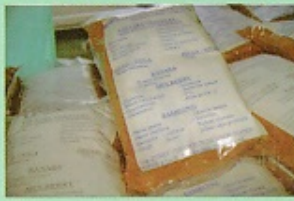
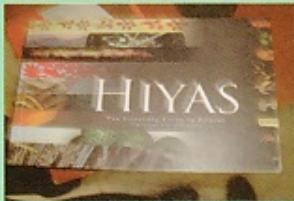


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**Outstanding
Local Governance Programs
for 2009**

2009 Galing Pook



**Outstanding
Local Governance Programs
for 2009**

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The Galing Pook



The Galing Pook awards is a pioneering program that recognizes innovation and excellence in local governance.

It started in October 21, 1993 under the joint initiative of the Local Government Academy-Department of the Interior and Local Government, the Ford Foundation, and other individual advocates of good governance from the academe, civil society and the government.

The Asian Institute of Management carried on the awards program until 2001. Earlier in 1998, the Galing Pook Foundation was formed as a juridical institution to sustain the program.

Since 1994, more than 240 programs from 158 local government units have already won recognition. The Galing Pook winners are chosen each year from a wide array of programs from local governments after undergoing a rigorous multi-level screening process.

The winning programs are selected based on positive results, promotion of people's participation and empowerment, innovation, transferability and sustainability, and efficiency of program service delivery.

Vision

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

Mission

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

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

The Partners



FORD
FOUNDATION



LOCAL GOVERNMENT ACADEMY



Development Bank of the Philippines



LANDBANK

Galing Pook

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

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

Saan mahahagilap
Ang mga munting pangarap
Makaigpaw sa hirap
Maalwang hinaharap

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

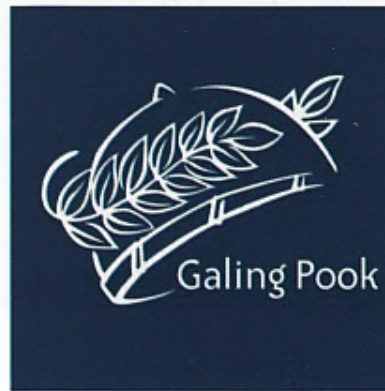
Kayraming nagsasabing
Ang galing galing daw namin
Saan ba nanggagaling
Ano ba'ng anting-anting?

Simple lang yan
Kaya mo yan, Bay!

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

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

Chorus counterpoint:
Galing Pook..



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

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

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

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

Visit www.galingpook.org to download lyrics and music

Moving Towards an Archipelago of Good Governance

The 2009 Galing Pook awards has an unexpected twist. The Foundation is bestowing for the first time the annual recognition to fourteen instead of ten local government units.

This, in truth, is cause for celebration. Indeed, going back to the speeches during past awards ceremonies, we have often heard of aspirations for more excellence in local governments. We wished not just for islands but for an entire archipelago of good governance.

Propitiously, the decision by our colleagues comprising the 2009 National Selection Committee is wish-fulfilling. This year's five awardees from Mindanao, two from the Visayas and seven from Luzon are a proud addition to our growing contingent of outstanding local government units.

Peace-building initiatives, effective environmental protection, health promotion, government-private sector partnerships for public welfare, financing public services, a comprehensive information system and an incentives program for local innovations are the areas pursued by our new Galing Pook awardees.

The development concerns they address are not new; they are in fact common to most LGUs. The processes they employ, likewise, do not involve rocket science and are instead inspiring in their replicability. Their programs, simply put, are recognized for the way they confront and effectively address "problems" with the basic tools commonly employed by progressive and enlightened LGUs: knowledge, political will and people's involvement. Plus, of course, a good measure of creativity and innovation.

What they do captures our imagination and strengthens our faith that good governance can and does prosper in our beloved country. May their tribe increase.

Congratulations to our awardees, *at maraming salamat sa inyong lahat!*

Rafael L. Coscolluela
Chairperson
Galing Pook Foundation

***The awardees capture
our imagination
and strengthen our faith
that good governance
can and does prosper
in our beloved country***



Development Bank of the Philippines

On behalf of the Development Bank of the Philippines, may I congratulate the winners of the 2009 Galing Pook Awards. The success stories of your outstanding local governance programs mean significant, positive strides continue to be taken particularly in local economic development, local administration and fiscal management, youth development, infrastructure, peace and development, health care, environmental management, and information technology, among others. These initiatives benchmark the delivery of social services at the local level, and demonstrate that innovation and excellence in local governance is attainable and replicable nationwide.

DBP has long recognized the LGU sector as a major and critical pillar in national development. We have worked with many of you on a continuing basis, with our development priorities perfectly in sync with your own LGU functions. Our myriad partnerships include the development of a modern storage, handling, and transport system nationwide to boost inter-island trade and tourism, shorten travel time, lower transport costs, and consequently, bring down the cost of goods.

Together, we continue to prioritize the delivery of social services such as housing, education, livelihood, health care, and community development. We have also worked on LGU computerization programs that will enable efficiency in back-room operations.

DBP has also partnered with your respective communities in the areas of environmental management, and in the provision of power and water services. We helped provide communities with adequate, affordable, and reliable energy services. We also provided funding assistance for new and renewable energy projects. To promote environmental protection, DBP also financed industrial pollution prevention and reduction projects, and clean alternative fuels. We also worked with LGUs for solid waste management, sanitary landfill, materials recovery facilities/composting facilities, and waste collection.

There is certainly a wide scope of programs and activities that DBP and the LGU sector have and can continue to collaborate on. Our goal is to touch base with LGU officials, and provide you with the financial backing to make a positive difference in your respective communities. DBP's programs trajectory not only addresses large developmental loans but likewise pro-micro and pro-small scale. The economics of the deal is such that it is a win-win situation for everyone.

It, thus, follows that DBP continues to support the Galing Pook Awards program, as it recognizes outstanding LGUs that prove outstanding governance and that have projects that bestow positive socio-economic impacts, people empowerment, and are sustainable and replicable. We certainly believe that by bestowing recognition on exemplary local government projects, we can help raise the bar of local governance to ever higher levels.

These are the LGU partners that DBP looks forward to working with—local leaders who guide their communities on the path to development. With the need to energize the domestic economy in light of the global financial crisis, we encourage LGUs to partner with us for their priority development projects. We are looking at the right projects and the right LGU-partners. Together, let us bring more effective and efficient service to the people we are bound to serve and set a sterling standard of service quality for the public sector.



REYNALDO G. DAVID

President and CEO
Development Bank of the Philippines

Land Bank of the Philippines

We congratulate all winners in the 2009 Galing Pook awards which serve as inspiration and models of excellence in the area of good governance among our local government units. The pioneering and sustainable programs you initiated which brought far-reaching, socio-economic benefits to your constituents are truly noteworthy.

We also commend the Galing Pook Foundation for this recognition program that chronicles best practices in Philippine local governance.

Through this prestigious award, other LGUs become more aware about how their counterparts in the country implement projects that empower and encourage people's participation in the areas of livelihood promotion, environmental protection, disaster management, peace and order, housing, and fiscal management, among others. The advocacy programs initiated by our local government will have a lasting benefit not only to their respective communities but to the growth and development of the nation at large.

We have always believed in the competency and capability of our LGUs. This is the reason why LANDBANK has maintained strong ties with our local government units particularly in implementing various economic and assistance programs of the Bank geared towards the development of the countryside.

Mabuhay po kayo!



GILDA E. PICO
President and CEO
LAND BANK OF THE PHILIPPINES

***We have always believed
in the competency and
capability of our LGUs.
This is the reason why
LANDBANK has maintained
strong ties with them!***



Barangay Luz, Cebu City

Participatory Environment Management

Turning trash into cash is but one feat accomplished by the urban poor residents of Barangay Luz in Cebu City. They also managed to convince local firms like the Ayala conglomerate to join and support their environmental governance program!

For decades, the people of Barangay Luz struggled hard to acquire titles to the land where they were relocated. In 1989, the Barangay Luz Confederation of Community Organizations persuaded then Governor Lito Osmeña to sell the lots they occupied through the Community Mortgage Program. In the following years, the

barangay's homeowners' associations began profiling their members, collecting savings, and developing subdivision plans.

Subsequently, they began discussing solutions to community issues such as access to water, domestic violence, savings mobilizations, education, elderly concerns and waste recycling. Among the major problems they wanted to solve was solid waste disposal. While the city is mainly responsible for collecting garbage from major city streets, the barangays are expected to collect waste from the inner streets and areas. The initial effort of the urban poor women's groups to recycle

waste materials into bags that they later sell to interested buyers led to the development of a program that can make money out of waste.

In 2002, the *Kuarto sa Basura* project was launched to enable the residents to earn money through recycling, composting and other activities. It was part of a wider sustainable community development program which entailed the participation of various stakeholders. The program aimed to develop public awareness about environment issues, waste management and related laws. It encouraged the residents to be responsible for their waste and to keep the environment clean and healthy.

To ensure the people's participation and involvement, a massive house to house, awareness-raising campaign on environment issues, waste management and related laws was conducted. Environmental and waste management concerns were also integrated into the Barangay Development Plan. Barangay resolutions (BR) were subsequently passed to implement national and city laws on waste management in the barangay. These include BR 11-225 which established the *Bayanihan Savings* program in 16 sitios. The *Bayanihan Savings* scheme is a financing program being replicated by the DILG. The innovation in Barangay Luz is that, instead of cash, recycled waste was accepted as deposit for eventual loan applications.

There were also mechanisms put in place to ensure participation. These include regular schedules for the collection of degradable and non-degradable waste and the establishment of an Eco Center that serves as the materials recovery facility of the barangay. The Eco Center is also a demonstration area for composting as well as a wellness garden. There were also incentives such as the annual search for the cleanest sitio, formal recognition of individuals and bayanihan centers that have the most kilos of recycled waste per year and the annual search for marketable products from waste.

Violators of the waste management ordinances were fined or ordered to render community service. The "no segregation, no collection" policy was strictly enforced, and the youth were tasked to assist in monitoring and apprehension.

The various community sector organizations (i.e. elderly, youth and women, sitios and homeowners associations) are actively involved in awareness raising, cleaning, segregating, recycling, and monitoring their own sitios and groups. The business sector, which includes the junk shops, serves as market for recyclables.

The barangay was also able to enter into partnership agreements with the Cebu Business Park/Ayala Center and obtained a donation of one dump truck, a 2,800 square meter space for the *Tugkaran* (a training center on composting which employs 27 persons). It also partnered with government agencies like the City Agriculture Office, Department of Environment and Natural Resources, and TESDA for information, skills training as well as coordination. It also tapped NGOs

for their advocacy network and capability building on gender rights, housing, nutrition, environment and governance. Local and international networks (e.g. Shangri-La Hotel, Ayala Center, Fair-trade Belgium and Oxfam Netherlands) were also utilized to find markets for recycled products.

Today, practically all the residents segregate their waste. Many are involved in recycling and composting, and saving through waste at different levels and groups. The pride of the people of Barangay Luz is quite evident over what they accomplished and their substantial role in it.

The barangay's waste that is disposed in the city landfill has been reduced to only 28%. The rest are converted into cash through recycling (60%) and composting (10%). The barangay is also able to extend the use of allocated fuel for garbage truck from 14 days to 30 days.

Barangay Luz has turned into a model barangay for participatory environment management in the city as well as the country. It has gained several awards and has been invited to share and train other barangays, communities, local governments as well as schools and subdivisions within and outside the city wanting to replicate the program. The main ingredient in their success is undeniably the various stakeholder active participation and involvement in their program.

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Sarangani Province Comprehensive Peace and Development Program

Peace building initiatives in war-torn Mindanao are not new. But the Sarangani Provincial Government came up with a more comprehensive program for pursuing long-lasting peace; a program that involves practically all its constituents.

In 2004, Sarangani's Peace and Development Task Force put together a Comprehensive Peace and Development Plan. This became the technical blueprint for the creation of a peace and development program for Sarangani Province, which they dubbed *Kalinaw Sarangani*.

Kalinaw Sarangani is a program that motivates the different ethno-linguistic groups in Sarangani to co-exist peacefully and harmoniously by fostering community dialogues, introducing community-owned projects and creating communities of peace. The program became fully operational after the governor issued Executive Order No.16, Series of 2007 on August 24, 2007.

In a nutshell, Kalinaw Sarangani aims to institutionalize peace and development efforts by enjoining the citizens in peace building, development planning, decision-making, governance and formation of 50 Peace and Development Communities or PDCs. It entails culture sensitivity practices and activities as well as sustainable

livelihood assistance, skills development, infrastructure and other social services.

The program has three main components: Peace through Alliance Building and Community Empowerment (PEACE); Madaris for Peace (MaP); and, Special Project with Partners (SPP). All the projects and activities are packaged and implemented with the participation and input of the community members. Thus, skills in managing peace building initiatives are imparted at the grassroots level. The community and beneficiaries also have direct ownership of the projects and activities.

The PEACE project component institutionalizes and promotes a culture of peace among the 50 PDCs. The communities are involved in all the local peace processes in partnership with the barangay officials, influential community leaders, former Moro National Liberation Front combatants and even the Local Monitoring Team of the Moro Islamic Liberation Front.

The MaP component embeds Islamic values education in the curriculum of 50 Madrasah or Islamic schools of the province. This would help mold the students into enlightened, responsible, and peace loving citizens and leaders. Madaris is the plural term for Madrasah.

The SPP component is a project supporting 18 PDCs, which is carried out in partnership with the United Nations-Action for Conflict Transformation for Peace Programme. This special project provides community enterprise development assistance and basic services as well as small infrastructure to the PDCs. In 2008, Habitat for Humanity Philippines and Growth with Equity in Mindanao also started supporting this component. The projects are assessed on whether these bring more conflict or peace to the community. Usually, the community members provide recommendations on how to improve the delivery and impact of the projects.

Kalinaw Sarangani replicates and also builds on the UN Multi-Donor Programme on peace and development. Among the innovations introduced was the putting up of the Tindahan Para sa Kalinaw (TPSK), a small cooperative store. The TPSK is designed so that the women in the community could gather and discuss community perceptions, concerns, and issues and contribute to creating a peace and development community while at the same time help in running a small enterprise.

The local peace consultations and dialogues are conducted in an innovative way as it blends the traditional way of settling conflict

with the concepts of peace dialogues. They refer to this process as the *Kadsisinabute* or *Kadsisinabuta*. This method is appropriate for the large communities as it enables a whole barangay to discuss peace and development issues as well as other community concerns. The *Kadsisinabute* is facilitated and managed by the community members themselves.

The *Kadsisinabute* held in Datu Dani, Kiamba in March 2008 led to the pooling and centralization of assistance from various NGOs working for peace. This was how the Kiamba Convergence was born. The Dialogue with Elders in Maasim created and established a group of local 'traditional' mediators composed of elders and datos to solve conflicts and feuds. Skills in community dialogues using tradi-

tionally accepted means are practiced by peace advocates to promote a more peaceful community.

Peace Champions or Barangay Peace Advocates are produced by training barangay officials and key leaders on mediation, negotiation, and dialogue. These tools are employed at the community level to resolve conflicts. Local disputes are primarily resolved through discussions among elders and other key leaders in the community. While the *Lupong Tagapamayapa* settles local conflict and disputes according to the Local Government Code, the BPAs are in-charge of settling the conflict before it escalates. Constant dialogues at the community level are encouraged by the BPAs rather than immediately resorting to filing of formal complaints with the *Lupong Tagapamayapa*.

Previously, Community Oriented Policing System (COPS) Training at the community level was carried out by program implementers called *Kalinaw* (Peace) Coordinators. But the communities suggested the inclusion of soldiers, police, former rebels, and teachers among the COPS Training facilitators. Starting in 2009, all COPS trainings are conducted by a composite team made up of the military, police, teachers and barangay officials.

By all indications, the *Kalinaw Sarangani* program is proving to be a promising way to peace and development that LGUs will do well to replicate the program.

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Marikina City

Clean Food and Water Laboratory

Street food is cheap, delectable and plentiful. But eating these foods could prove risky if the vendor does not practice proper sanitary measures.

In Marikina City, the consumers are assured that the vendors sell clean food and water. This is because the city government put up its very own Clean Food and Water Laboratory, which conducts regular tests to determine if the water and food being sold in the markets are potable and safe.

The Clean Food and Water Laboratory project aims to promote food safety awareness among producers, manufacturers, food retailers and consumers. Towards this end, the city government disseminates information about food safety and hygiene. It distributes a flyer on "Simple Household Sanitation Practices" as well as a brochure about the "Marikina Clean Food and Water Laboratory." Food Safety Bulletins are put up at the Market Area. In addition, City Ordinance No. 63, series of 2003 required all food eatery owners and helpers in public markets in the City of Marikina to undergo Comprehensive Food Safety and Personal Hygiene training.

The project also entails regular monitoring of the quality of water being supplied and sold within the city to ensure compliance with the Sanitation Code of the Philippines (P.D. 856). This is mandated by Ordinance No. 167, series of 2001.



On a monthly basis, the water from refilling stations and haulers are tested for the presence of harmful bacteria. In addition, joint water sampling is undertaken to monitor the quality of the water being supplied to the consumers by the water concessionaire, Manila Water Company. Samples are taken at identified sampling points of the water distribution system within the city. The program aims to protect the local populace against waterborne diseases and illnesses.

Meanwhile, the food being sold within the city is also continually monitored and tested to ensure that it is safe. To determine if the food establishments are observing sanitation standards, microbiological testing is done by conducting random swab testing on food contact surfaces, utensils and even the hands of personnel who handle

food in the market. Even the duration and temperature of the food being sold are monitored.

Consumers can file a complaint against erring food vendors. The complainant fills up a form at the laboratory and the owner of the food stall is notified about the complaint. The results of the food test are then reported to the authorities for appropriate action. Water samples with unsatisfactory results are dealt with accordingly to prevent their consumption. Vendors who do not comply with the standards set by the Philippine National Standards for Drinking Water are meted sanctions by the Sanitation Section of the City Health Office.

The project enticed the World Health Organization to fund a program dubbed "Optimizing a

Model System for Linking Food Safety Improvements in Street and/or Market Vending to Activities Targeting Poverty Reduction." This program also pursues safe handling practices and sanitation in food vending activities in the city public market.

The increase in Marikina Public Market's revenue could be partly due to the city's high level of health and sanitation standards. Even the food testing laboratory has been earning a tidy sum. This is partly due to the additional requirement imposed by the Department of Health on all water refilling stations—they are required to undergo Water Bacteriological Examination which is charged a fee of P300. The fee may seem hefty but is actually cheaper compared to what is being charged by private laboratories. A fee of P200 is charged for the Heterothropic Plate Count (for refilling stations only). As a result, the revenues being generated from the program through collection of fees are enough to keep the program going. The taxpayers of Marikina City can avail of the services of the laboratory for free for one test as part of their privileges.

The food stall owners are active participants in the program. The residents, private establishments and local government units of the neighboring cities/municipalities (Pasig, Rizal, Quezon City, Makati, etc.) are now also availing of the services of the laboratory for water microbiological examination. The city government has also been receiving numerous invitations to share its innovative programs to other LGUs.

The program is simple in the sense that it takes only the necessary facility and a few but competent

and well-experienced people to run it. Operation cost is manageable and any LGU can well afford to adopt the program. In fact, a number of LGUs already visited the laboratory for adoption purposes with Muntinlupa City establishing the same set-up in its locality after such visits.

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Taguig City

Facilitating Access to Social Services

The rapid influx of outsiders into fast growing cities is referred to as urban drift. This phenomenon brings a host of problems for the administrators and residents of these cities. These problems include the rise of informal settlements, lost job opportunities for city residents, and inefficient delivery of social services.

To address the problems brought on by urban drift, the Taguig city government launched the Taguig Citycard, an identification card system that allows the residents to have discounted or free access to a multitude of social services as well as employment priority. The objective of the project is to ensure the efficient and effective delivery of social services and benefits such as free education, hospitalization, funeral assistance, and housing program to city residents. It also aims to give employment priority to Taguig residents and provide the

city government with an accurate demographic profile of its constituents.

Taguig's city government was well aware of the enormity of providing each resident or household with a Citycard. Fortunately, the Land Bank of the Philippines (Landbank) agreed to produce 352,000 customized cards for the project for free. The city government also tapped the business community to contribute to the project. Business establishments are levied a fee of P750 annually for every non-Taguig resident employee that it has in its workforce. Part of the fee would be used to subsidize the cost of social services. The city government believes that imposing a levy, as opposed to raising taxes, is a better way of passing on the social cost of hiring non-residents to the private companies. It is also the city's way of encouraging businesses to hire locals.

The innovation of this program is seen in the cross-subsidy structure created through the Taguig City Card—i.e. resources from the richer segments of society (such as the private companies) are channeled to serve the poor. This is true as evidenced by the P750-levy earlier mentioned. Another example is that a high-end memorial park was convinced to establish a similar facility catering to the poor.

For Taguig's residents, the Citycard program offers rich benefits that cover "womb-to-tomb" social services. Since its inception, the program has already benefited more than a thousand individuals in hospital bill discounts and free burial niches in the city-owned Serenity Park cemetery.

The production of the Citycard commenced in August of 2008, and the more than 3,000 city government employees were the first recipients. So far, there are 20,488 Resident Citycard holders while more than 50,000 Citycard applications are being processed. The city government is confident that it can cover 50% of its total household or an estimated 54,000 families by the end of 2009. The aim is to provide one Citycard for each family. The Citycard of the head of the family also covers benefits for the spouse and the children.

In July 2009, the city government started offering free college education at the Taguig City University to Citycard holders. This



means that Taguig students will now be able enter college without spending a single centavo for tuition, provided they or their parents have the Taguig Citycard. The city government is already expecting to subsidize the education cost of more than 5,000 students.

Aside from education, Citycard holders also enjoy medical and hospital benefits. Resident cardholders no longer have to pay professional fees for doctors at the Taguig City Hospital (TCH), since the consultant doctors are now under the city government's payroll. The cardholders are also entitled to a maximum of 40% discount on hospital room rates, basic hospital services and laboratory tests at the TCH. They also enjoy free annual physical check-ups. An additional 5% discount on medicines in various Botika ng Barangay outlets is also available, provided the prescription is issued by authorized Taguig Barangay or Health Center doctors. The TCH has already registered 428 individuals who have availed of the Citycard's medical benefits.

The Citycard is now a requirement to avail of the city's socialized housing program, the Family Townhomes Project, which to date has benefited 535 homeless families. Another 242 housing units are now in various stages of completion.

Taguig residents can now avail of free funeral services—from embalming to the holding of wakes up to interment at the Serenity Park. Opened in December of 2008, Serenity Park is the city public cemetery that features first-class facilities and amenities that are at par with high-end burial



grounds such as Heritage Park in Fort Bonifacio. It exclusively caters to Citycard holders. To date, there are 310 individuals who have availed of the free burial niches at the Serenity Park.

Registered senior citizens who are Citycard holders can avail of the P500 birthday gift from the city government through their smart cards. Over 800 members of the Office of the Senior Citizens Affairs have already enjoyed this Citycard benefit. Also, the annual Pamaskong Handog will be given out by the local government based on the master list of indigent Citycard holders. Citycard holders will also have the chance to win cash and other prizes in monthly raffle draws.

In the future, the Taguig Citycard will also be used as a discount card with partner establishments. More social benefits are being studied by the city government for implementation.

The program is participatory and empowering in the sense that the social services and other benefits are uplifting the lives and lifestyle

of the constituents. The city government considers the huge application for Citycards as an indication of the people's acceptance and participation in the program—i.e. the growing number of Citycard holders indicates that the city government is effectively eliciting the support of its constituents.

The Taguig Citycard program is envisioned and is designed to continue beyond the present administration because the program can be easily adopted by succeeding administrations to maintain the benefits that the constituents are enjoying. The beneficiaries would also surely pressure the city leaders to sustain the project. But the strength of the program actually lies in the city government's ability to deliver the social services. Sustaining the program will hinge on how the city maintains the delivery of these social services.

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Quezon City Creating a Garden City

the city's partners in the upkeep and maintenance of these parks.

The parks that underwent major makeovers were the La Mesa Eco Park in 2003, the C.P. Garcia Park in 2004, North Olympus Park in 2007, and the Tandang Sora Shrine in 2008.

The Garden of Eden it is not, but Quezon City is being transformed into a Garden City by the Quezon City Government's Parks Development and Administration Department (PDAD). When PDAD was created in 1990, open space development became its foremost concern. Among the problems it had to address were the uncontrolled encroachment of informal settlers and the mushrooming of establishments in designated open spaces for parks and playgrounds. It also had to contend with the illegal re-classification of open spaces into residential areas.

The PDAD pursued a program that aimed to develop open spaces and historical sites, upgrade and maintain existing parks, prevent and remove informal settlers, and ensure public safety, cleanliness and neatness. More importantly, the program encouraged the participation of the private sector, NGOs, POs and concerned citizens in parks development and maintenance.

The barangay councils, homeowners and the city government signed Memoranda of Agreement to work together in keeping the parks alive and well maintained. Constant dialogues and discussions were held with the barangays and homeowners associations regarding the development of the park within their area. Their banner cry was Upgrade, Upkeep and Transform. This meant putting the city's basic system in order, removing the blight that defaced the cityscape and significantly improving the cityscape and city life.

In 2000, or before the program started, there were 553 identified open spaces all over the city, 132 were developed and 421 were undeveloped. The massive parks development program by the incumbent administration started in 2003 and continues to this day. During that period, 111 more parks were developed as *Serbisyong Bayan* or "SB" parks. There is practically one park in every community cluster. The 142 barangays, which are the direct beneficiaries of these parks, are

Before its development into a park, the CP Garcia Park was occupied by informal settlers and was also used as site for various business concerns such as canteens, auto-repair shops and junk shops. It was also utilized as parking area and dumping site of assorted debris. In 2003, a joint resolution filed by three barangays (UP Campus, Teachers Village-East and Krus na Ligas) requested the City Government to appropriate funds for the development of the lot into a mini park and playground. Today, the CP Garcia Park is frequented by thousands of promenaders and students from the nearby schools and communities.

The old site of the Tandang Sora Shrine was located about 46 meters from Banlat Road surrounded by the shanties of informal settlers. On November 24, 2005, the Quezon City Council approved an Ordinance "authorizing the City Mayor to expropriate a parcel of land situated alongside Banlat Road, Quezon City with an area of 550 sq. m. for the purpose of erecting the new Tandang Sora Shrine." The transfer and

development of the Tandang Sora Shrine was coordinated with the National Historical Institute, Kaanak ng mga Bayaning Pilipino Foundation, and the heirs of Melchora "Tandang Sora" Aquino. The park is now truly a fine tribute to one of the country's national heroes.

The La Mesa Eco Park is considered as one of the oldest parks in Quezon City situated in the heart of the La Mesa Dam Watershed which sprawls over 2,700 hectares in Novaliches, Quezon City. A biodiversity assessment made by the UP Los Baños indicated that various rare species of plants and animals thrived in this cool, forested area. Developing the park would help in the conservation of these species.

Together with the ABS-CBN Foundation and the Metropolitan Waterworks and Sewerage System (MWSS), the Quezon City government restored the 33-hectare area into an ecological resort. This tree-lined paradise is now one of the natural jewels of Quezon City, a place where the public can commune with nature,

take a refreshing swim or go for a relaxing boat ride.

The parks provide intrinsic, environmental, aesthetic, and recreation benefits to Quezon City. They are also a source of positive economic benefits and a good financial investment. They enhance property values, increase the city revenue, bring in homebuyers and workers, and attract retirees. Massive parks development also answered the clamor for breathing space in the city. The refurbished parks contributed to urban renewal and brought a sense of calm in the midst of the stressful concrete jungle.

The pro-active participation of other government entities, the private sector, NGOs and concerned community and church leaders in various aspects of parks development, from improvement to maintenance and management, has become a unique and useful approach in local governance. This has allowed the city government to maximize devolution and decentralization and to ensure the program's sustainability. Visitor traffic in La Mesa Eco Park for this

year alone is expected to hit the 400,000 mark or roughly 1.5 million "eco-tourists" since 2005. Gate receipts and school package tours have also become contributing factors in sustaining the La Mesa Eco Park's undertakings.

Since the LGU has an annual appropriation for various parks' repair and maintenance program, there is an assurance that the park amenities and facilities are properly maintained for public use while incidents associated with dilapidated and ill-maintained facilities are prevented. To spread the benefits of beautiful landscapes throughout the city, the Quezon City government empowers barangays to develop a people's park in their communities, in a cost-sharing arrangement. The return on investments comes in the form of increased property values, improved well-being of constituents, better peace and order, and a better image for the city.

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Bayawan City

The Ecosan Principle

Sewage disposal is a huge problem that confronts densely populated areas. If sewage is not treated properly before being disposed, fecal pathogens and organisms could contaminate scarce water resources and cause an outbreak of illness and even death, especially among communities that still rely on communal wells for their domestic water needs.

Putting up a waste water treatment facility is the typical solution to the problem, but the City Government of Bayawan went beyond the usual. With the help of the German Technical Cooperation agency, it established a more economical and ecologically sustainable sanitation system they dubbed "Ecosan." Structured on the principles of recycling, Ecosan facilitates the complete recovery of nutrients from feces, urine and greywater for re-

use in agriculture while at the same time reducing water pollution and conserving water resources.

The system has two components which take into account population density and water supply. One is the establishment of Decentralized Constructed Wetland Treatment (CWT) facilities in peri-urban areas where population is dense. The other is the construction of Urine Diversion and Dehydration Toilets (UDDT) in the hinterland areas where population is scattered and water supply is limited.

In the CWT, the root system of a locally abundant reed planted within the treatment beds break down the pollutants into simple compounds and the treated water is stored for appropriate re-use such as for irrigation, construction, and fire fighting. Conventional treatment facilities would have cost

the LGU about P30 million, which does not yet include chemical supplies, maintenance and power requirements. The CWT only required a start-up investment of P9.7million.

With the UDDT, water flushing is no longer required since feces and urine are separated and isolated from each other. Treatment is accomplished through dehydration, and properly designed containment chambers ensure that fecal pathogens do not contaminate water sources. Properly stored urine and sanitized feces are utilized as fertilizer and soil conditioner. Building a new conventional toilet costs between P25,000 to P30,000. An Ecosan toilet costs only about P10,000 or less, depending on the choice of materials.

Since treatment and sanitation are achieved by natural processes, the Ecosan systems are easier and less costly to operate and maintain as they do not require complicated equipment or expensive chemicals. They also require lesser energy

Structured on the principles of recycling, Ecosan facilitates the complete recovery of nutrients from feces and urine for re-use in agriculture

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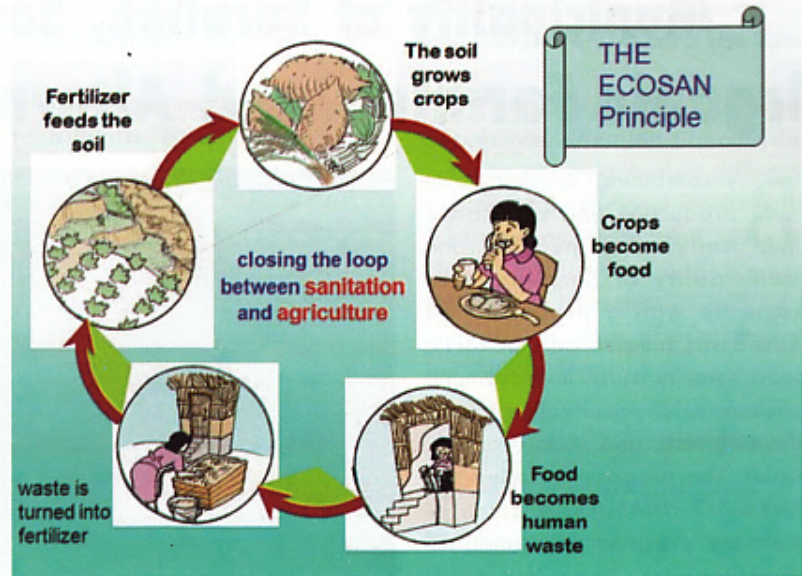


and can be constructed using locally available materials.

More than merely complying with environmental regulations and spending less money, the LGU was able to raise the public's awareness about the importance of protecting and preserving the environment. Social preparation was strictly implemented to ensure that users are properly oriented about their roles and responsibilities in the operation and maintenance of the toilets. Rules and regulations were set and agreed upon by the stakeholders. A community-based monitoring team and the Ecosan technical working group were organized to jointly conduct regular monitoring of the project. During evaluation sessions, the project team discusses relevant issues and appropriate solutions with the beneficiaries.

What is noteworthy is that the women play a key role in the management of the project. To promote hygienic behavior among the young, the LGU plans to put up UDDTs in all public schools in the city, in coordination with school officials and the Parent-Teachers-Community Associations. Ecosan projects have also been incorporated in the Long Term-Development Plan of the city.

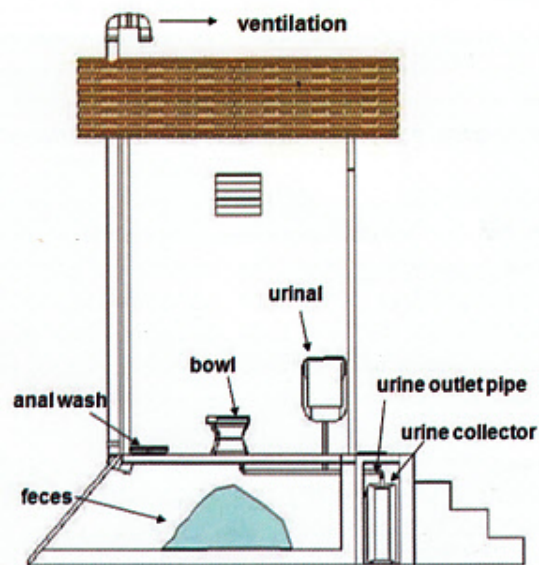
The CWT project is a pioneering venture as it is the country's first LGU-constructed and managed wetland wastewater treatment plant. Many visitors from other LGUs and even other countries conduct learning visits. City Officials have also been invited to present the initiatives in national fora and gatherings like the 1st Philippine Sanitation Summit, World Water Day Summit, 10th



Annual Roundtable Discussion on Innovative Water Sanitation for P3R, National Conference of Small Water Service Providers and the International Conference on Sustainable Cities and Villages at Dongsheng, Erdos, China. The Provincial Government of Negros Oriental, bolstered by Bayawan City's experience, will soon be launching Ecosan dry toilets in selected areas. Other agencies

interested in Ecosan can count on Bayawan City for guidance and support should they carry out similar projects in their areas.

Bayawan's Ecosan concept could eventually herald a new policy shift in sanitary and environmental management. It will surely contribute to the growing body of knowledge on the improvement of sanitation programs and systems.



Municipality of Surallah, South Cotabato

Organic Farming and Alternative Medicine

By combining organic farm production and alternative medicine, the people in the Municipality of Surallah have come up with a program that addresses hunger and poverty, food security, rural improvement, environmental preservation, health development, and socio-economic issues. The program is called the PARAISO HIMSUG, a complementary program implemented together by the Municipal Agriculture Office and the Municipal Health Office.

The *Palangumhan Aton Respetuhon, Atipanon, Ibalik ang Sinadto kag Organiko* (PARAISO) component of the program entails organic and bio-dynamic practices which promote an ecologically-sound and economically viable farming system. PARAISO also provides an innovative alternative method of composting farm wastes. The HIMSUG (healthy living) component focuses on the production of alternative medicine, whose inputs come from the produce of organic and bio-dynamic farming.

In the families who adopted the program, the men practice organic bio-dynamic agriculture while the women help produce alternative medicines in ways that are both dependent on each others' inputs and outputs. Raw materials used in alternative medicine production were grown with the application of Korean Natural Farming (KNF) and bio-dynamic (BD) preparations in PARAISO.



In the household, the children together with their parents brew KNF and BD preparations. The father applies the KNF and BD preparations to agricultural crops. The women then process crops into alternative medicine preparations which they sell to consumers. Thus, the program enhances rural women and youth participation, promotes access to livelihood and at the same time improves their health condition.

As a result of this initiative, the community has better access to safe and quality food, increased household income, reduced cost of farming inputs, lower purchase price of synthetic medicines, and a clean environment. Surallah was even adjudged as the Cleanest and Greenest Municipality in the Philippines in 1995 and the Cleanest and Greenest Muni-

pality in South Cotabato from 2005 up to the present.

An initial number of 127 farmers adopted the program's PARAISO component in 2006. The number of adopters increased to 703 before the last quarter of 2009. The initial area of 64 hectares which implemented PARAISO in 2006 increased by 91.5% to a total of 650 hectares in 2009.

The farmers engaged in PARAISO gained an 87% increase in household net income or about P27,000 per hectare per cropping cycle. As a result, some farming families were able to get out of indebtedness. Apart from increasing incomes, the PARAISO program contributed to environmental conservation. Moreover, the farmer adopters showed that self-sufficiency and food security is

attainable through organic and bio-dynamic agriculture.

Meanwhile, HIMSUG entailed the production of alternative medicine using traditional and readily available raw materials in the community. With the use of different medicinal preparations from sambong, lagundi, turmeric, banaba and other locally available raw materials, the LGU provided a new health program paradigm that is low-cost, highly accessible, and easily adoptable.

The HIMSUG component led to an estimated increase of P3,500.00 per month in the income of families who participated in the program. In 2007, 244 barangay health workers and barangay nutrition scholars started to adopt the HIMSUG program. Towards the last quarter of this year, 535 women are regularly producing processed alternative medicines everyday.

The LGU-Civil Society Organization partnership was proven to be a key factor in enlisting the participation of farmers in the program. To deepen the sense of ownership of the program among constituents, the farmers, farm workers, fisher folks, rural women, young farmers and entrepreneurs were trained on organic and bio-dynamic farming and alternative medicine. The PARAISO HIMSUG Program implements the counterpart scheme among beneficiaries—the LGU provides inputs while adopters provide equity in terms of land, labor and time.

The continual increase of PARAISO adopters with an average annual growth rate of 77% and HIMSUG practitioners with an average annual growth rate of 48%

indicates that the program can be easily replicated and sustained.

The LGU also issued an ordinance to allocate funds for program implementation. Several trainers' training were conducted among agricultural technicians, municipal health personnel and all LGU employees for them to understand and become advocates of the program. More trainings among farmers, youth and women were then conducted to downstream the program.

A major leap in program sustainability was realized when the PARAISO HIMSUG Program was integrated into the curriculum of the Surallah National Agricultural School. In continually adopting the multi-stakeholder participatory approach, the PARAISO HIMSUG program became part of the priority Executive and Legislative Agenda in 2009. In the Goal Achievement Matrix undertaken by the Local Development Council, PARAISO HIMSUG was identified as a prioritized program in the

Comprehensive Development Plan and Comprehensive Land Use Plan.

The PARAISO HIMSUG Program has drawn attention nationwide. Surallah has even hosted different exposure trips for local officials and farmers from Luzon and Visayas. This can only mean that more farmers and households will soon be pursuing more ecological and sustainable farming methods.

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Ganito kami sa Makati!" is the proud declaration of not only the city government but also the residents who seem to be quite proud of what they have accomplished in the city. Among the more notable accomplishments is their collective effort to reduce solid waste.

After learning that 40% of Makati's solid waste were recyclable materials which could be reduced, reused and recycled, the city government came up with their Solid Waste Diversion and Reduction Program which initially aimed to reduce solid waste by 25 percent within five years starting in 2003. The program was also designed to increase the income of indigent households who can earn cash by bringing recyclable materials to material recovery facilities. The program also aims to inculcate the importance of waste segregation and complement the efforts of the national government to address the critical situation of

solid waste accumulation in the country.

The Waste Diversion and Reduction Program entailed various initiatives and projects that elicited support from various sectors. For instance the Ayala Foundation Inc. provided the seed fund and the venue for the implementation of the *Baratilyo ng Basura*. The Philippine Business for the Environment identified and tapped recyclers who will take part in the recyclables collection, while the City Government provided the logistics such as tents, transportation and secretariat services.

For the *Baratilyo ng Basura sa Barangay*, the Kapisanan ng mga

Junkshop Operators sa Makati provided logistical support (i.e. supplies and materials, food, t-shirts, etc.) while the cluster barangay scheduled the event on a regular basis and provided the venue. The active participation of local communities in planning, implementation, monitoring and evaluation of environmental programs and community plans imparted a sense of ownership, which helped ensure the sustainability of the program. Moreover, the application of performance measures in the implementation of the program provided vital information or feedback on how well the program worked.

Makati City Solid Waste Diversion and Reduction Program

The Barangay Solid Waste Segregation and Resource Recovery project focused on the development of ecological solid waste management in the barangays. The project sets the standards for waste segregation, recycling and composting, establishment of linkages with junkshops and livelihood cooperatives, enforcement and documentation. The *Bantay Batang Basura* project involved the installation of recycling and composting areas within 38 public schools in the city. Meanwhile, the *3B sa Pasko* project entailed the recycling of solid waste materials into novelty items such as Christmas decor. This project was pursued in partnership with barangay livelihood committees, NGOs and other government offices. The *Makiramay sa Kalinisan ng Ating Bayan* program ensured that the collected wastes coming from four funeral parlors in the city are solid wastes and not mixed with toxic and hazardous wastes.

The *Gulong Sulong sa Kalinisan* project involves ambulant vendors or the informal sector in the segregation and waste reduction program. The *Tsuper ng Bayan Kaakibat sa Kalinisan* program required the installation of trash bins inside all public utility vehicles to prevent indiscriminate dumping of litter along the streets while the vehicle is in motion. The Weekend Waste Market provides convenient, accessible and regular drop-off areas and buying stations of recyclables for both traditional and non-traditional waste. The *Baratilyo ng Basura sa Barangay* is a barangay-level waste market that aims to improve collection of non-traditional wastes like computer monitors. This project is

implemented in partnership with the *Kapisanan ng Junkshop Operators' sa Makati*. Lastly, the City Hall Recyclables Collection Drive compels Makati City Hall employees to use both sides of papers to reduce paper consumption and acquisition cost for office supplies.

As a result of these complementary programs, the volume of solid wastes in Makati decreased overtime. The accumulated volume of wastes reduced from 2003 to 2008 is 2,590,842 cubic meters. Thus, the program was able to reduce 84,196 tons of equivalent carbon dioxide. Moreover, the program generated a total income of P9.14 million in 2008 for all sectors through the different projects implemented. Income generated from penalties paid by violators of the anti-littering law from 2003 to 2008 amounted to P4.05 million. The reduction in the volume of wastes translated into a gradual decrease in the number of garbage collection trips and lower cost of garbage collection and disposal in the past five years. From 159 trips daily in 2002, the number of trips per day went down to 128 in 2008.

Needless to say, the solid waste reduction and diversion program has increased the level of awareness on environmental issues of various sectors including the household, commercial, institutional, schools, and industrial sectors. The city's Department of Environmental Services has 20 active environmental partners that support the implementation of solid waste management in the city. The Department of Education – Makati (DepEd) has already integrated environmental management particularly ecological solid waste

management in the basic curriculum of Makati Public Schools.

To ensure the program's sustainability, enabling mechanisms have been institutionalized. These include a well-defined organizational structure, community participation, budgetary support as well as information dissemination. The active participation of the residents, stakeholders and civil society was harnessed through intensified information dissemination, consultations, barangay dialogues and monitoring to ensure that the implementation of the program remains robust.

The success of the project has generated interest from local as well as international institutions. It was presented as best practice to local government units as well as a destination of the *Lakbay-Aral* program. On October 8, 2008, the program was presented by the city mayor to an audience in Washington, DC in connection with the International Risk Reduction Day, Climate Resilient Cities Primer. It was also presented to the American Chamber of Commerce on August 12, 2008 and in Bacolod City on May 27-28, 2009 in line with the Kitakyushu Initiatives for a Clean Environment, National Conference on Solid Waste Management. Visitors from Malaysia, Indonesia, India and Japan have also studied the program. Perhaps, soon, other cities will also be able to proclaim that they also do things much better at least in terms of reducing, recycling and reusing solid waste.

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Malaybalay City Integrated Survey System

Programs and services are appropriate and responsive when accurate data is gathered about the needs and desires of the beneficiaries. This is often the reason why government agencies carry out surveys. But if these surveys are done haphazardly and without coordination, they end up wasting time, effort and resources.

The city government of Malaybalay is aware of the sort of problems that occur when its various departments conducted separate surveys. To address this concern, the Malaybalay's Planning and Development Office developed the Malaybalay Integrated Survey System (MISS). The system integrated data gathering at the barangay level.

They patterned the MISS questionnaire after the Community-Based Monitoring System (CBMS) of the Department of the Interior and Local Government. But it was tailored to fit the needs of the different departments of the city government. The CBMS has about 100 questions while the MISS has 231. The MISS was rolled out in March 2008 and computers were provided to all the 46 barangays of the city.

A distinct feature of the MISS is that the survey is conducted by the 420 Barangay Health Workers (BHW) and midwives who are mostly women. A data processing program was developed by the in-house programmers of the city government so that the BHW could carry out the data processing themselves. About 98 percent of the BHWs were initially not computer literate but were able to learn quickly. In training the BHW, the city government shouldered

expenses for the board, lodging and training materials while the barangay councils provided the transportation of the participants.

When the survey was being conducted, the barangay councils coordinated with the households and transported the BHW to and from the survey areas. The city government, meanwhile, paid an honorarium of P1,000 to each of the BHW after the survey was conducted.

The data gathered by the BHW include basic demographic information as well as the status and profile of the households—such as how many have sanitary toilets, malnourished children, and pregnant women. The processed data was then linked with the city's Geographic Information System.

Since the survey covers all the households in the city, the information gives a true graphical picture of the status of the constituents. With the data, the city and barangay planners have a very good basis for development and action planning. In fact, the data was used in drawing up the barangay development plans of all the 46 barangays as well as the action plans of four departments of the city government.

Plans are afoot to share the data with all the departments and the local development councils. This would facilitate the delivery of social services to the survey respondents or the beneficiaries. This is in line with the city

government's aim to institutionalize relevant and responsive projects that address the actual needs of its constituents.

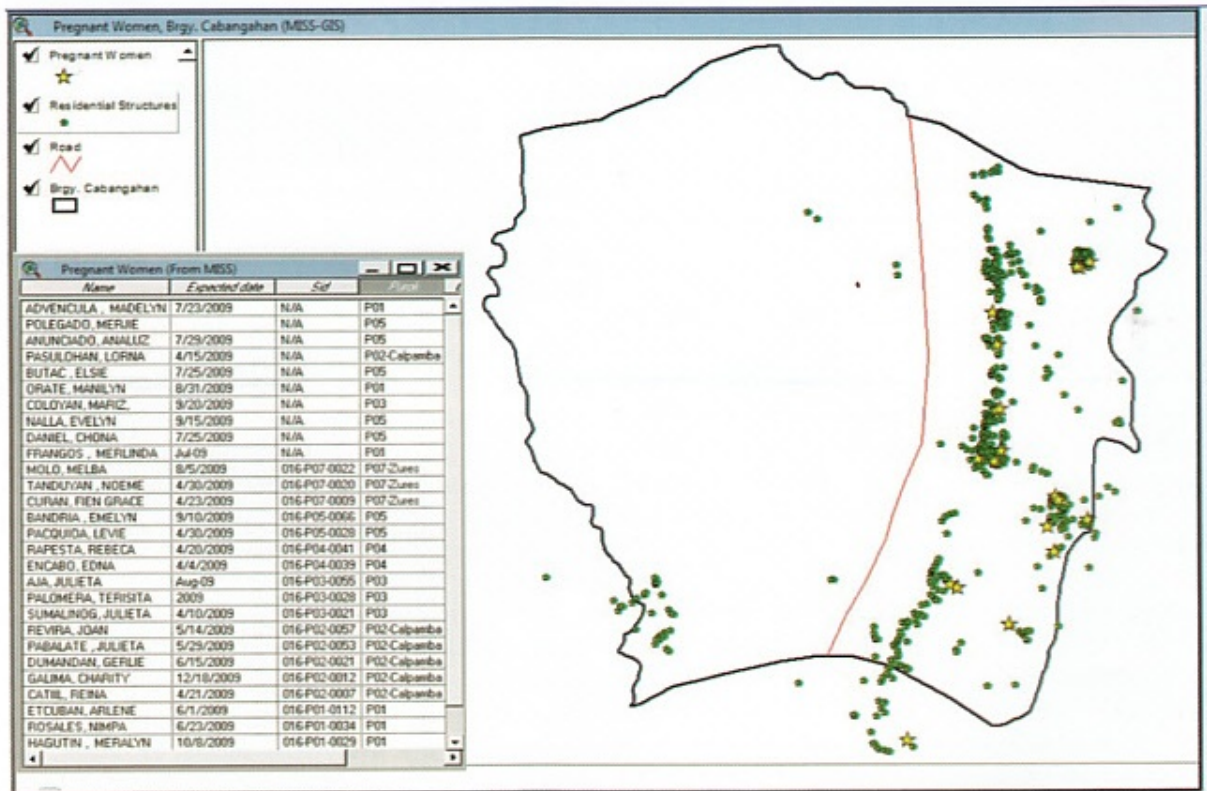
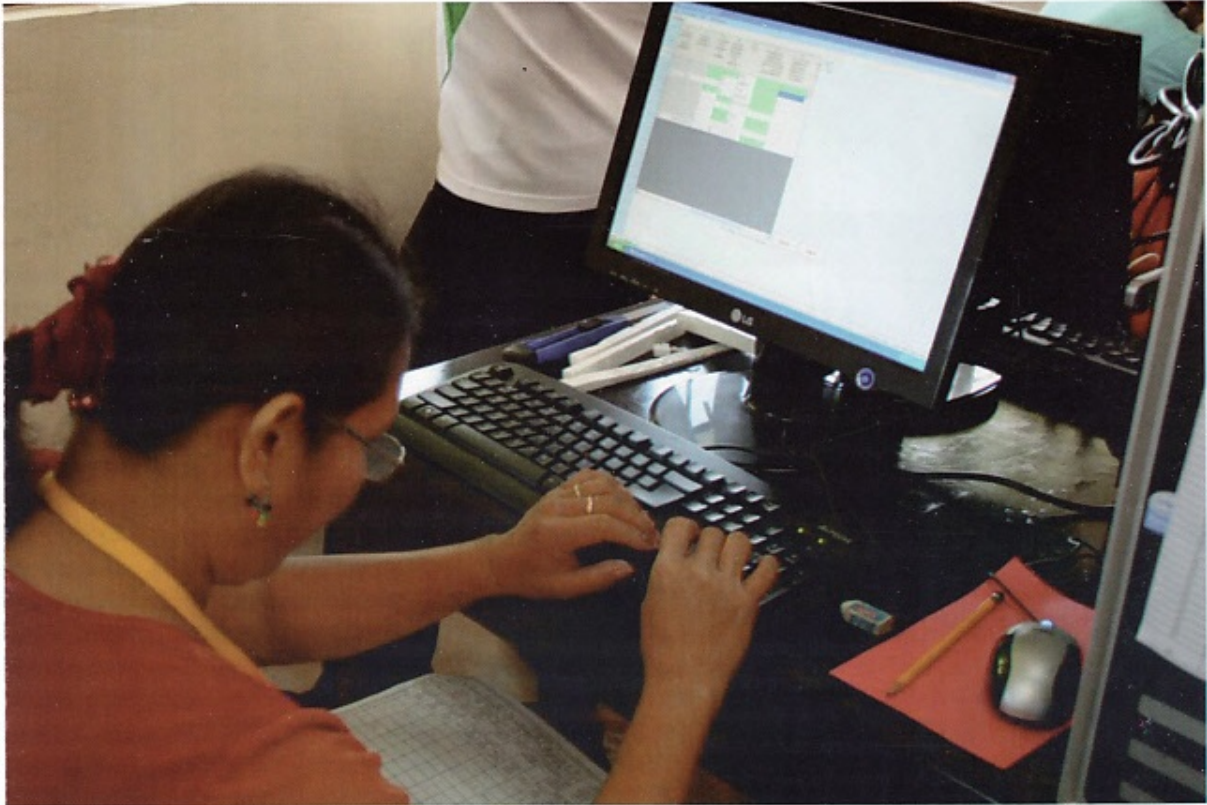
The MISS program has also started making the city government more gender responsive and results oriented. Already, the planning and budgeting process has started to be more gender fair thanks to the expansion of the UNIFEM's Gender Responsive and Results Based (GRRB) program. The GRRB is a comprehensive program that puts in place support structures and a budget for activities that help improve the status of women.

Compliance of the barangay councils in undertaking the project is ensured by using the MISS data to evaluate their governance performance. If the barangay is delivering appropriate services, the MISS would show that there are indeed improvements in the status of the households. But the MISS data could also show which household needs remain unaddressed. In which case, the allocation of funds would be prioritized for projects that address these needs.

The MISS required a substantial financial outlay at the start. However, the money is well spent because the households stand to reap the benefits due to better delivery of social services.

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Barangay Barobo, Valencia City

Organic Fertilizer Marketing



Worming its way into the hearts of Barangay Barobo's residents, the African Night Crawler became a source of pride and a source of livelihood for many households. This vermi worm feeds on bio-degradable waste products and produces vermi cast, which is used as organic fertilizer in rice and vegetables production.

Barobo is classified as a depressed barangay with agriculture as the main source of income for its residents, most of whom are farm workers. After learning about the technology, the Barangay Council encouraged the constituents to adopt the composting process of vermi culture.

In February of 2005, *Barobo Uswag ug Lungtad: Ampingan ang Wati nga nagmugna sa Abonong Natural* or project BULAWAN was conceived. It entailed the promotion and marketing of vermi worms and casts. Barangay Barobo's residents were encouraged to actively get involved in the gathering of waste materials and in the actual culture and harvesting of both vermi worms and casts.

Among the initial big buyers of vermi worms were JOCEL's Agro Farm and Dr. Policarpo Murillo IV. They both operate large vermi farms. Barangay Barobo managed to effectively market their product that buyers of vermi worms and cast came from as far as Misamis Oriental, Lanao, Cotabato and Davao del Sur Provinces.

With project BULAWAN, the women of Barangay Barobo also became more active in productive endeavors. Initially, they engaged in growing worms and cast in their backyards. Later on, the women became employed as workers in the local vermi farm of Dr. Gerson Salvan who provides a regular supply of casts to Lim Ket Kai, a prominent business establishment in Cagayan de Oro City.

The project increased family incomes by 40% and helped liberate many households from long standing indebtedness. Project BULAWAN also reduced the practice of burning combustible organic waste and reduced the emission of harmful gasses in the barangay. More importantly, it resulted to widespread adoption of organic farming with 90% of the barangays replicating the project. By using organic fertilizers, corn farmers were able to reduce their production expenses by as much as 48.5% and sugarcane farmers by as much as 41.4%.

Project BULAWAN also generated additional revenues for Barangay Barobo because the Food Sufficiency Program or City Ordinance No. 2008-9 requires the regular purchase of vermi cast by the city government from the barangays. The city government has allotted a total of P5 million for the purchase of vermi casts from all the barangays and provides ten bags of vermi cast to each farmer beneficiary.

The process of separating the worms from the casts has now been mechanized with the use of a vermi separator, an innovation which resulted to increased outputs. This process was previously done manually by two persons using fine screens. The barangay government is now planning to purchase an additional unit for rental by the stakeholders.

Project BULAWAN started with a mere two kilos of vermi worms. Today it is estimated that 20 tons of the composter worms are produced in Valencia City alone. Only 6 percent of barangay households were involved in the project in 2005. By 2008, the percentage of involved households increased to 60 percent. The LGUs from neighboring provinces have also begun replicating the program in their localities.

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Tabuk, Kalinga Resolving Tribal Animosities

Tribal warfare is a fact of life for the indigenous peoples. And it takes just a perceived wrongdoing to spark one. The bond among tribesmen is as strong as blood relations that attacking one member incurs the ire of the whole tribe. A tribe would also rather go to war than surrender a suspected criminal among their ranks. And when the tribes are on war footing, movement becomes restricted, lives and livelihoods are disrupted and lost, and everyone suffers.

For a long time, no one dared to interfere in the way the tribes settled their differences. But the Tabuk local government decided that the cycle of vendetta killings and tribal warfare had to stop. Thus, in 2001, the Matagoan Program was born. Apart from creating a more secure community where people could live free from fear, the Matagoan program also sought to reduce or eradicate the commission of common crimes. At that time, the high incidence of

crime was dampening investments and local merchants were even opting to leave for safer areas.

The Tabuk local government first organized the Matagoan Bodong Council (MBC) which was composed of the head of the Municipal Peace and Order Council plus eight other members who represent the eight original sub-tribes of the locality. The MBC was tasked to settle disputes between tribes or within the tribes, promote the *Pagta* or agreement of the *bodong* or peace pact, and to conduct annual *dornats* or the renewal of peace and unity vows. The MBC was later expanded into the Matagoan Bodong Consultative Council (MBCC), which also served other Kalinga sub-tribes such as the Pasils and Tinglayans and immigrants residing in Tabuk such as the Ilocanos, Igorots and Tagalogs.

Then the Tabuk local government established closer relations between the police and the community by

conducting peace fora, training of *tanods* (village guards) and *lupons* (village arbitrators) and establishing communication hotlines. After which, the local government pursued activities, such as youth camps and scholarship programs, that harnessed the participation of the youth in peace advocacies.

From 2002 to 2007, the Matagoan Program helped settle 33 of 35 tribal conflict cases. The preventive measures, such as the annual *dornats* or renewal of peace pacts, significantly lessen the number of tribal conflicts. The *dornats* strengthen the bonds between the tribes and lessens the chance of conflict erupting between them. Police records also indicate that within the same period, the crime volume in the locality also went down. Moreover, the crime solution efficiency went up from 80% in 2003 to 89% in 2007. The improved peace and order situation led to more investments. In 2003, there were only 651 registered business establishments but in 2007, this figure has climbed to 774.



One innovative breakthrough is the “no gopas” (no vendetta) policy laid down by the MBCC. This policy prohibits the severance of the bodong.

The preventive measures, such as the annual dornats or renewal of peace pacts, significantly reduced the number of tribal conflicts.

With the decrease in tribal conflict was the increase in economic activities because the members of the tribe were now focused on their livelihoods. This led to better agricultural production and reduced poverty incidence. The peace and order gains also meant better delivery of health and social welfare services as government personnel were no longer hampered by security issues. Under the Matagoan Program, the infant mortality rate which stood at 7.8 in 2003 went down to 3.7 in 2007 while maternal mortality reduced from 1.0% in 2003 to 0% in 2007.

The success of the program owes much from the active participation of the people. Without the people's involvement, the peace and order situation would not have improved at all. In the strategy formulation process undertaken by the various community sectors, the people themselves identified what should be done, what resources were required, who should do it, and when to carry out the intervention. The religious, medical and legal sector campaigned against illegal drugs and pursued transformational leadership trainings for the youth. The business sector equipped the *tanod* and police outposts with lights to encourage the latter to remain in their posts.



The *areglo* (out of court settlement) is one of the cornerstones of the Matagoan Program. The MBCC views *areglo* as a worthy alternative to the courts because it costs less and takes less time to resolve cases. In its dispute resolution function, the MBCC utilizes the practice of *man-ugudan* or amicable settlement which is part of the indigenous culture in the locality. A lot of people especially the natives also prefer the *areglo* over the courts because the justice it dispenses is not punitive but restorative. One innovative breakthrough is the "no *gopas*" (no vendetta) policy laid down by the MBCC. This policy prohibits the severance of the *badong*.

The program could easily be replicated by LGUs with the same peculiarities as those of Tabuk. The program is simple because it employed existing customs, practices and beliefs of the native residents. It maximized the cooperation of tribal leaders and enhanced the systems and procedures that are still relevant in these communities. In addition, the

conflict resolution methods do not require legal representations nor too much formality. The practice is time-honored and grounded on mutual respect, understanding and cooperation among the parties.

Tribes that already practice the *bodong* can easily incorporate the innovations instituted by the MBCC such as the outlawing of the *gopas*, prohibiting the coddling of criminals, conducting annual *dornats* and the setting up of a permanent peace body. And the Tabuk LGU is more than willing to share the systems and mechanics of the program.

There is now widespread acceptance of the Matagoan Program even among local immigrants who now also make use of the conflict resolution services of the MBCC. Replicating the program on a wider scale has the potential of making tribal warfare a thing of the past.

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Bulacan Province

Incentives for Local Innovations

A pat on the back for a job well done is a good morale booster and an incentive to continue excelling. Bulacan's provincial government must have had this in mind when it launched its awards program for innovations in public services provision.

Initially, the program was dubbed Flavor of the Month awards. It has since been renamed as the *Gawad Dr. Manuel G. Roxas* or GMR. It is an award recognizing the outstanding achievement in public services of offices and departments of the Provincial Government of Bulacan.

The award also aims to encourage innovations for more effective governance and delivery of public services. It also serves as a vehicle to inform and encourage the public, the private sector and civil society to participate and support programs and projects of the provincial government throughout the province. Lastly it is supposed to enhance collaboration and coordination among the different agencies or offices of the province.

In essence, the GMR is an inter-department or cluster competition of innovative programs. An aspiring competitor, i.e. a department or cluster of departments, presents their Action Plan to the GMR Committee which comments on the plan. If revisions are needed, the plan is revised and re-submitted prior to implementation. The program or project entry is then implemented in a period of one month. Preparatory activities prior to implementation are allowed. The

GMR Committee members monitor the activities. They also conduct exit interviews with the beneficiaries to determine the citizen's feedback. The interview results are incorporated into the final report. The program accomplishments, including supporting documents, videos and pictures, are then presented to the GMR Committee for evaluation.

The project entries are required to have community participation and must be aligned with the mandate of the office. It must also adhere to the thrusts of the province and address the current critical needs of target beneficiaries. In addition, the project entries must have communication plans with corresponding budgets.

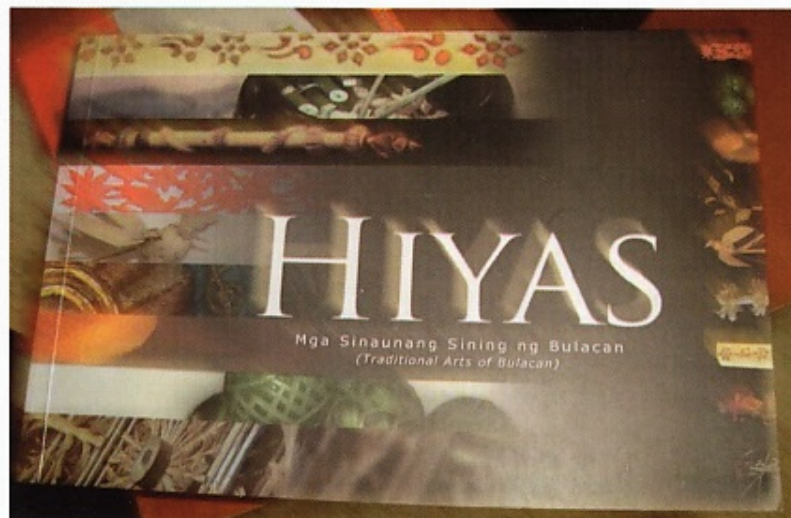
Partnerships, collaboration and coordination with other provincial government offices, municipal or city LGUs, NGAs, NGOs, private groups and civil society are encouraged. Materials and

financial support from partners are mobilized. Sustainability plans also became part of the evaluation criteria in 2008.

What is noteworthy is that almost half (49.62%) of the total budget for the GMR were derived from external sources rather than from the pockets of the provincial government.

There were an average of 9 entries per year from 2005 to 2007, and the number increased to 11 in 2008. From the 38 project entries since the project's inception in 2005, a total of 12 were winners and have become regular programs of the provincial government.

One of the projects (i.e., the Finance Cluster's *Buwis Balikatan sa Barangay*) was instrumental in propelling Bulacan to become the top income earning province in the country in fiscal year 2007. The same project made Bulacan one of the 2008 National PAG-ASA



Awardees of the Civil Service Commission. Meanwhile, the Youth Initiated Programs for Employment and Entrepreneurship was the reason why Bulacan obtained major awards in the regional Search for Best PESO (Public Employment Service Office) in 2007.

The awards program has succeeded in eliciting collaboration and coordination among different agencies and offices of the province. In implementing the various programs in 2008, the provincial government joined forces with 297 partners from barangay, municipal and city LGUs, as well as national government agencies, non-government organizations and civic organizations.

The most significant achievement of the GMR is the reinforcement of people, community and LGU participation in the planning, implementation and monitoring of projects. This was made possible in the creative packaging of the services and programs of the various departments. It has also compelled the various departments to carefully plan the targets, activities, budgets and communication systems of their programs. Through the awards program, the departments have also learned to gather feedback and become more attuned to the needs of their target beneficiaries.

In addition, the programs and projects became more aligned with the targets. This has encouraged the various departments of the Provincial Government to be more result driven and pro-active. This has also expedited the implementation of their projects.



The key to GMR's sustainability is its legal mandate. It was introduced into the Administrative Code of Bulacan which codified all the recognized programs of the provincial government. The awards program also has the unprecedented support of the governors from the previous and current administrations.

Replicating the GMR should not be too difficult as it merely requires the issuance of an executive order and the active participation of the different departments and agencies in the LGU. The budget for the program can be derived from the Office of the Provincial Administrator and from the budget of the participating departments. Bulacan's GMR Committee freely shares its Manual of Operation to those interested in the mechanics, policies and criteria for the awards. The members of the GMR Committee were recruited from the academe, senior citizens, local experts and technical consultants.

The GMR Committee is quite confident that the innovations started by different departments of the Provincial Government will be sustained through rewards recognizing exemplary achieve-

ments. The innovative programs are now being replicated by various LGUs. Even the Japan Council of Local Authorities for International Relations has expressed interest in replicating the Buwis Balikatan sa Barangay, one of the programs recognized by the GMR.

The most significant achievement of the GMR is the reinforcement of people, community and LGU participation in the planning, implementation and monitoring of projects. This has made the provincial government more attuned to the needs of its target beneficiaries

CONTACT

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Parañaque City Health Services for the Youth

Adolescence is that age when an individual begins to assert his or her independence and break the boundaries set by the parents. It is the stage when questioning authority and engaging in risky behavior such as substance abuse, smoking, drinking alcohol and unprotected sexual activity begins. Often, these activities lead to violence, disrupted schooling, unwanted pregnancy, abortion, illness and even death. And instead of turning to adults or authorities for guidance and counseling, teens often seek solace

and advice from their often equally clueless peers.

To save the wayward youths, gain their trust, and entice them to engage in productive work, the Parañaque City government embarked on a project they dubbed as the Adolescent Friendly Reproductive Health Services (AFRHS). The project was implemented in collaboration with various groups like Save the Children Philippines, Department of Health and other Local

Government Units (LGUs). The overall objective of the project is to promote and provide quality health services that are responsive to the needs and protective of the rights of adolescents by involving various sectors in the communities.

What sets the project apart is the effort to elicit the youth's participation. In the Adolescent Defined Quality (ADQ) process, the adolescents themselves identified the kind of reproductive health services that they needed and



became involved in planning, implementation and evaluation of the different interventions.

In the pilot areas of San Dionisio and BF Homes, the health centers were renovated to create special rooms devoted to counseling and treating adolescent clients. The Health Service Providers (HSP) in these two pilot areas were also trained to handle adolescents.

A referral system was also put in place so that the adolescent clients can be cared for by other appropriate social service agencies such as the Department of Social Welfare and Development, Philippine National Police, Department of Education and the Barangay Council for the Protection of Children. This integrated referral system provides a continuum of social services for the adolescent and makes the community or LGU resources and institutions more accessible.

From 2005 to 2006, several trainings on peer education were conducted. The core group of trained volunteer peer educators are now using the acquired skills in the AFRHS facilities. They motivate and encourage adolescents to visit

the facility, help out in the admission of clients, promote healthy lifestyles and conduct AFRHS orientations to adolescent clients.

An Adolescent Health Information System (AFHIS) is in place to track adolescent clients. This measures the performance of the integrated adolescent friendly reproductive health services. The program also integrates an Alternative Learning System to provide education and skills for the out-of-school youth. To date, there are 120 OSYs attending the ALS classes in the two pilot areas.

The improvements encouraged health seeking behavior among adolescents as evidenced by the 20% increase in the number of adolescent clients who availed of the different adolescent friendly reproductive health services in 2007. The youth have also organized themselves into a self-help group and now take pride in becoming role models and instruments of change for those still errant adolescents.

Through collaboration with other stakeholders like other government organizations, NGOs, civic and people's organizations, the youth

in Parañaque are now involved not only in reproductive health but also in environmental management. For instance, AFRHS peer educators and other youth volunteers spearheaded the clean up drive in Masville, a congested slum district in Parañaque City. The clean up drive entailed proper waste disposal, garbage segregation and composting.

From the two pilot areas in Barangay San Dionisio and BF Homes, the program has been replicated in five more barangays in 2006, namely: Barangay Vitalez, Moonwalk, Sunvalley, Merville and San Martin de Porres. The City of Parañaque is confident that it will soon see a declining rate of teenage pregnancy, abortion, and sexually transmitted diseases.

The adolescents themselves identified the kind of reproductive health services that they needed and became involved in planning, implementation and evaluation of the different interventions.



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2009 NATIONAL SELECTION COMMITTEE



NEREUS ACOSTA is a Professor of the Asian Institute of Management, the Ateneo School of Government, and lecturer at Xavier University, De La Salle University and the Ateneo de Manila Political Science Department. Dr. Acosta was named the first Filipino World Fellow of Yale University in 2004 in recognition of his advocacies on education and the environment. As a former congressional representative, he is the principal author of the landmark 1999 Clean Air Act, the 2004 Clean Water Act and the 2001 Solid Waste Management Act.

ALEX BRILLANTES, JR. is Professor and Dean of the National College of Public Administration and Governance, University of the Philippines and also a UPD Centennial Professorial Chair Awardee. He served as Executive Director of the Local Government Academy of the DILG from 1993 to 1998. It was during his time at LGA when Galing Pook was started in partnership with AIM. He has published local and international articles on local governance and has consistently received the International Publications Award from the University of the Philippines. His book, *Innovations and Excellence in Local Governance* is on its third printing. Professor Brillantes has a PhD from the University of Hawaii.

VICTOR GERARDO BULATAO is the Managing Trustee of the Consortium for Advancing People's Participation through Sustainable Integrated Area Development (CAPP-SIAD). His organization focuses on pursuing participatory local

governance at the grassroots level in more than 200 barangays. Mr. Bulatao served in the Department of Agrarian Reform in various capacities in the 1980s and 1990s.

RAFAEL COSCOLLUELA is currently the Administrator of the Sugar Regulatory Administration, Vice Chairman of the National Biofuel Board, and Chairman of the Philippine Sugar Corporation. He was the Presidential Adviser for Western Visayas and served as Governor of Negros Occidental for three consecutive terms, during which time the province garnered two Galing Pook Awards. He currently serves as Chairman of ESKAN, a Negros-based NGO engaged in education reform, trustee of Synergeia Foundation and the Chairperson of the Galing Pook Foundation.

EDERLINDA FERNANDEZ, Professor of the Western Mindanao State University in Zamboanga City is a nationally recognized expert in gender and development and governance. She has implemented various projects involving LGUs, women's groups and youth and served as Director of LEAD for Health, a USAID project in strengthening health governance in Basilan. She has authored numerous academic papers, curriculum materials and books and has presented papers in international and national fora.

JOSE RENE GAYO is the Vice President of the MFI Foundation and Group Head of the Farm Business Institute. Prior to this work, he was the Executive Director of PAREF Southridge

School in Alabang and was the Founding Dean of the School of Management, University of Asia and the Pacific. He serves in the board of trustees of a number of social development organizations. His academic interests include agricultural and rural development, agribusiness, management of NGOs, and environmental issues. He is listed as one of the 2000 Outstanding Scholars of the 20th Century in the International Biographical Centre of Cambridge, England.

ELISEA GOZUN chairs the Earth Day Network Philippines, a movement which aims to make caring for mother earth the concern of all. She is also the Program Director for the environment of Gawad Kalinga and the Project Director of the City Development Strategy (CDS) project of Cities Alliance. An activist involved with many NGOs, she also serves as consultant on environmental management and urban development. She was the co-convenor of the Philippine Climate Change Imperative when she was the Secretary of the Department of Environment and Natural Resources and the 2007 UNEP Champion of the Earth for Asia and the Pacific.

MILWIDA GUEVARA, the 2nd Haydee Yorac Awardee, is CEO of Synergeia Foundation with a mission to provide every Filipino child with access to quality basic education. She served as Interim Chair of the Movement for Good Governance. She built a career in Public Finance and served as Undersecretary of Finance under President Ramos.

SOLITA COLLAS-MONSOD chairs the Galing Pook Awards National Selection Committee. She is a professor at the School of Economics of the University of the Philippines. Prof. Monsod is the convenor of the Philippine Human Development Network and was its chairperson for 11 years. She served as Minister and later Secretary of Socio-Economic Planning in the Philippine Government. She has also served in various capacities in international organizations such as the United Nations, the South Commission, and the International Food Policy Research Institute.

TINA MONZON-PALMA is the Program Director of ABS-CBN Sagip Kapamilya and Bantay Bata 163, co-anchor of The World Tonight over the ABS-CBN News Channel (ANC), and host of Talkback aired at ANC. Ms. Monzon-Palma is a board member of the Philippine Center for Investigative Journalism and Center for Media Freedom and Responsibility. She is also a member of the Board of Trustees of Operation Smile Philippines.

EMMA PORIO is Professor of Sociology, past chairman of the Department of Sociology and Anthropology, School of Social Sciences of the Ateneo de Manila

University, as well as of the Governing Council, Philippine Social Science Council. She chairs the Technical Panel for Sociology and Anthropology in the Commission on Higher Education of the Philippines, member of the Executive Council of the International Sociological Association (Madrid, Spain), member of the Board of Directors of the Global Development Network (Washington D.C.), and editor of the Philippine Sociological Review. Dr. Porio has done extensive research on development issues related to children, women, housing, poverty, and governance.

LUZ LOPEZ-RODRIGUEZ is the National Coordinator of the CEDAW South East Asia Program (CEDAW SEAP) implemented by the United Nations Development Fund for Women (UNIFEM) since June 2004. Her program supports the national government agencies, women's NGOs and academic institutions to advocate, implement and monitor gender-responsive and rights-based development programs.

MARIVEL SACENDONCILLO is the Executive Director of the Local Government Academy. She is also the President of the Local Government Training and Research Institutes - Philippine Network. Ms. Sacendoncillo's expertise are in the areas of capacity building, development management, conflict management and post-conflict recovery.

VERONICA FENIX-VILLAVICENCIO is currently the Executive Director of the Peace and Equity Foundation, Inc. For more than 25 years, she has been a social development worker involved in program development and management, particularly in the areas of biodiversity conservation and community resources management, gender and development, and poverty reduction. She served as Lead Convenor and Deputy of the National Anti-Poverty Commission, Grants Program Director of the Foundation for the Philippine Environment and Program Coordinator for APPROTECH ASIA.



2009 REGIONAL SELECTION COMMITTEE



REGIONAL SELECTION COMMITTEE FOR LUZON

Amy Lecciones' experience in environment and sustainable development spans almost three decades. Her work in environmental planning, policy and capacity development helped shape the national agenda for sustainable development. As the Executive Director of the Philippine Sustainable Development Network Foundation, Inc. she promoted Knowledge Management as a key strategy for attaining the goals of sustainable development.

Father Jose Victor E. Lobrigo is currently the Chairman of the Board of the Social Action Center of the Diocese of Legazpi in the province of Albay. He is also a member of the Board of Administrators of the National Electrification Administration, and policy boards of various organizations. He is the parish priest of The Nuestra Senora de la Porteria Parish in Daraga, Albay.

Junice Lirza L. Demeterio-Melgar graduated from the University of the Philippines College of Medicine in 1981. She is a community-based health program practitioner and advocate for 25 years, and is a Co-Founder and the Executive Director of Likhaan Center for Women's Health. Dr. Demeterio-Melgar has authored and co-authored articles on women's health and reproductive

rights. She is involved in the various women and health organizations and initiatives such as the Steering Committee, Reproductive Health Advocacy Network, East Avenue Medical Center Ethics Review Board, the UNFPA 6th Country Program National Management Committee, and the UPCSSP fellowship project on Population-Reproductive Health-Environment Leadership Course.

Leonardo N. Quito, Jr. has a PhD in Rural Development and a Masters Degree in Public Administration majoring in Development Planning and Management. He is a career NEDA officer who started as a Staff Economist and rose to become a Regional Director in 1993. Director Quito is an expert in urban and regional planning, population/gender and development planning, project development and investment promotion among others.

Ofelia Tempo serves as Consultant for the Philippine Development Forum Working Groups on Growth and Investment Climate and Decentralization and is a member of the Galing Pook Foundation.

REGIONAL SELECTION COMMITTEE FOR VISAYAS AND MINDANAO

Albert E. Alejo, is the director of Konsult Mindanaw, the peace

consultation project of the Bishops-Ulama Conference and the national team leader of the Jesuit Ehem! Anticorruption Program. He is co-founder and chief of the *Mindawon Initiatives for Cultural Dialogue*. He obtained his PhD in Anthropology from the School of Oriental and African Studies, University of London and teaches at the Ateneo de Davao University.

Myn Garcia is currently the Canadian Field Program Manager of the Local Governance Support Program in ARMM. Prior to this, Ms. Garcia was Program Manager at the Laurier Institution, a non-governmental Canadian policy think-tank working on the economic and social impact of cultural diversity and peace. She has worked with national governments, non-governmental organizations, international organizations, academe and the private sector in Canada, the Philippines and Sri Lanka.

Imelda Pagtolun-an is a teacher, educator, researcher, and development worker. She earned her PhD in Sociology from the Virginia Polytechnic Institute and State University, Blacksburg, VA, USA in 1986. She also obtained a master's degree in Biostatistics from the University of North Carolina at Chapel Hill, NC, USA. Ms. Pagtolun-an is currently a professor of the Graduate School and Department of Sociology-Anthropology, and Senior Research Associate of the Research Institute for Mindanao Culture, Xavier University, Cagayan de Oro City.

Teresita Rodriguez is a Professor of Management and the College Secretary of the University of the Philippines Visayas, Cebu College. She was the former chairperson of the Management Division of the same institution. Professor Rodriguez serves as one of the board of directors of the Regional Center for Education in Sustainable Development in Cebu, a global network organized by the UN. She is also a board member of Benthel Asia Learning Institute.

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