



INSTITUTE FOR  
SOLIDARITY  
IN ASIA

# MIKAP BULLETIN

Mahal Ko Ang Pilipinas

Vol. III Issue 1

## From Public to Performance: Re-Inventing Good Governance

**T**HE CRUSADE FOR GOOD GOVERNANCE, as has been demonstrated by ISA’s partners, is first set in motion by a vision and eventually materializes through a steep, yet deeply rewarding learning process. Just as a railway company needs tracks that are aligned

across a number of autonomous geo-political areas in order to have a functional and accessible system, so too does governance require a degree of alignment and coordination with various other institutions; government, the private sector, social sectors and relevant international organizations and institutions. Charting a progressive Governance Pathway is only fertilized by reaching a state of logistical

coordination and regulatory alignment. Ultimately, the long-term character of the community, leadership, society and economy are marked by what takes place following this foundational alignment. For those entrenched in their commitment to long-term sustainability and success, Dr. Jesus P. Estanislao, founder and Chairman of ISA, emphasizes the notion that, “... beyond mere compliance, governance demands performance.”

Of course it is possible to draw up a list of best-practices and action items that will aid each governance stakeholder in achieving his or her goals. But the spirit of holistic governance comes when the whole is greater than the sum of its parts; when goal-orientation, core-values, innovation, financial independence and responsibility have shaped to form a dynamic culture of performance, far surpassing the “tick-box” approach to good governance.

The leadership of both ISA and its PGS-partners will embark on the next phase of casting a mold for progressive governance and increased economic independence, by reaching across the threshold of the *Public Governance System (PGS)* and inaugurating a space



PERFORMANCE GOVERNANCE SYSTEM

for the *Performance Governance System (PGS)*.

“Moving from the Public Governance System means that PGS-leaders and constituents alike will elevate their aspirations and outputs from reporting ‘base-case’ scenarios to proudly realizing ‘best-case’ scenarios”, reports Dr. Aniceto “Nick” Fontanilla, ISA working-session facilitator, management professor and trans-national entrepreneur. As long as governance and leadership remains satisfied with mere compliance; constituents, stakeholders and potential investors alike will continue to miss critical, and often times organic opportunities for collaboration. The *Performance Governance System* activates the remedy for this oversight by shifting the persistent state of re-active governance to an integrated culture of pro-active governance.

The *Performance Governance System* rests on a process of improvement, alignment and acquisition of the tools and systems necessary to chart a path for governance whose implementation outlives the professional presence of its visionaries. After all, it is our ultimate goal to leave everything we encounter better off than when we found it.

### Natrapharm Teams Up to Promote Leadership Through Associates Mentoring Program

**N**ATRAPHARM, INC. has teamed up with ISA to enhance the capacity-building capabilities of individuals central to the formation and perpetuation of the Performance Governance System (PGS). The *Natrapharm Associates Mentoring Program* is a rigorous certification program that aims to cultivate the strengths and directional leadership of those whose stewardship and oversight will guide the advancement of the Governance Pathway in each respective LGU. This partnership builds on shared values of good governance and patriotism, manifested in a quarterly training seminar, a variety of learning modules and various professional development opportunities. In harmony with the patriotic senses, this institutional combination also provides a platform and model for the synergies and strengths found in public-private partnership development.

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# March 2009 Public Governance Forum Co-Convenors

*Bayawan City, Balanga City, Iloilo City, and Calbayog City*

**T**he theme for the March 2009 Forum is 'Government Employees Housing and Infrastructure Finance'. The two-day Public Governance Forum serves as a venue to highlight concrete, strategic, and proven results towards improving public governance and accountability as well as making the Philippine nation more globally competitive. Together with its Forum Co-Convenors, ISA hopes to achieve more than a congratulatory celebration; it also seeks to inspire citizens, communities, and institutions toward more responsible public governance. Co-Convenors are among those who have made greatest tangible progress along the Governance Pathway.

## **Bayawan City, Negros Oriental** **"The Agricultural Capital of Negros Oriental by 2020"**

*Mayor German P. Saraña, Jr.*



Approximately 101 kilometers from Negros' capital, Bayawan is a largely self-employed community of agriculturalists, fishermen and like-minded entrepreneurs ambitiously moving forward with plans to develop an inter-connecting toll road, a housing program for government employees and a bulk water supply project. In addition, the local government has been piloting a 100% bio-diesel fuel program, with an ethyl production facility. With momentum being driven by a united group of multi-sectoral representatives in partnership with the mayor's office, Bayawan's agro-industrial community is ripe for greater infrastructural investment including more major roads and ports.

## **Balanga City, Bataan** **"By 2020, A World-Class 'Univer-CITY'"**

*Mayor Jose Enrique "Joet" S. Garcia*



Balanga, the capital city of Bataan, is a residential-agricultural city and burgeoning hub of commercial activity, highlighted by its rich local agricultural and fishing industries. Strategically located within proximity of infrastructural eco-zones, Balanga is preparing to engage investors in satisfying its resident ambition to improve access to basic services as well as invite opportunities for recreational economic development. To start, Balanga is implementing a housing program for government employees, a commercial arcade and a sanitary landfill. Balanga's progress and 'univer-sal' aspirations are a product of commitment and passion of

Balanga's civic leaders as well as various sectoral and business leaders.

## **Calbayog City, Samar** **"One island, one people, one culture by 2015"**

*Mayor Mel Senen S. Sarmiento*



Calbayog City of Samar is the largest city in Eastern Visayas. Considered to be in its infancy of industrial growth, the city has great potential for incubating small and medium-sized enterprises. It currently has government-supported mills that manufacture bamboo crafts, aquatic products and an abundance of pili nut candy. Calbayog is also moving full speed ahead with projects related to housing for government employees and the development of a mini hydro-electric plant. The local government concentration on small industries creates a hotbed for investment in localized infrastructure projects such as small-scale factories to large-scale transport systems.

## **Iloilo City, Iloilo** **"To be A Premier City by 2015"**

*Mayor Jerry T. Treñas*



This capital city is the center of economic development in Western Visayas. Iloilo is a self-sustaining city aiming to further strengthen its economy through energy independence and bold trade initiatives. The local government provides full support to barangay-based programs that focus on localized entrepreneurship opportunities to generate employment and income. Iloilo is a natural match for investors as it has several in-progress infrastructure projects aimed at improving transportation and trade, such as an eco-port terminal for shipping and a wharf for developing aquatic commerce.

## **PGS-Partners in Action: Unveiling**

### **Philippine Navy Launches a Center for Naval Leadership and Excellence**

The Philippine Navy took a great leap forward in its Governance journey through the inauguration of its Center for Naval Leadership and Excellence (CNLE) on February 9, 2009. Committed to reaching the strategic themes and priorities as defined in the Navy Sail Plan, CNLE strives to ensure that all Navy units are steering towards good governance, operational excellence and strengthening the country's maritime defense unit.

# Newest PGS-Initiated Partners

*Tabaco City, Municipality of Bani, Isabela Province, Legazpi City*

## **Tabaco City, Albay**

**“BY 2030, TABACO CITY WILL BE RECOGNIZED AS THE PREMIER ECONOMIC AGRO - INDUSTRIAL CENTER IN THE BICOL REGION”**

*Mayor Cielo Krisel B. Lagman-Luistro*



Tabaco City, situated between a bird's eye view of the Mayon Volcano and a rich stock of marine bio-diversity, is quite a destination for scientists and eco-enthusiasts of all kinds. Also extending a sense of history and artisanship, Tabaco's markets are lined with intricate abaca crafts and bags as well as *tabak*, a traditional spear originally developed to fend off the Spanish. Tabaco tapped into the PGS-pipeline as one of the last two cities in the Bicol Region to enrol, along with the likes of Naga, Ligao, Iriga, and Sorsogon. Having just embarked on the PGS-journey, Tabaco's rich coastal resources along with its committed civic and business leadership have an encouraging pathway ahead of them.

## **Bani, Pangasinan**

**“BY 2030, BANI WILL BE THE MODEL GREEN CITY IN SOUTHEAST ASIA”**

*Mayor Marcelo E. Navarro, Jr.*



In addition to its ambition to become the standard for greening through governance, Bani earned recognition in 2006 with a Presidential award as “The Most Child-Friendly Municipality of the Year”. As the first municipality to enrol in the PGS-system, Bani is carefully laying the foundations for becoming the Education and Commercial Center of western Pangasinan, first and foremost by hosting the first LGU-initiated extension campus of University of the Philippines Open University ([www.upou.org](http://www.upou.org)). In line with its vision, Bani is launching municipality-wide organic agriculture initiatives, discussing prospective renewable energy, eco-tourism and waste-reduction projects in promotion of its long-term eco-goals. Bani has constructed a promising team of multi-sectoral leaders, in partnership with the Mayor's office, to realize this vision long into the future.

## **Isabela Province, Cagayan Valley**

**“BY 2025, ISABELA PROVINCE WILL BE A WORLD-CLASS GRAIN/FOOD PRODUCER AND A RECOGNIZED WORLD-CLASS ECO-TOURIST DESTINATION”**

*Governor Maria Gracia Cielo M. Padaca*



In a landmark election in 2004, Isabela welcomed a fresh leader, a former radio broadcaster and accountant as their governor, Ms. Padaca. Isabela has long been known as the “Rice Granary of the North,” owing to its ability as a net exporter of rice. After rice, corn is the second-largest crop produced and farming is highly mechanized as most of Isabela's agricultural lands are irrigated. It is also the most populous province of five in the Cagayan Valley Region (Region II), a very encouraging prospect as Isabela is the second Province to enrol in the PGS-system.

## **Legazpi City, Albay**

**“By 2030, LEGAZPI CITY WILL BE GLOBALLY COMPETITIVE IN ENVIRONMENTAL RISK MANAGEMENT AND INFORMATION AND COMMUNICATIONS TECHNOLOGY”**

*Mayor Noel E. Rosal*



As the capital city of the Albay Province, as well as the most populous, Legazpi enjoys an ideal combination of natural beauty and commercial opportunity. Sites like the Mayon Volcano are as much a part of the living environment as the integration of ICT training institutes, commercial transportation projects and environmental risk research and development. Legazpi has a busy seaport, as well as an increasingly popular airport for trade, commerce and tourism, and is now finalizing plans for an Integrated Bus Terminal Complex to accommodate members of the community. Legazpi is positioned for continuous growth and success as it has convened an innovative, committed and diverse group of sectoral, business and civic representatives to not only follow through on these plans, but to improve them along the way.

## Achievements

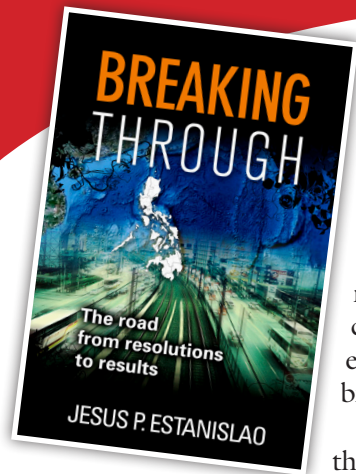
### **San Fernando is Awarded Galing Pook for Good Governance**



Every year, the Galing Pook Foundation conducts an exhaustive search for the most innovative and beneficial governance programs in the Philippines, looking for those with greatest potential for replication and community impact. As the Galing Pook website proudly announces to the public, “The City of San Fernando in Pampanga uses a public governance system scorecard that details functions and responsibilities from the mayor

and city departments to business, youth, the academe, media, civic and professional organizations.” San Fernando in Pampanga has received the first Galing Pook award ever to be granted to an LGU in recognition for its method of governance in its own rite; awards are generally conferred for excellence in reform or initiative in delivery of basic services or other social, health, education or infrastructure projects. “Governance thus becomes a common and measurable responsibility. The system enables everyone to channel abilities and knowledge toward achieving defined, strategic goals...”, a reality that Galing Pook recognized in San Fernando in Pampanga.

# A ROAD-MAP. Personal. Public. Powerful.



**In *Breaking Through: The Road from Resolutions to Results*, Dr. Jesus P. Estanislao**, founding Chairman of the Institute for Solidarity in Asia (ISA) and a Philippine Legion of Honor awardee, both demonstrates why, and furthermore, how to use the resources of governance to empower civil society, employ economic prosperity, enhance social services and achieve breakthrough results.

He writes: “We should all recognize that the pathway from resolutions to breakthrough results is a long one. It calls for our moving from talk only to action also; then for having our actions guided by broad knowledge that realistically considers the challenges we face; and finally for reinforcing and reinvigorating our commitment to purposeful action by

placing our heart in actively working and sacrificing for the common good of all.”

Tracing blueprints originally mapped out for corporate managers and employing human elements of passion, vision and conviction, Dr. Estanislao proposes a ground-breaking partnership between self-fulfillment, personal accomplishment and community leadership in achieving one’s future goals.

**ABOUT THE AUTHOR.** Jesus P. Estanislao has built a distinguished career founding or rehabilitating institutions. He served as founding Dean of the Asian Development Bank Institute in Tokyo and founding president of the University of Asia and the Pacific in Manila, and represented the Philippines in the Eminent Persons Group of both the APEC and Asean. Dr. Estanislao has a Ph.D. from Harvard University and the University of San Carlos and an MA from Fordham University. Among other commitments, he serves as chairman of both ISA and the Institute of Corporate Directors.

## Success is a Work-in-Progress: 2008 Milestones

The year 2008 has brought both ground-breaking challenges as well as successes to many people, institutions and governments around the world. Resilience, commitment and artful innovation are the trademarks of those who strive to grow from many of the obstacles presented by the events of this past year.

ISA is deeply encouraged by the milestones achieved both by its partners as well as in its own operations, some examples highlighted below:

### THE LAUNCH OF THE ISA CENTER FOR LEADERSHIP

The ISA Center for Leadership welcomes two new young professionals programs: The *Compendium of the Social Doctrine* and the *Work-Life Balance Discussion Series*. ISA is committed not only to providing the practical tools for strategic leadership, but also to invoking a dialogue and exploration for many aspiring leaders who take their duties of citizenship responsibly, and who wish to be guided by sound principles in their advocacy for social, economic, and political reforms in our country.

#### Social Doctrine Classes

The *Compendium of the Social Doctrine* of the Catholic Church is comprised of a wealth of principles and guidelines upon which any society can build a political community for the genuine progress of its citizens. Lectures are delivered by seasoned visionaries, with much to share in social, political, theological and economic spheres.

Weekly lectures are held to highlight and engage the main content of one or two chapters of the *Compendium*. The summary of principles should be an opportunity for every one attending the series to reflect on how best to cast a net of progress over the whole of Filipino society. Incorporating social and philosophical explorations of citizenship and leadership, the pulse is set to generate a more holistic advancement of principles, participation and pride in oneself and one’s society.

#### Still to Come in 2009...

- Apr 2** - Solidarity & the Fundamental Values of Social Life (Noe Palana)
- May 7** - The Family as the Basic Cell of Society (Manuel Escueta)
- June 4** - Social Dimension of Human Work (Jose S. Sandejas)

#### Plus...

- \*\*Guiding Principles for Economic Life\*\*Guiding Principles for the Political Community\*\*Guiding Principles for the International Community\*\*Specific Responsibility for the Environment\*\*Specific Focus on the Promotion of Peace\*\*Social Commitment of Ordinary Citizens\*\*

#### Work-Life Balance Discussion Series

Standing at a crossroads between the *Social Doctrine Classes* and the Public Governance Pathway, the *Work-Life Balance Discussion Series* explores the viability and vibrancy of applying the Balanced Scorecard approach to individual endeavors, aspirations and excellence.

ISA has built its operations and efforts around empowering public leadership with the tools to take ownership over priorities, values, and development goals; the *Work-Life Balance Discussions* strive to replicate this for individuals eager to navigate a balance between the *Physical and Environmental, Educational and Cultural, Professional and Occupational, Economic and Financial* as well as *Familial and Social* realms. According to ISA founding Chairman, Dr. Jesus P. Estanislao, achievement of our own personal breakthrough results is derived by, “...translating each of the strategic priorities in our Personal Road-Map into a program of action...” The lecture series guides participants through this process by setting their own initiatives, measures and targets along the way. Eventually, the experiences of these personal road-mapping pioneers will provide the building blocks for the final stage of the Governance Pathway; the point at which PGS partners aim to cascade the road-map down to the level of individual residents.

For more information or to attend lectures, please contact [jmacarubbo@idcenter.org](mailto:jmacarubbo@idcenter.org)