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**Canadian Urban Institute
(CUI)**

and the



**Canadian International
Development Agency (CIDA)**

*wish to thank their partners for their
invaluable contribution in making this
report possible.*

list of acronyms

AUSAID	Australian Agency for International Development
BTC	Barangay Tourism Council
CIDA	Canadian International Development Agency
DILG	Department of Interior and Local Government
DOH	Department of Health
DOT	Department of Tourism
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
CPPPGUG	Canada-Philippines Partnership Program for Good Urban Governance
CPPPSUM	Canada-Philippines Partnership Program for Strategic Urban Management
CUI	Canadian Urban Institute
GEI	Guimaras Economic Initiative
GTIC	Guimaras Trade and Information Center
LGU	Local Government Unit
MIDC	Metropolitan Iloilo Development Council
MII	Metropolitan Iloilo Initiative
MLSSDEI	Malay Local Social Service Delivery Enhancement Initiative
PEDO	Provincial Economic Development Office
TESDA	Technical Education and Skills Development Authority
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Education Fund
UPV	University of the Philippines in the Visayas
USAID	United States Agency for International Development

introduction

The Philippines has a tradition of strong central government power and control, dating back 400 years to the beginning of the Spanish conquest. However, this made an important reversal in 1986 with the advent of the People's Power Revolution, which brought the country into its current era of democratic development.

Five years later, an important piece of legislation known as the Local Government Code of 1991 was passed which gave local government units (LGUs) the power and responsibility to undertake basic services previously performed by the central government. This law prescribes a system of



Iloilo City, circa 1920



sound local governance based on the principles of openness, accountability, efficiency, equity and respect for the rule of law. This means devolution of power to local authorities and the empowerment of communities in local decision-making.

This trend toward government decentralization and empowerment of local communities deepened the roots of democracy. But great challenges remain ahead if LGUs are to fully exercise their decentralized powers. Challenges include lack of basic capacity, technical know-how and (financial) resources to plan, implement, monitor and evaluate activities in an effective, autonomous and fully accountable manner.

To help local governments embrace decentralization, the Canada-Philippines Partnership Project for Good Urban Governance (CPPPGUG), a four-phase initiative funded by the Canadian International Development Agency (CIDA), was implemented. The geographic focus of the project is the Western Visayas Region, one of the priority areas for intervention under the Philippine Development Plan and under CIDA's Country Development Framework. It is considered one of the lesser-developed regions of the country.

Implementing this project is the Canadian Urban Institute (CUI), a non-profit organization dedicated to enhancing the quality of life in urban areas in Canada and internationally. It works with several local and regional government units in the region, as well as with national level agencies with a local development mandate. CPPPGUG strengthens the capacity of local authorities to promote sustainable development, good governance and community involvement in decision-making.

CUI first came to Western Visayas in 1994, specifically in the island-province of Guimaras, to embark on a community-based and multi-stakeholder development planning process under the erstwhile Canada-Philippines Partnership Program on Strategic Urban Management (CPPPSUM). Guimaras is a young province, having granted full provincial status



Heritage tourism management workshop, 2003

only in 1992. Thus, it still has to learn the ropes of self-governance.

But not only new provinces like Guimaras were unprepared for decentralization. Even highly urbanized cities that were traditionally dependent from the central government in Manila found themselves in limbo. Thus, the success and failures in Guimaras have served as lessons for planning and environmental management in Iloilo City and Boracay Island in Aklan province where CPPPSUM was subsequently replicated. In 2001, CPPPSUM became CPPPGUG.

This report covers the gains of CPPPGUG during the period 2001 to 2004.



Participants in the Study Tour on Local Government Experiences in Local Economic Promotion, Environmental Management and Health Service Delivery held on November 10-15, 2003 in Cebu, Bohol and Davao del Norte pose for a souvenir photo with Vice Mayor Michael Rama (center) of Cebu City, Philippines.

description

The Canada-Philippines Partnership Project for Good Urban Governance aims to showcase how decentralization works by assisting selected local government institutions in Western Visayas into becoming models of how to efficiently and equitably deliver economic, environmental and social services through the promotion of inter-local governmental cooperation and good urban governance.

The project benefits the municipality of Malay in the province of Aklan, the province of Guimaras and the Metropolitan Iloilo Development Council (MIDC), an inter-local government cooperative arrangement among Iloilo City and the municipalities of Leganes, Oton, Pavia and San Miguel that was created to address growing urbanization in the region.

It seeks to build multi-stakeholder structures that are integrated and fully institutionalized to ensure that they meet local needs and priorities. It encourages participation among various sectors in the communities in fast-tracking development projects and programs and in bringing about positive changes.

objectives

- To demonstrate how sustainable development principles can be integrated into local government policies, plans and programs;
- To innovate efficient and equitable approaches to mandated decentralization of services to local authorities;
- To promote inclusiveness, civic engagement and equity of access to local government affairs and local governance systems, with a special emphasis on closing gender gaps;
- To develop new avenues for intergovernmental coordination, cooperation and collaboration;
- To raise the capacity of local governments to promote local economic development, thereby creating jobs and alleviating poverty;
- To help to improve the transparency and accountability of local authorities to their citizens; and
- To influence change in national level legislative and regulatory frameworks that promote good local governance and decentralization.

c p p p g u g partners
<ul style="list-style-type: none"> ● The Metropolitan Iloilo Development Council (Iloilo City and the municipalities of Leganes, Oton, Pavia and San Miguel) ● The Province of Guimaras and its five constituent municipalities ● The Province of Aklan and the Municipality of Malay ● National government agencies with a local development mandate, including the Department of Interior and Local Government, the National Economic Development Agency, the Department of Environment and Natural Resources and the Department of Tourism

partnerships

The Metropolitan Iloilo Initiative (MII)

involves building the capacity of Iloilo City Government and the Municipalities of Leganes, Pavia, Oton and San Miguel (Province of Iloilo) in operationalizing model approval to inter-local government cooperation through a new metropolitan governance structure. Assistance will be directed towards: a.) participatory strategy development and implementation, b.) capacity development c.) institutional strengthening of MIDC to initiate demonstration projects on economic promotion, environmental protection, heritage conservation and basic service delivery and, d.) developing and implementing a communication and dissemination strategy to share project experiences and lessons to other local governments in the country and region in order to influence policy dialogue in good governance and tackling metropolitan growth and development.

The Local Social Service Delivery

Enhancement Initiative (LSSDEI) is being delivered to the Municipality of Malay and selected local governments in Western Visayas, in partnership with civil society organizations involved in the development and delivery of social service programs. This is done to find new ways to better manage the complex sets of partnerships, programs and deliver mechanisms. Capacity development in integrated social service delivery is seen as a real and urgent need to be sustained in order to improve efficiency, effectiveness, equity of and access to locally delivered social services and facilities for the poverty groups.

The LSSDEI in Malay will allow the local authorities to improve the coordination and sustain the quality of the delivery of environment and health services for the disadvantaged groups through broad-based inter-agency coordination and partnership development.

The Guimaras Economic Initiative (GEI) aims to continue capacity development assistance to the provincial and 5 municipal governments of Guimaras, Philippines to promote economic strategy development and implementation as well as sustain environmental protection. The province views economic development as means to reduce poverty and enhance revenue base in order to raise level of local services. CUI's capacity development assistance will focus on initiating a process to improve inter-local government cooperation in economic development to further pursue Guimaras' vision of sustainability.

approaches

Participatory Strategy Development

The project taps and encourages the involvement of civil society and the private sector to assist in the development, coordination and implementation of its strategic program plans. This is accomplished through establishing multi-stakeholder project steering committees and implementing demonstration projects.

Capacity Development and Strengthening

The project develops and strengthens the management and financial capabilities of local and regional institutions in order for them to effectively plan, implement and evaluate collaborative strategies addressing common urban development issues. This is accomplished through conducting baseline assessments, formulating capacity development plans, facilitating participatory planning processes and strengthening capabilities in the areas of project and financial management.

Communication and Dissemination

The project shares among its local and regional partners and other stakeholders the processes, lessons learned and best practices that it has so far achieved.

first things first

Using metropolitan arrangement to manage rapid urban growth

Showcasing how first-things-first principle works in urban governance, the Metropolitan Iloilo Development Council (MIDC) took center-stage during the 3rd International Conference on Decentralization held in Manila in October 2003.

It was the principle that five neighboring local governments in central Philippines applied to illustrate the importance of appropriate and well-functioning metropolitan arrangements to the management of rapid urban growth.

It called for the setting aside of whatever political differences they might have had and instead sit down to design and create, on their own terms, a simple yet effective governance body for a shared urban region.

Iloilo City Mayor Jerry Treñas, chair of the MIDC, described it as a “bold step” in tackling pressing urban problems.

MIDC is an inter-local government cooperative arrangement among the municipalities of Leganes, Oton, Pavia, San Miguel and Iloilo City to address growing urbanization in the region’s capital of Western Visayas region in central Philippines.

Established in February 2001, the MIDC is beginning to see results – it has served as a forum for political consensus building, integrated planning and partnership-oriented action. It operates on a budget contributed by all the local governments in the urban region.

The MIDC also has a core secretariat and supporting management infrastructure that is carrying out a metropolitan development agenda. A draft metropolitan plan is nearing completion, and early actions to implement its identified priorities are underway.

“And with new funds beginning to flow to MIDC-coordinated programs and initiatives from both national and international sources, first steps are being taken to

begin shaping Iloilo as a more livable metropolis,” says Treñas.

The mayor admits that while there is certainly no single approach to metropolitan governance and management that will fit the circumstances of all city regions across the Philippines, the Metro Iloilo experience has demonstrated some salient features that may provide lessons to other city regions in the country.

“These features may be illustrative of how other places can begin putting in place, or take steps to improve, their own metropolitan arrangements. Good governance at the metropolitan level is an imperative first step toward the pursuit of improved quality of urban life in large cities,” he adds.

Treñas outlines some of the key features in the



Iloilo City Mayor Jerry Treñas (left) during the 3rd International Conference on Decentralization, 2003.

evolution of MIDC as follows:

- MIDC is innovative because local leaders did not wait for implementation instructions from the national government. They acted on their own initiative and within their own financial means to design an appropriate metropolitan arrangement.
- MIDC is a voluntary, consensus-based model, having used the “carrot” instead of the “stick.” As such, it is flexible in function, able to adapt quickly to changing circumstances and urban needs.
- MIDC was carefully planned, allowing the arrangement to grow slowly from an initial vision through to a working administration arrangement and a portfolio of priority initiatives.
- MIDC developed urban leadership by building the capacity of urban leaders to understand how metropolitan regions work, which resulted to a paradigm shift among the five urban mayors (not to mention other leaders) who began to think within the context of “urban” and not just “municipal.”

metropolitan iloilo initiative

The Metropolitan Iloilo Initiative (MII) involves the building of the capacity of the local government administrations of Iloilo City and the municipalities of Leganes, Pavia, Oton and San Miguel, all in the province of Iloilo, in operationalizing a model approach to inter-local government cooperation through a new metropolitan governance structure.

Metropolitan Iloilo, which is composed of the above-mentioned local government units, is facing rapid and poorly coordinated growth in recent years. The metropolitan area is the regional capital of the Western Visayas region. Founded by the Spanish in 1571, the core city of Iloilo is the second oldest in the country and among the five most populated urban centers in



A slum area in Iloilo City.

the Philippines. With a combined population of just over 450,000 and an annual growth rate of 2 percent or more, the urban region is one of the fast-growing economic, education and industrial centers of the Philippines.

Iloilo City's social and economic problems brought about by urbanization have begun to slowly encroach on the more serene quality of life of its four neighboring "suburban" municipalities. This growth has not been accompanied by suitable improvements in the urban region's capacity to govern.

mii partners

- Metropolitan Iloilo Development Council (Iloilo City and the municipalities of Leganes, Oton, Pavia and San Miguel)
- Department of Interior and Local Government
- Department of Trade and Industry
- Housing Land Use and Regulatory Board
- College of Management, University of the Philippines
- Provincial Government of Iloilo

Acknowledging that urbanization is a process that cannot be stopped, the five mayors of the Metropolitan Iloilo region, one of the fast-growing economic, educational and industrial centers in the Philippines, decided to work together to plan for the creation and development of the Metropolitan Iloilo Development Council (MIDC). However, the MIDC is still unprepared in terms of governance processes (in particular inter-governmental cooperation), planning methods and service delivery mechanisms to tackle problems. Thus, the MII came into being.

Priority issues in this initiative are seen as relating to public safety and order, poor land use planning and development coordination, lack of basic community and social services, environmental degradation, poor transportations systems and other dilapidated infrastructure, and an uncompetitive local economy.



MIDC mayors build consensus to pursue good urban governance in Metropolitan Iloilo.

results

- A Metropolitan Iloilo Physical Framework Plan was completed. It is a guide that describes how the residents of Metropolitan Iloilo want their community to grow and change in the future, and expresses their collective vision for future use of shared community resources like natural environment, economic development, transportation and other elements of the community. It will likewise provide the national and local stakeholders with information on how to manage growth in the area.
- The MIDC's organization and project management capacities have been strengthened, resulting from a series of capacity assessment, planning and enhancement activities. It has then built a consensus among the stakeholders on the development thrust of the MIDC, which include six areas of collaboration – environmental management, land use planning and management, public safety and security, infrastructure development, basic services delivery and economic promotion.
- Demonstration projects on public safety, health service delivery, investment promotion and infrastructure planning coordination have been introduced.
- A working partnership between the MIDC and other local, national and international agencies has been established. The Department of Public Works and Highways, the Japan International Cooperation Agency and the United States Agency for International Development (through the Integrated Water Resource Alliance) are getting inputs in the form of studies and reports for the proposed projects on road improvements, integrated water resource management issues. Likewise, the Philippine national planning agency, National Economic and Development Authority had obtained studies and reports prepared by MIDC in relation to urban infrastructure development.

outcomes

- New policies and programs were identified resulting from the capacity development activities which have provided the MIDC with strategic frameworks and new perspectives in land use planning, delivery of public safety and security services, infrastructure development and health.
- Organizational policies and procedures for MIDC were established resulting to smooth and efficient organizational operations.
- Improved networking and sharing of information and resources in the various aspects of urban management providing an avenue to discuss these issues in a transparent and participatory manner.



MIDC mayors and key personnel during a study tour in Canada.

- There is a growing recognition and acceptance by the Philippines national governments and its departments of the role of the MIDC as consultative-deliberation body for development issues and programs affecting this region. The Department of Public Works and Highways, the Japan International Cooperation Agency and the United States Agency for International Development (through the Integrated Water Resource Alliance) are getting inputs in the form of studies and reports for proposed projects on road improvements and integrated water resource management issues. Likewise, the National Economic and Development Authority had obtained studies and reports prepared by MIDC in relation to urban infrastructure development. In the urban management sphere, the completion of the Metropolitan Iloilo Physical Framework Plan: 2004-2014 will provide the national and local stakeholders with information on how to manage growth in this area.



Canadian experts act a resource speakers during a roundtable on metropolitan growth management in Iloilo City, October 2003.

village sentries at the village center

Keeping a community safe through volunteerism and cooperation

Village sentries of Barangay M. V. Hechanova in Jaro district, Iloilo City in central Philippines was adjudged the most outstanding barangay tanod of Metropolitan Iloilo during a search conducted in 2003 by the Metropolitan Iloilo Development Council (MIDC).

Spearheaded by the MIDC's Committee on Public Safety and Security, the Search for Model Barangay Tanod was launched to encourage village leaders and volunteers to be at the forefront of the peace and order campaign.

Barangay M. V. Hechanova plays host to three subdivisions and is home to at least 4,026 villagers, among them rich subdivision dwellers, middle-class families and poor squatters. With an area of about 80 hectares, it also has a number of commercial establishments addressing consumer needs.

While it is a relatively peaceful community, the barangay has isolated cases of domestic squabbles, petty crimes and disturbances.

What made its tanods outstanding are their diligence, efficiency and dedication to their work. In fact, homeowners at the posh Gran Plains Subdivision stopped hiring security guards in 2000 because village sentries can already do the job. Subdivision dwellers provided support for the needs of the tanods.

It is now the tanods that have been posted to man the gates of the subdivision. Two tanods are assigned at the subdivision during the 7 am to 7 pm shift, and on the 10 pm to 4 am shift. During the 7 pm to 10 pm, and 4 am to 7 am shifts, one tanod is assigned there while those stationed at the Tanod Outpost nearby serve as back-up.

The Tanod Outpost is manned by a group of six tanods from 7 pm to 7 am, and their 24-hour visibility has served as deterrent to crimes and disturbances in the area.

The barangay council of M. V. Hechanova has allocated 123,000 pesos for the monthly allowance of its 18 tanods, and 16,000 pesos for their uniforms. The funds are part of the barangay's 1.197 million-peso budget for 2003. The tanod commander receives a monthly stipend of 900 pesos, his deputy gets 800 pesos a month, while the 16 tanod members receive 570 pesos each per month.



M. V. Hechanova barangay tanods

Equipments were also provided to them like a patrol car, radio transceivers, nightsticks, handcuffs, pepper sprays, flashlights and first-aid kits. The tanod outpost in the area has a detention center where they can temporarily detain transgressors before they are turned over to the police.

In March 2003, the tanods made a record when they helped arrest a suspected drug pusher during a buy-bust operation. In July 2003, they also arrested two teenagers who burglarized the school.

Several government agencies and civic groups have cited the exemplary performance of the tanods of Barangay M. V. Hechanova.

The MIDC, for its part, awarded the tanods of Barangay M. V. Hechanova with a 10,000-peso cash prize, and certificate of recognition in simple ceremonies held on December 16, 2003.

Other winners in the search include the barangay tanods of barangays Aganan in Pavia (first runner-up), Tagbac Sur in Oton (second runner-up), Consolacion in San Miguel (third runner-up) and Napnud in Leganes (fourth runner-up). Each of the runners-up received 5,000 pesos in cash and certificates of recognition.

guimaras economic initiative

Building on the initiatives of CUI in the province of Guimaras since 1994, the Guimaras Economic Initiative (GEI) was introduced to develop the capacities of the provincial and municipal governments in promoting economic development, as well as in sustaining earlier environmental protection undertakings.

The provincial leadership of Guimaras views economic development as a means to promote livelihood opportunities, reduce poverty, enhance social mobility, expand the provincial revenue base, raise the level of local services, increase the ability of local authorities to initiate environmental protection programs and offer greater opportunities for local investments.



Guimaras Trade and Information Center, one of the results of GEI capacity development interventions.

The capacity of Guimaras has been raised to a point where it is ready to adopt a more aggressive implementation of its economic development initiatives. However, ineffective coordination of local economic development programs is resulting in inefficient utilization of resources and capabilities. The GEI continues the CUI's capacity development assistance to the five municipal governments as well as the provincial government, and initiate a process to improve inter-local government cooperation in order to further pursue sustainable development on the island.

gei partners

- Provincial Government of Guimaras
- Municipality of Buenavista, Guimaras
- Municipality of Jordan, Guimaras
- Municipality of Nueva Valencia, Guimaras
- Municipality of San Lorenzo, Guimaras
- Municipality of Sibunag, Guimaras
- Department of Trade and Industry
- Department of Tourism
- Guimaras Resorts Association
- Guimaras Producers and Processors Association
- Technical Education and Skills Development Authority

The province of Guimaras is nestled between the larger islands of Panay and Negros in the Western Visayas. The island has a total area of 60,465 hectares (about the same size as Singapore) and a population of about 140,000. Located just three kilometers across the strait from the medium-sized city of Iloilo (population 330,000 and capital of Iloilo Province), Guimaras is a peri-urban region that is coming increasing under the urban growth shadow.



School children attending a tourism workshop in Guimaras.

The economy of Guimaras is based primarily on agriculture and agri-based industries, producing mangoes, cashews, coconuts, corn, rice and citrus fruits. Other economic activities include industrial lime mining, small-scale handicraft making, fishing, aquaculture and tourism. Once a sub-province of Iloilo, Guimaras was granted full provincial status on May 22, 1992. Because of its ranking among the 20 poorest provinces in the country and because its LGUs were in their infancy, the national government gave Guimaras priority status for development. This meant that greater financial and technical assistance was directed toward the province.

In 1992, around the time of passage of the new decentralization legislation (Local Government Code of 1991) and immediately after the province was given its new autonomy, Guimaras was faced with significant challenges. Quite suddenly a significant degree of powers and responsibilities had been transferred

panindahan sa manggahan

Simple market fair makes a windfall

For most people in the island-province of Guimaras in the Philippines, the Alibhon public market in Jordan town is a major trading center.

Traditionally, it has been the main buying center for agricultural produce, fish and local delicacies and handicrafts in the past, attracting traders and consumers from the neighboring province of Iloilo and Iloilo City.

To highlight the market's role in the town's economy, a pioneering project dubbed *Panindahan sa Manggahan* was held on May 18, 2003 at the Jordan (Alibhon) Food Terminal Market as part of the Manggahan 2003 celebration, one of the island's festivals.

Panindahan sa Manggahan generated a record sales of 700,777 pesos in one day. It has introduced new knowledge to local government personnel on how to organize and promote local activities.

The project provided economic opportunities for farmers and fishermen, local craftsmen and artists to showcase their produce and subsequently earn income from the event. It also created awareness on the agricultural and fishery, and tourism potentials of the province.

During that day, Guimaras' finest produce of organic rice and vegetables, orchids, fruits and root crops, fresh

fish, poultry products, fruit preserves, jellies and pickles, alongside its natives' premium craftsmanship in mats, hats and *buri* bags were made available to the public at very low prices.

Capped with a *Guimaras for 20* promotion, families and groups experienced farm marketing and visited interesting sites in the island for one day at 20 pesos only, with an itinerary prepared by the event organizers.

There was also a raffle draw where lucky market-goers took home prizes -- from one sack of rice to appliances. A videoke challenge was also staged that gave the market a festive mood.

The trade fair was one of the demonstration projects introduced by the province of Guimaras and the Canadian Urban Institute under the Guimaras Economic Initiative (GEI) project, a component of the Canada-Philippines Partnership Program for Good Urban Governance.



Sweet Guimaras mangoes were sold at bargain prices during the Panindahan.

downwards to the new province and its municipalities; yet overall there was a lack of human and technical capacities to absorb them.

With population growth and migration, uncoordinated planning and development was threatening the island's environmental health and affecting the livability of its settlements. Poverty prevailed and was placing a significant strain on the delivery of services, especially in the area of social services and health. What was needed was a program that helped to build capacity in managing social, economic and environmental issues in partnership with local communities, as well as to increase efficiency in service delivery and to foster good governance.

results

- A common economic agenda and project action plans for Guimaras has been prepared through broad-based and multi-stakeholder planning processes, with focus on investment promotion, heritage tourism, tourism management, ports management and materials recovery facility. This resulted to the creation of the Provincial Economic Development Office (PEDO), an office that will take charge of economic development in the province.
- Demonstration projects on cultural heritage tourism conservation and investment promotion have been established — the Community-based Heritage Tourism Project and the Guimaras Trade and Information Center. The former aims to implement on a pilot basis the aspects of the tourism component of the province's economic development strategy while the latter serves as



It's never too late to learn for Guimaras officials who joined a study tour in Cebu City.



CU's Francis Gental speak before participants in a workshop in Guimaras.

a showroom for all trade opportunities in the province to encourage investors to come to Guimaras.

- The capacities of stakeholders have been developed and enhanced, particularly in the areas of tourism, investment promotion, organizational management and public-private sector partnership. These were done through workshops on capacity assessment and planning on local economic development, on provincial tourism planning and on project implementation, monitoring and evaluation, and a learning exchange program, among others.

outcomes

- Establishment of the new department, the Provincial Economic Development Office which will be responsible for the investment promotion, tourism promotion, manpower and employment and cooperative development.
- Establishment of the Guimaras Trade and Information Center which will serve as information, training and display center for Guimaras products and services.
- Increases in tourist arrivals.
- Development of new tourism products like events and festivals.
- Increases in income by tour guides and tourism stakeholders.
- The GEI has also provided additional income opportunities for the rural poor families for their participation in the Guisi community-based heritage tourism project.

villagers bid to win in fight vs poverty

Community-based heritage tourism project brings hope to poor hamlet

The coastal village of Dolores in Nueva Valencia, Guimaras in central Philippines is blessed with an appealing white-sand beach, mystical caves and a historic lighthouse that has become an important landmark in the history of the country's maritime history.

But behind these blessings, its people live in poverty. Their main livelihood is fishing and charcoal making, industries that doesn't really give them much. The sea's yield has been dwindling due to the destruction of coral reefs, while wood used for making charcoal has become scarce.

An alternative livelihood program was introduced to Dolores, particularly in the *sitio* (hamlet) called Guisi, that gave hope to residents and bids to transform the place into a tourist destination managed by the community.

Called the Guimaras Heritage Tourism Project, it calls for the establishment of a community-based heritage tourism program. It is one of the demonstration projects under the Guimaras Economic Initiatives, a capacity-development assistance for the island-province implemented under the Canada-Philippine Partnership Program for Good Urban Governance (CPPPGUG).

Guisi is home to about 80 families living along the white sand beach and guarded by a towering Spanish lighthouse known in naval manuals as Faro de Punta Luzaran, one of the 70 lighthouses built across the Philippines in 1857 by the Spanish colonial government.

It also has forested hills, a cave and a waterfall. The indigenous culture remains intact, and the people are ideally hospitable. The coast also offers a magnificent view of the sunset over Panay Gulf.

To build the capacity of villagers in managing a community-based tourism project, a workshop was held in December 2003 to equip them with basic knowledge in inn-keeping, organization, management of tourism facilities and events, guest assistance and handling as well as marketing.



Guisi beach (above) and Spanish watchtower (left)

Before the workshop, a group of provincial government personnel had a study tour in Samal Island in Davao del Norte where a community-based tourism program had been making gains. Their learnings were echoed in Guisi.

The provincial government of Guimaras, the municipal government of Nueva Valencia and the Canadian Urban Institute (CUI) facilitated the workshop, which enjoyed the

assistance of the Technical Education and Skills Development Authority (Tesda).

The provincial government of Guimaras allocated 350,000 pesos for the construction of a one-room heritage cottage to accommodate tourists in the area. It is equipped with a bathroom, a kitchen and lighting facilities. It was subsequently turned over the Barangay Tourism Council (BTC) for management.

The BTC offers a tour package for a group of five at the rate of 1,175 pesos per person, which includes accommodation at the heritage cottage and meals for two days, and services like boating and carroza ride, as well as a cultural presentation. Guides are also available for those who want to go mountain trekking and spelunking.

malay local social service delivery enhancement initiative



The Local Social Service Delivery Enhancement Initiative is being delivered to the municipality of Malay in the province of Aklan, working in partnership with civil society organizations involved in the development and delivery of social service programs. The objective is to allow this local authority to improve the coordination and sustain the quality of the delivery of social services for the disadvantaged groups through

broad-based inter-agency coordination and partnership.

Urbanization, population growth and the emergence of a significant tourism sector in the Western Visayas region of the Philippines are placing huge pressures on the social fabric of region. Social development is not keeping pace with economic growth. There is an urgent need to improve the efficiency, effectiveness, equity of and access to locally delivered social services and facilities.



Teenagers help clean the beach of Boracay Island during a cleanup drive, a CUI supported solid waste management project.

mlssdei partners

- Provincial Government of Aklan
- Municipality of Malay, Aklan
- Barangay Council of Balabag (Malay, Aklan)
- Barangay Council of Yapak (Malay, Aklan)
- Barangay Council of Manoc-manoc (Malay, Aklan)
- Department of Environment and Natural Resources
- Department of Health
- Department of Interior and Local Government
- Department of Social Welfare and Development



Health services trickle down to poor residents in Boracay Island in Malay, Aklan.

A number of international development agencies have been implementing targeted, big-budget social development programs in health, education, child protection and women in development with local governments in the region (e.g., the Integrated Community Health Service Project of the Asian Development Bank and AusAID, UNICEF's Country Programme for Children and the Early Childhood Care and Development Programme, USAID's Local

Government Unit Performance Project as well as other initiatives of the UNDP and World Bank).

Most of these programs require a system of interfacing with multiple stakeholders, large counterpart funds and a high level of capacity among responsible local government staff. These targeted programs of bilateral and multi-lateral agencies are placing a significant burden on the internal management of local government units and inter-agency coordination mechanisms and systems (many of which operate ineffectively or simply do not exist). This raises large questions about the sustainability of these targeted social development interventions. These concerns have been identified as sources of inefficiency and poor quality of social service delivery by local governments.

In CUI's discussions on social development priorities in the region, our Philippine partner local governments have consistently expressed the need to find new ways to better manage these complex sets of partnerships, programs and delivery mechanisms. Capacity development in integrated social service delivery is seen as a real and urgent need if results are to be sustained and interventions are to be targeted to poverty groups.

leader's forum breeds local partnerships

Resolving issues through constant dialogues and discussions

Local officials in Malay, Aklan initiated a Leaders' Forum in January 2003 which paved the way for the monthly conduct of joint-sessions among the three villages in Boracay Island in central Philippines.

It was organized to provide a venue where the municipal government of Malay and officials of Barangays Balabag, Manocmanoc and Yapak can discuss issues affecting the island and find solutions for them.

The forum was a result of a series of structural innovations introduced in Malay under the organizational strengthening component of the Malay Local Social Service Delivery Enhancement Initiative, in cooperation with the Canadian Urban Institute.



kaMALAYan radio program

Although the Leader's Forum was conducted only once, officials of the three barangays agreed to conduct monthly joint-sessions for the same purpose.

The monthly joint-sessions allowed the barangays to address common problems in an integrated manner and one that transcends barangay boundaries.

On the other hand, the local government of Malay also launched an advocacy radio program known as kaMALAYan, which is aired over

Yes FM Boracay twice a month.

The program tackles various issues affecting the island and what the local government is doing about them.

It is aired every second and fourth Friday of every month.

results

- Common action plans on health and solid waste management have been formulated, which include capacity development plans to guide capacity building activities.
- Two demonstration projects were implemented – the Boracay Island Health Services Delivery Project and the Integrated Solid Waste Management Project in Boracay Island. The former aims to improve health and sanitation status in Boracay Island and to provide adequate health service among residents and tourists. The latter seeks to reduce the volume of solid waste by effectively managing a material recovery facility in the island.
- Organizational improvements were introduced, resulting to the proper understanding of stakeholders of their responsibilities, a change in work attitude and improved planning and implementation services. There have already been regular weekly staff meetings, implementation of a regular communication campaign on the municipal government activities using the Boracay radio station, and the installation of a health information database for the Municipal Health Office of Malay, Aklan.
- New policies and procedures were also introduced. These include the approval of improvement plans on planning and coordination systems, organizational policies and procedures on communication, financial operations, monitoring and evaluation system, change management and team building, as well as the construction of new facilities.



Andrew Farncombe, director of programming of CUI's International Programme Office, turns over a computer unit for the health information system of Malay, Aklan to Mayor Ciceron Cawaling and municipal health officer Adrian Salaver, M.D., as municipal employees look on.

outcomes

- The 1st Leader's Forum, participated in by the municipal officials and functionaries and barangay officials of Barangays Manoc-manoc, Balabag and Yapak.
- The conduct of regular joint-session of the three barangays councils in Boracay Island, designed as a forum whereby common issues will be explored, crystallized and acted upon.
- Establishment of the kaMALAYan, a radio program, aired every 2nd and 4th Friday of the month over Yes FM Boracay.
- Initiation of the Boracay Island Integrated Health Zone (BIIHZ). The municipality has won recognition as the Recipient of Best Practice Award in Implementing Rural Health Programs and Projects - Western Visayas Region VI, conferred by the United Nations Fund for Population Activities (UNFPA) and the Center for Health Development No. 6 and became a valuable partner of the UNFPA 5th Country Program of Assistance in implementing Rural Health Program with specific focus on Family Planning, Adolescent Reproductive Health and STI/HIV/AIDS Prevention and Control.

about cui

The Canadian Urban Institute (CUI) is a non-profit organization dedicated to enhancing the quality of life in urban areas in Canada and internationally. As an independent body, the Institute meets the need for a think-tank committed to improving policy making, governance and management in urban regions by encouraging a better understanding of contemporary urban issues among communities, business, government and other key institutions.

The CUI's emphasis is on applied research, capacity development and training, advisory services, policy analysis, hands-on project management, process facilitation and information sharing through publication, conference and seminars. The Institute aims to bring a multi-disciplinary, multi-sectoral perspective to range of leading-edge urban issues. The work of the Institute touches a variety of themes including local governance, civil society involvement in local affairs, municipal management, taxation and finance, service delivery, economic development and competitiveness, environment, social development, housing, telecommunications, and urban growth management and planning. The CUI serves municipal governments and other urban-related institutions and community groups within Toronto, across Canada, and in developing countries, as well as countries in transition.

The institute has gained extensive international experience in the design, implementation, monitoring and evaluation of local government capacity development programs. Projects have been implemented in several countries within the regions of Central and Eastern Europe, the Balkans, the Caribbean, Central America, South America, South-East Asia and South Asia. Our international programming promotes city-to-city linkages, providing a vehicle for Canadian local government and other urban-related organizations and specialists to be involved in international development work.

Incorporated in 1990, the Institute is a non-profit, membership-based organisation governed by a Board of Directors. It has its head offices in Toronto (Canada), with a number of overseas satellite project offices. More information can be obtained from the CUI website at www.canurb.com.

Canada-Philippines Partnership Program for Good Urban Governance (2001-2004)

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