



Hope and Inspiration of Adaptive and Innovative Local Leadership in the Philippines

Lessons from the Second Batch of the
Adaptive and Innovative Leadership
Program for Good Governance of the
Galing Pook Foundation



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Message from the Executive Director

The Galing Pook Foundation remains steadfast in its commitment to promote excellent and innovative local government programs that improve people's quality of life. Aside from the Galing Pook Awards that is focused on searching for the most outstanding local government programs, the Galing Pook Academy is on the same path of encouraging good local governance through peer-to-peer learning and sharing of promising practices.


This learning material produced by the Galing Pook Academy with the support of the Department of Interior and Local Government – Local Government Academy (DILG LGA) features lessons from the innovations of twelve (12) municipalities. It is presented in line with the United Nations Sustainable Development Goals (UN SDGs) as we advocate for outcomes-oriented leadership and governance.

In the succeeding case studies, the mayors showed courage and clarity in pursuing difficult decisions to pursue change and create public value despite the challenges posed by the Covid-19 pandemic. This was possible as the mayors shared the responsibility not just among their team members but also among ordinary citizens.

The cases demonstrate that each one holds a piece of the puzzle to solve systemic problems that have seemingly become endemic to the lives of people in different localities. It is then the task of adaptive leaders to raise this awareness in each person and to mobilize them towards a common direction to create the sustainable solutions related to universal healthcare, food security, climate resiliency, local economic development, poverty alleviation and peace building.

While the themes on People, Planet, Prosperity, Peace and Partnerships will guide you through this learning experience, I would like to focus your attention on active citizenship and participatory governance that may not always be very evident but serves as a key to the success of each initiative. Some of the LGUs have institutionalized their People's Councils and strengthened its influence on the Municipal Development Councils.

It is our hope that these lessons would prove to be both instructive and inspirational for leaders who are searching for ways to pursue positive outcomes and achieve the Sustainable Development Goals.



Georgina Hernandez-Yang

Introduction

Philippine local governance and leadership will long remember 2021 as a challenging time. The 21st century was met with significant complex occurrences which included the meteoric rise of a global economy, massive consumerism even among poor economies, the growth of private enterprise, scary and scarring concerns over terrorism. The times continue to encounter nature's wrath over humankind as natural disasters ravage even the most powerful nations such as the United States of America during hurricane Katrina, Haiti's earthquake and the Philippines' typhoon Yolanda. The century is also characterized by the coming of age of technology including digital technology which advances changes and poses challenges in the people's lives. The Philippines continues to witness dramatic changes in the arena of politics and economy including the expansive growth of China as a power bloc in the region and elsewhere.

As if these events were not enough, these dramatic and scaled up changes further brought upon humankind the horrid reign of the COVID-19 pandemic. The pandemic caught many nations — both rich and poor — off guard in dealing with the challenges. The pandemic recalls humankind of the Spanish Flu one century ago. This time, the 21st century occurrences continue to pose challenges to our leaders and the communities. The times pose the potentials and possibilities, the chances and choices that would respond to these conundrums. All told, we are confronted with the challenges of the planet — earth, water, fire, life below water, and life on land among others. Technology increasingly and equally brings both opportunities and challenges to our people's safety and security. All these invite our leaders including local leaders to a responsive, adaptive and innovative style of management and service amidst what might be considered as the “next normal” of doing local governance.

The Galing Pook Foundation showcases some of the outstanding practices in local governance through a 21st century adaptive and innovative style of leadership. Such leadership program is based on the Adaptive Leadership espoused by Ronald Heifetz, and Martin Linsky (2009) from Harvard University. The leadership course adopted and embarked on by the Galing Pook Foundation is divided into four modules.

Module 1 or Grounding and Visioning, focuses on taking stock of what is currently happening at the local government unit (LGU) level. The module shows how local leaders can determine a vision for the future.

Module 2 provides guidance on Crafting Innovations that LGUs can implement based on their local context.

Module 3 helps LGUs in Developing Adaptive Capacities to deal with leadership failures, to manage conflicts and to communicate effectively.

Module 4 on Creating Public Value, demonstrates the participating LGUs' adaptive innovations.

The first batch of LGUs, which completed the program in December 2020, is composed of 12 cities from the different parts of the country. The second batch of A+I Leadership Program involved 12 municipalities. Besides equipping the LGU participants with new leadership principles, the A+I Leadership Course provided a venue to feature the existing adaptive and innovative programs of municipalities. This volume highlights the adaptive and innovative learnings from the local programs of the 12 participating LGUs. They provide recommendations on sustaining these practices that would empower LGUs.

The initiatives of local government units in the second batch are documented using the Adaptive + Innovative leadership paradigm of Heifetz and Linsky (2009). These experiences are clustered according to the United Nations Sustainable Development Goals, organized based on the so-called “5Ps” namely: People, Prosperity, Planet, Peace and Strong Institutions, and Partnerships for the goals. These goals cross-cut each other. The cases of Adaptive + Innovative leadership in this batch showcase the cross-cutting of these goals, but for the purpose of highlighting the best feature of the experience, the cases are classified according to one of these five goals. The Sustainable Development Goals serve as the framework of local governance around which adaptive and innovative approaches of leadership may be designed to achieve outcomes and to exhibit and inspire other local government units and communities.

The Situation and the Challenges

People: The Core of Adaptive Innovations



LEON, ILOILO

Pagkaing Sapat sa Magaling na Pook, Lahat Aangat

Region	Region VI - Western Visayas
Income Class	Second Class Municipality
No. of Barangays	85
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	51,990

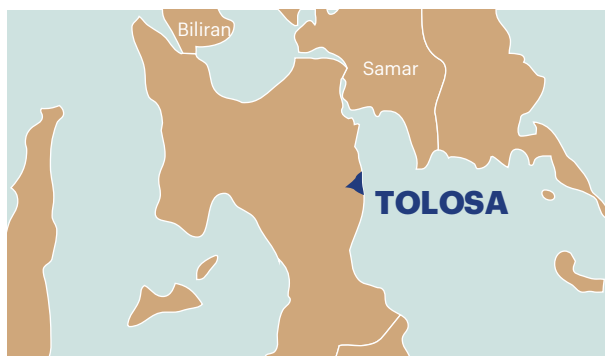
With 11,150 hectares of agricultural land, which produced at least 47,000 metric tons of vegetable produce such as cabbage, carrots, cucumber, and sweet pepper, it is no wonder that the Municipality of Leon is known as the “Fruit and Vegetable Basket of Iloilo”. Aside from covering almost 40% of Iloilo Province’s vegetable needs, Leon also supplies vegetables to Manila and Cebu. The local government of Leon ensures that their productive agricultural industry does not only translate into better local income, but most importantly, into more food secure and to healthier communities.

The Municipality of Leon implements its Pagkaing Sapat sa Magaling na Pook, Lahat Aangat Program which aims to provide a stable food supply in the locality that would benefit health and wellness, eradicate poverty and empower the people. Aside from the Sustainable Development Goals (SDGs), the LGU aligns this with the Department of Agriculture’s (DA) “Plant, Plant, Plant Program” or the Ahon Lahat Pagkaing Sapat Kontra sa COVID-19 (ALPAS COVID-19) and the Pagkain para sa Masa Program and the Province of Iloilo’s National Organic Agriculture Program. In localizing the food security program, Leon promotes backyard gardening and communal gardens in every barangay as the source of the residents’ food supply that also ensures their good health and nutrition. For Kagawad Hilario Cabarles, Chairman of the Committee on Agriculture in Barangay Tina-an Sur, Leon, the communal gardens, “...especially in our Daycare Center, these vegetables are used in our feeding program”.

To achieve the goals of the program, the local government has to tap and build relationships with the barangay leaders, farmers, health workers, teachers, mothers — essentially everyone in the locality. The Municipal Agriculture Office (MAO) works with the barangays to serve as the lead implementer of the communal gardens, and coordinates

closely with the civil society organizations in ensuring that the program obtains its objectives of food sufficiency and people empowerment. Knowing the benefits of the communal garden drives the community members to actively participate in the program, despite the hard work required from them. “Our communal garden is a big help during the pandemic. We get varieties of vegetables for our daily consumption. Even if we don’t have enough money to purchase, our vegetables are given for free”, shares Mr. Nestor Cabalfin, President of the Farmers Association in Barangay Buga, Leon. Aside from people’s participation, the food security program instills among the residents the values of camaraderie and discipline in sustaining a project entrusted to them. Ms. Kristine Cabanero, President of the youth group 4H Club in Barangay Paga, Leon, attests that “The garden does not only give nutrition but also instills discipline for sustainability...In the establishment of the garden, we realized a lot of things not only to improve the garden but to improve our own selves. We developed patience in ourselves.”

To ensure the sustainability of Pagkaing Sapat sa Magaling na Pook, Lahat Aangat Program, the LGU of Leon would partner with the Department of Education (DepEd), the Department of Science and Technology (DOST), and the Bureau of Research Development of the DA to gauge the effectivity of the program and assess its impacts towards health, socio-economic and even personal development among the residents. The project’s primary goal is to achieve food security even as it likewise promotes better agricultural productivity for sustainable prosperity. As it works on these prime goals, it necessitates collaboration with various players - including government agencies, local youth groups, and the communities. The project demonstrates how indeed people, prosperity and partnerships are linked to each other to realize and sustain development.



TOLOSA, LEYTE

Ambisyon DOC

Region	Region VIII - Eastern Visayas
Income Class	Fifth Class Municipality
No. of Barangays	15
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	20,978

Since the enactment of the Universal Healthcare (UHC) Law in 2019, it has been a challenging task for the government, most especially among local leaders, to implement it. The UHC Law was supposed to have its full roll-out in 2020, but the challenges of COVID-19 have overtaken and prevailed upon many other priorities. But this particular crisis impelled the Municipality of Tolosa in Leyte to immediately put in place the mechanisms mandated by the UHC Law. The people of Tolosa affirmed the need for a universal healthcare response during the consultation with the community. Health was identified as a top priority.

As a result of the stakeholder consultation, the Municipality of Tolosa developed its Ambisyon DOC governance framework, with universal healthcare as one of the key priority concerns. The LGU set-up a healthcare provider network (HCPN), which provides immediate and direct healthcare services at the household level. Ms. Marissa Canonigo, a barangay healthcare worker (BHW), shares that the Municipality has assigned one BHW per 20 households. She, and her fellow BHWs, profile the families in order to help them identify the appropriate health assistance to the households. “We deliver maternal and prenatal health services, family planning, national immunization program, and maternal and child health programs among others”, Ms. Ma Cecilia Bautista, a midwife in Tolosa, narrates in the vernacular about the health services they offer for all households. As the frontliners at the barangay level, the BHWs play a crucial role in making the health process more efficient. Ms. Bautista adds: “Gumagawa tayo ng referral slips. Dito pa lang sa barangay ay fini-fill-out na natin ang mga requirements. Ito ang dinadala ng pasyente sa RHU (rural health unit). Ngayon, mas napapadali ang services dahil nandyan na sa barangay. Accessible at quality services ang nabibigay natin, 24/7.” (We make the referral slips. Here at the barangay, we already fill-out the required forms and these are brought by the patients to the RHU. Now, health services have become more efficient because of

the barangay. We are able to give accessible and quality services, 24/7.)

Aside from the BHWs, the Municipality also assigned one nurse for each of the 15 barangays who determines patients needing further assistance from the Municipal Doctor through teleconsultation or personal appearance. Tolosa’s Municipal Health Officer, Dr. Ma. Aurora Benitez, shares, “We usually follow the teleconsultation, wherein all BHWs check their households. Tinitingnan nila ang cases sa barangay. Kapag kaya ng BHWs, they would just text me or the barangay health nurses. (Kapag kailangan ng gamot), lahat ng medicines ay binibigay from RHU down to the barangays.” (BHWs look at the cases in the barangay. If the BHWs can handle them, they would just text me or the barangay health nurses. If they need medicines, all of these are given from the RHU down to the barangays.) Pharmacist-in-Charge Sherly Barbasa notes the process of providing free medicines to their constituents: “Kapag may reseta na from MHO (Municipal Health Officer), diretso na sa (LGU-owned) pharmacy. Kung wala (ang gamot na kailangan nila), sasamahan (namin) ang pasyente na pumunta ng MSWDO (Municipal Social Welfare and Development Office) para mabigyan siya ng pambili ng gamot. Para sa mga senior citizens, yung mga gamot na kailangan nila ay dinadala na sa barangay health stations para hindi na sila mamamasahe. Walang pasyente na uuwi na walang gamot.” (If patients have a prescription from the MHO, they go straight to our pharmacy. If we don’t have the medicines they need, we will accompany them to the MSWDO to provide them with money to buy their medicines. For senior citizens, we bring the medicines they need to the barangay health stations so they won’t need to commute. No patient will go home without the medicine they need.) For health cases that cannot be addressed by the Rural Health Unit, they are referred to either the Leyte Provincial Hospital, Schistosomiasis Hospital, or the Apex Hospital Eastern Visayas Medical Center.

In order to sustain this set-up of delivering basic health services starting at the barangay level, the LGU provides incentives to the health frontliners. Aside from the honorarium given by barangays, BHWs receive additional Php 200 monthly, and health kits from the Municipality. The LGU also gives performance incentives to BHWs, which budget comes from the PhilHealth payments, and ensures that all of them are enrolled in PhilHealth. The LGU continues to seek for additional incentives for BHWs, securing their welfare, as a strategy to sustain the entire health initiative.

The magnitude of COVID-19's impacts would have easily distracted the strategic direction of LGU Tolosa but the challenges of the pandemic empowered them to be more persistent in implementing the UHC Law. The health intervention of Tolosa shows how people are at its core — from listening to the urgent concerns of the community to augmenting human resources who will be on top of providing the health services. Ambisyon DOC does not only focus on the well-being of those who are in need of health services, but also to the frontliners providing these.



JIABONG, SAMAR

Uswag Check

Region	Region VIII - Eastern Visayas
Income Class	Fifth Class Municipality
No. of Barangays	34
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	19,205

In the case of the local government of Jiabong in Samar, while they are still in the process of setting-up their UHC mechanisms, the COVID-19 pandemic pushed them to not only address the pressing health issue but to also resolve its negative implications on other development areas. Through Uswag Check, Jiabong's COVID-19 response, the Municipality has secured food supply, mobilized the youth, and innovated its health transportation service.

The COVID-19 restrictions limited the mobility of the people in Jiabong. During the Enhanced Community Quarantine (ECQ) in Jiabong, their public market only operated from 10:00 AM to 12:00 NN daily, and people were not allowed to go out of their homes freely, unless they had to buy basic needs or there was an emergency. Even the transportation of produce to and from upland barangays and neighboring municipalities had been affected. To address this, Jiabong has bought the produce of farmers and fisherfolks as relief goods to the residents. The lack of food supply further urged the LGU to partner with the Bureau of Fisheries and Aquatic Resources (BFAR) to cultivate tilapia in upland barangays. Securing the food supply amidst the pandemic has opened an opportunity to also address the livelihood concerns of the people in Jiabong.

The youth of Jiabong has proved to be productive during the pandemic. What started as a group of young people financially supported by the Municipality in their education has evolved into the Jiabong Youth Development Organization (JYDO) that now gives back to their community. JYDO has been mobilized by the LGU to help in providing services to the people such as distributing relief goods and conducting sessions for children doing modular learning.

Responding to health emergencies had been a challenge to Jiabong at the start of the pandemic. The Municipality only had one rescue vehicle which was really supposed to be for emergencies but was expected to do more. Due to the Balik Probinsya Program implemented during the ECQ, the LGU was tasked to fetch their locals coming from Manila, and Cebu, at different points. The Municipality had to take five (5) hours of round trip travel to fetch Jiabong locals landing via plane to Tacloban; and 12 hours of round trip travel from either Ormoc Seaport (locals coming from Cebu) or Allen Seaport (locals traveling via boat from Manila) to Jiabong. In cases where the Jiabong rural health unit cannot address the health concerns of their sick patients, the LGU takes patients to Tacloban Hospital or

the Catbalogan Provincial Hospital. This posed a problem for the Municipality because the long travel time from one point to another meant the unavailability of a rescue vehicle in case of emergency, especially during the pandemic. This crisis has triggered Jiabong to innovate its health emergency response.

Initially, the LGU had a budget to purchase four (4) units of multicabs that could be used for multiple purposes, particularly for health emergency response, to be shared among the 25 barangays. But during a meeting with all barangay captains regarding the utilization of multicabs, they complained about maintenance of the vehicles, and costs of fuel and the salary of the drivers. To address these concerns, the LGU decided to buy 25 single motorcycles, one for each barangay, to be converted into what they call “tricycle ambulance”. The Municipality entered into a Memorandum of Agreement (MOA) with the barangays to determine their responsibilities and expectations. Aside from the single-unit motorcycle, the Municipality committed to do first-aid training among tricycle ambulance drivers and barangay health workers (BHWs) and to give first-aid kits. The barangays, on the other hand, had to set-up the sidecar with basic health emergency equipment such as an oxygen tank and a spine board, to maintain the tricycle

ambulance and to pay for the salary of the driver. This arrangement seems fairer for all the barangays because compared to the original plan of having shared multicabs, having their own tricycle ambulance that they are tasked to take care of would be worth their investment. Aside from transporting emergency patients, the tricycle ambulance could also be used for delivery of medicines and relief goods. In the case of Barangay Camaruboan, Barangay Captain Bobby Labine shares that the tricycle ambulance has already transported more than 80 patients to Jiabong’s center. The conversion of tricycles with health emergency facilities such as oxygen tanks in the side car, into an equivalent ambulance is core to the adaptation — this is the highlight of the innovation of Jiabong. The costs of tricycle-converted into a mini-ambulance are affordable and the mobility is far more effective for the tricycles to reach mountain villages which are otherwise inaccessible to an ambulance.

The negative impacts of COVID-19 on the well-being of the people of Jiabong compelled the Municipality to prioritize food security and health interventions. Ignoring the pandemic’s effects on the people’s health and livelihood would bring more poverty in the locality.

Planet: Environmental Sustainability as a Response to the Adaptive Challenge of Climate Change



ALCALA, CAGAYAN

The Green Wall

Region	Region II - Cagayan Valley
Income Class	Third Class Municipality
No. of Barangays	25
Population (as of 2020 from Philippine Statistics Authority)	41,295

For the Municipality of Alcala, Cagayan, the crisis that alarmed them was the intense flooding they experienced in December 2019. Calling it as the 100-year flood with just 1% probability of taking place each year¹, it submerged six barangays, affecting more than 10,000 families and 5,000 homes², even without a typhoon signal. Barely 11 months after the destructive monsoon, Typhoon Ulysses in November 2020 has again caused Alcala, Cagayan 15-meter high flood waters, flooding 24 out of 25 barangays, with seven barangays totally submerged. More than 19,000 people were displaced, 6,565 homes were underwater and Php 52 M worth of livestock and crops were destroyed. The volume of rainfall, and the water from Sierra Madre and released from Magat Dam contributed to these devastations, but addressing these natural factors would not promise absolute safety of Alcala residents from another disaster.

This crisis led the local government to seek the expertise of the University of the Philippines - Marine Science Institute (UP-MSI) to do a study on flood and riverbank erosion and the state of lands and watersheds in Alcala. The findings reveal a myriad of factors that also affect towns and households along the Cagayan River, from Isabela to Aparri. A big factor to the destructive floods is the loss of native trees in Cagayan Valley, holding the soil and regulating water release, which is caused by illegal logging and irresponsible agriculture. The study, entitled “Cagayan and Pared River — Alcala Segments — River

Rehabilitation for Safer and More Productive Communities”, has recommended planting vegetation shields along the rivers to form a belt of protection. This inspired the LGU to come up with its flagship program called the “Green Wall of Alcala”. This program aims to plant native trees and develop vegetation in strategic areas, and engage farmers in doing sustainable agriculture.

The Green Wall of Alcala targets riverbanks, watersheds, and roadsides to form the belt that would protect the town from another devastating flood. Along the Cagayan and Pared Rivers, a 10-30 meter wide vegetation shield will be built to mitigate more slope failure, to help slow down floodwaters, and to filter debris, in order to protect homes in the communities from being swept away during floods caused by heavy rains. Watersheds will be planted with native and fruit trees. Aside from preventing soil erosion, reducing surface run-off and contributing to the recharging of groundwater, native trees help to recover and expand forest habitats for threatened native species of plants and animals, according to the Rain Forest Restoration Initiative³. In the next three years, the LGU will plant 53,000 more trees spanning over 195 kilometers of road, on top of the current 10,735 native forest trees and plants along the 32-kilometer road in Alcala.

Doing this large-scale program would need the participation of all stakeholders in Alcala, and it is not easy. It would take a lot of convincing, particularly among farmers,

1 Antonio, C. (2020 November 14). In December 2019, the Municipality of Alcala, Cagayan experienced what they call a 100-year flood — one that occurs once every hundred years. [Status update]. Facebook. https://www.facebook.com/permalink.php?story_fbid=3364852076902938&id=887069421347895

2 Ibid.

3 De Jesus, A. (2021 March 6). Why we need to plant native Philippine trees. Inquirer.Net. <https://business.inquirer.net/319013/why-we-need-to-plant-native-philippine-trees>

to change their way of living, especially with how they conduct their livelihood. Farmers have been asked to abandon yellow corn farming to shift to white corn and peanut, and to agroforestry. Resistance is definitely there but communicating the negative effects of their current practice and the long-term benefits of the initiative helps in changing the minds of the farmers. The LGU has provided the necessary support, such as financial assistance and farming materials, to assist the farmers in the transition to more sustainable farming. The LGU has bought farmers' white corn and peanut, and redistributed some of them to other farmers as free seeds. Other produce has been processed by the Alcala Product Center and the Alcala Women's Rural Improvement Cooperative into various by-products. These strategies have been effective in convincing the farmers to shift into the new way of farming, and they are now harvesting its benefits. Mr. Peddy Duruin, one of the farmers in Alcala, attested, "We found out that white corn is more profitable than yellow corn planting. White corn can also be used as a staple food and it can be processed into kornik and other products. Aside from not using herbicides, white corn requires less inorganic fertilizer and insecticide that are hazardous to health."

Aside from the farmers, schools, teachers and students are also engaged to plant and grow more native trees in 27 elementary schools, five (5) high schools and 159 Wi-Fi learning hubs in Alcala. Barangays and civil society organizations are definitely involved in ensuring that there would be no another flood in Alcala. In order to institutionalize the Green Wall and to sustain their efforts, the Sangguniang Bayan, through Ordinance No. 06 s. 202 has approved the formation of the People's Council.

In her social media post, incumbent Mayor Cristina Antonio has encapsulated the complexity of their problem, which demands out-of-the-box and not-business-as-usual solutions: "...that the problem of flood in Alcala and Cagayan Valley cannot be attributed to just one cause outside of us, but to a complex, interrelated web with us right at the center...It's about us, it's the way we live...The problem being complex, the solution is also a combination of interventions that should be anchored on science...⁴" Addressing their environmental crisis needs an adaptive solution that is science-based, with the people still at the center of change.

4 Antonio, C. (2020 November 14). In December 2019, the Municipality of Alcala, Cagayan experienced what they call a 100-year flood — one that occurs once every hundred years. [Status update]. Facebook. https://www.facebook.com/permalink.php?story_fbid=3364852076902938&id=887069421347895



MONCADA, TARLAC

Zero Waste Management Program

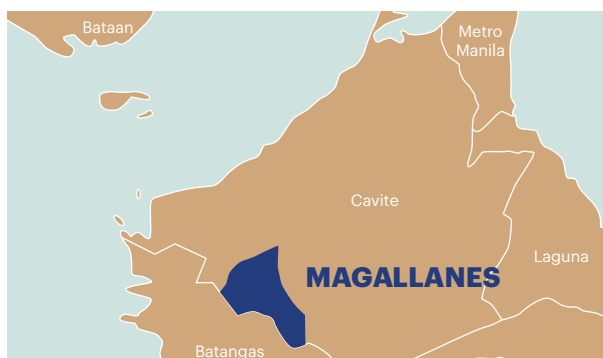
Region	Region III - Central Luzon
Income Class	First Class Municipality
No. of Barangays	37
Population (as of 2020 from Philippine Statistics Authority)	62,819

During the '90s, the Municipality of Moncada was described as the dirtiest town in the Province of Tarlac. This pushed the LGU to create an innovative program in 1998 called the Solid Waste Management Program (SWMP) which aims to increase the amount of waste recycled or diverted into more valuable products and to decrease the percentage of waste going to the landfill. According to Municipal Planning Assistant Ms. Rulina Bermudez, the program also intends to impress upon the residents that the wastes or trash that they think are worthless could be useful for them. This innovation came before the enactment of Republic Act No. 9003 or the Ecological Solid Waste Management Act of 2000. Years after its implementation, the Municipality has received various recognitions for being one of the cleanest towns in the Tarlac.

Later on, the SWMP has served its purpose beyond protecting and ensuring the cleanliness of Moncada's environment. Municipal Health Officer Dr. Peter Louie Tamayo shares that the program is significant in promoting good health among the residents of Moncada. He recognizes that pollution coming from unmanaged wastes could contaminate soil, which affects agricultural produce, water and air that would have negative effects on health. The SWMP contributes to improving people's health and productivity. In terms of developing the local economy, the recycling program has opened livelihood opportunities particularly for the Moncada Women's Credit Cooperative. Further, the waste management program has allowed the farmers to implement organic farming. The biodegradable waste, collected through the program, is converted into organic fertilizers used by the farmers, which then decreases their farming expenses. Utilizing organic fertilizers has improved the quality of the agricultural land in Moncada, which then enabled them to venture in producing high value crops such as sweet potatoes. Moncada is the largest producer of sweet potato in the Province of Tarlac. The huge supply of sweet potato is turned into several by-products such as the Don Benito Sweet Potato Wine.

Sustaining the Solid Waste Management Program requires the active participation of community members. Through the information dissemination campaign conducted by the Municipal Information Office, the people of Moncada know which aspects of the program they can participate in, and which areas the local government needs their utmost engagement. Key sectors in Moncada are able to find where they could provide more value to the program. For example, the schools have implemented the Eco-Savers Program that teaches children the basics of waste segregation, its importance and ways to make it profitable. Agricultural barangays help in mobilizing their residents to convert wastes into organic fertilizers. Barangay Captain Bernardine Ferrer from Barangay Sta. Monica shares, "Dahil agricultural ang barangay namin, maluluwang ang bakuran ng mga naninirahan dito. Kaya 'yung mga biodegradable na basura ay ginawan ng mga residente ng compost pit o compost heap upang ang mga basurang ito ay magagamit bilang alternatibong pataba para sa ating mga tanim na mais, at palay." (As an agricultural barangay, our residents have spacious backyards. Our residents created compost pits or compost heaps to process the biodegradable wastes we have and turn them into organic fertilizers for our produce such as corn and rice.)

Moncada's SWMP has realized early on that protecting and conserving the environment also means developing the local economy. Sustainable development is possible as long as all stakeholders involved know their role in the local government's vision and mission of achieving these twin goals of protecting the environment and developing the local economy.



MAGALLANES, CAVITE

Buhay Forest

Region	Region IV-A - CALABARZON
Income Class	Fourth Class Municipality
No. of Barangays	16
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	23,851

Local economic development and environmental protection are part of the governance thrust of the LGU of Magallanes, Cavite. To achieve these, Magallanes implements agri-eco-tourism initiatives, with the Buhay Forest program at its core.

In 2017, the 10-hectare land in Barangay San Agustin has been designated by the Department of Environment and Natural Resources (DENR) for rehabilitation and reforestation, a portion of which has been designated for eco-tourism. Even before this, Municipal Ordinance 011 s. 2015 has been enacted, requiring all graduating students in all levels and schools in Magallanes to plant and nurture at least one fast growing tree as a prerequisite for graduation. The reforestation initiative has become more feasible through the help of the youth. Buhay Forest is now home to 65 endemic species of trees, 23 bird species and other wildlife. The mission of Magallanes to protect the environment has expanded to other programs such as the Basura Palit Bigas or School Supplies Program, and clean-up drives organized by different local groups.

In 2020, the LGU saw the potential of the area and thought of improving the initiative to attract tourists. The LGU did not expect that the Buhay Forest would boom, especially given the pandemic. Tourism Officer, Ms. Liezette R. Nepomuceno, narrates, “Ang muling pagbubukas sa publiko ng Buhay Forest ay nagdulot ng mga positibong epekto

dito, tulad ng pagkakaroon ng karagdagang kita...Nagbigay daan din ito sa pagbubukas ng maraming negosyo dito sa bayan ng Magallanes.” (The opening of Buhay Forest to the public resulted in positive effects such as additional livelihood opportunities. It paved the way to the opening of more businesses here in Magallanes.) Indeed, the Buhay Forest has given life to the local economy challenged by the impact of COVID-19. The influx of tourists has increased businesses registered from 26 in 2020 to 55 in 2021, 14 of which are established due to Buhay Forest. This definitely contributed to additional income for both the Municipality and the Barangay, which agreed to a 70-30 income sharing scheme respectively. The fame of Buhay Forest has positively influenced the agricultural sector. According to Mr. Freddie Sisante, the Municipal Agricultural Officer, tourists coming to Buhay Forest are also looking for local produce such as fruits and vegetables that they can bring home with them. This increased the demand for agricultural products, which encouraged the farmers to develop their production areas.

While the program is seen to contribute a lot to the local economy, the LGU of Magallanes is keen to preserve Buhay Forest and the wildlife it protects. Fortunately, Municipal Ordinances are in place, keeping Buhay Forest as a protected area. Beyond these policies, the locals or residents knowing about the economic and environmental benefits of Buhay Forest are key to its sustainability.



CONCEPCION, ILOILO

Trashwalk Movement Program

Region	Region VI - Western Visayas
Income Class	Third Class Municipality
No. of Barangays	25
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	44,633

As a coastal town with 16 islands, 11 of which are island barangays, and 17 barangays with shoreline, the LGU of Concepcion has been dealing with a lot of trash awashed in their shorelines caused by even a mere rain. This has sent a message that enacted local ordinances protecting the environment seem to lack enforcement. Current local chief executive, Mayor Raul Bantias, has seen the problem himself. Although there is a task force deployed by the LGU to clean-up the locality, it was insufficient. In his regular walks with his wife, Mayor Bantias would pick up the trash along the shorelines and roads of Concepcion. Friends and other locals have noticed their Mayor picking up trash, which eventually moved them to join the activity. Their posts in social media have further encouraged other residents in Concepcion to participate. On January 18, 2021, the LGU officially launched the Trashwalk Movement (TWM).

The Trashwalk Movement is seen as the result of enforcing the existing local environmental ordinances in Concepcion. TWM has strengthened the Municipality's ordinance on "No Use of Single-Use Plastic", which boosted the livelihood of Pandan Weavers in Concepcion. The bayongs or local bags produced by Pandan Weavers are now utilized by the residents in replacement of the single-use plastics. The engagement of various groups with the movement has

given life to innovation. The collected plastic wastes are transformed into plastic chairs donated to different schools in Concepcion. Island Barangay Tambaliza has created a wall in their plaza made up of eco-bricks or plastic bottles filled with pieces of plastic wastes.

TWM has proven to be more than just a movement for environmental protection and conservation. The movement also promotes a healthy lifestyle through walking, which then contributes to a better state of mental health. It provides livelihood opportunities particularly to the female Pandan Weavers of Concepcion, which also highlights women's economic empowerment. It engages the different sectors in the community, not only to achieve the vision of being the cleanest town in the province of Iloilo, but to embed as well in their lifestyle the practice of reducing, reusing and recycling their trash.

Aside from the ordinances, the annual budget allocation of Php 150,000 and the regular monitoring of the barangays, ensuring the community's ownership to the Trashwalk Movement is key to its sustainability. Community members have to be regularly reminded about its importance, especially in the midst of the climate crisis.

Prosperity: Food Security towards Inclusive Development



SAN FERNANDO, CAMARINES SUR
One Million Cacao Project

Region	Region V - Bicol
Income Class	Second Class Municipality
No. of Barangays	22
Population <small>(as of 2020 from Philippine Statistics Authority)</small>	38,626

Banking on people’s love for chocolates, the local government of San Fernando in Camarines Sur has ventured into developing a cacao industry in the municipality. Given its name, “One Million Cacao” Program, the program aims to plant a million of cacao trees that will not only provide livelihood for the people of San Fernando, but will also address the 17 Sustainable Development Goals (SDGs). The program aspires to respond to all SDGs — that with the income earned from the program, it will elevate families from poverty, hunger and poor health conditions; that this livelihood opportunity will decrease insurgencies; that the cacao trees will revive water streams, and sheds and will help in carbon sequestration; and that the program will lead to resilient innovation for cacao, and to sustain local economy.

To jumpstart the program, the LGU has conducted learning visits in Davao City, now known as the “Chocolate Capital of the Philippines”⁵, to benchmark and to gain knowledge on how the cacao industry flourished for replication in Camarines Sur. Training programs are being organized, and dialogues with key stakeholders such as cacao growers and local farmers are being conducted. In partnership with the Department of Trade and Industry (DTI) - Region V, the LGU has received chocolate making equipment and opened a shared service facility. Since its launch in 2016, the program has engaged 105 farmers into cacao farming; has grown a total of 77,712 cacao trees in 69.11 hectares of land; has conducted almost 40 trainings participated in by 556 local farmers; and has involved more than 200 individuals from different sectors into cacao tree planting activities. One of its out-of-school youth farmers, Mr. Nicholas Kid Mori, expresses his gratitude for the program’s impact not

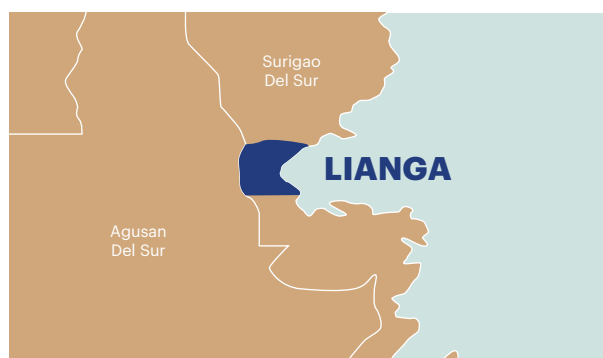
only on his livelihood but also on his relationship with his family: “Masaya po ako dahil natutunan ko po kung paano magtanim ng cacao at paggawa ng chocolate. Habang kumikita po ako, mas lalo akong napapalapit sa aking pamilya. Hindi ko na po kailangan umalis para magtrabaho dahil Grade 12 lang ang natapos ko. Nakakatulong na po ako sa aking pamilya at nabibili ko na po ang mga gusto kong bilhin. Natutunan ko rin kung paano alagaan ang ating kapaligiran.” (I’m happy that I learned how to plant cacao and to make chocolates. While earning, I even get closer with my family. I don’t need to leave the house to work because I only finished until Grade 12. I am able to help my family and I am able to buy what I want. I also learned how to take care of our environment.)

Implementing the “One Million Cacao” Program is one of the strategies of the LGU to become a premier Agropolis of Bicolandia or an agricultural-based acropolis. To completely achieve this vision, San Fernando will create a Local Council for Cacao that will supervise and monitor the “One Million Cacao” Program; form a Technical Working Group (TWG) called TEAM CHOCO (TWG for Enforcement, Activation and Management of Comprehensive and Holistic Operations for Cacao Opportunities); prepare a five-year cacao investment and tourism plan; formulate various ordinances supporting the program; and expand the cacao by-products into coco leaf tea, cocoa oil, chocolate liquor and wine, and cacao vinegar among others.

5 Republic Act No. 11547: An Act Declaring the City of Davao as the Chocolate Capital of the Philippines and the Entire Region XI (Davao Region) as the Cacao Capital of the Philippines

Peace: Bridge Towards Sustainable Development

Three of 12 projects in this batch dealt with the promotion of peace. Peace, justice and strong institutions or SDG 16 is one of the 17 universal goals. Through these three local projects, the desire to achieve peace and unity among conflicting populations or sections of a community demonstrates that peace is a universal goal. It is a goal shared by Muslims, Christians, indigenous peoples, and so on.



LIANGA, SURIGAO DEL SUR

Amuma Lianga

Region	Region XIII - CARAGA
Income Class	Fourth Class Municipality
No. of Barangays	13
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	33,869

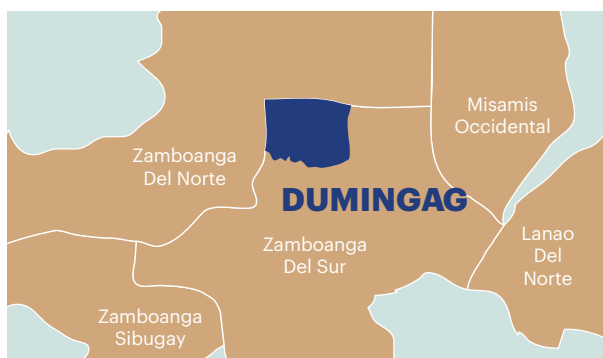
The past five decades of insurgencies in Lianga, Surigao del Sur have left immense terror in the area, especially among indigenous peoples (IPs). In 2015, the IPs marched 90 kilometers from Lianga to Tandag Sports Complex after the beheading of their three leaders. The massive evacuation displaced and put 902 families or 4,432 individuals in extremely poor conditions for a year. The LGU of Lianga pointed out that this incident resulted in a lot of IPs to be unwelcoming of strangers and detached from the “outside” world, making them more susceptible to the influences of rebels. This led Lianga to implement the “Amuma Lianga” Program. Amuma, or nurture or care in the local dialect, intends to solve insurgencies by bringing the local government’s services closer to the people. Aligned with Executive Order No. 70, s. 2018⁶, Amuma Lianga envisions lasting peace and development in their locality by addressing the root of the conflicts in the area.

Executing Amuma Lianga has been difficult for the LGU. Resistance among the IPs is inevitable but with persistence, the LGU is able to reach out to them. Lianga LGU ensures to closely work with all key players such as the local chieftains, the civil society organizations and the police in delivering the basic needs of the communities. This and the construction of schools, in partnership with the ABS-CBN Foundation and the GMA Kapuso Foundation, have been important (actions in showing) effort which showed

the IPs that the government is an ally (that) they can trust. Inclusivity of players is key. Captain Archiemedez C. Aranas, Commanding Officer of the 9th Special Forces Company in Lianga, shares that aiming for peace instead of initiating a way is a strategy that worked for them: “Dahan-dahan (Slowly), through our efforts, education and training, we were able to win the communities...Before, ang strategy natin (our strategy), we are winning the way, but right now, we are winning the peace.”

Resolving the problem of insurgency does not require creating more conflicts. With the current red-tagging issue, the local government of Lianga teaches us that the vision of peace cannot be achieved by inciting more violence. Current Mayor Novelita Sarmen imparts how Lianga is able to engage IPs without shedding more blood: “We realized that it is by being compassionate among the core values of the IPs, by respecting their culture and identity, by giving them sense of ownership of their land, by supporting their livelihood and ways of life to survive, and by giving them the sense of security and belongingness...The fight may be long and hard but the road to peace is certain and within reach.”

⁶ Executive Order No. 70, s. 2018: Institutionalizing the Whole-of-Nation Approach in Attaining Inclusive and Sustainable Peace, Creating a National Task Force to End Local Communist Armed Conflicts, and Directing the Adoption of a National Peace Framework



DUMINGAG, ZAMBOANGA DEL SUR

Pagkaing Sapat sa Magaling na Pook, Lahat Aangat

Region	Region IX - Zamboanga Peninsula
Income Class	Second Class Municipality
No. of Barangays	44
Population (as of 2020 from Philippine Statistics Authority)	48,881

The Municipality of Dumingag has a similar peace program with Lianga named Oplan Amuma. Anchored on the Genuine People's Agenda of the National Government, centered on collective and servant leadership and shared responsibility, Oplan Amuma's "ultimate goal is the total eradication of insurgency problem in the municipality through reactivation and strengthening of people's movement⁷". Through the program, Dumingag envisions that the locality would be free from any forms of insurgencies by August 2021. In legitimizing the program, the Municipality issued policies also for Oplan Amuma's sustainability. The Municipality released Executive Order 27 on 12 July 2020 ordering the establishment of the Retooled Community Support Program (RCSP) Team that will lead the peace and development plan in the LGU; Executive Order 28, issued on 30 July 2020, ordering the implementation of Oplan Amuma as a priority of the LGU; and Sangguniang Bayan 174, s. 2020 supporting Oplan Amuma as a peace and development initiative in Dumingag. To further ensure its continuity, the Local Chief Executive assigned an Executive Director who would focus on Oplan Amuma, lodged under the Office of the Mayor.

Instead of waging war, Oplan Amuma reaches out to communities. Following the whole -of-society approach to promote peace, the LGU collaborates with the Department of Interior and Local Government (DILG), Technical Education and Skills Development Authority (TESDA), Philippine National Police (PNP), Armed Forces of the

Philippines (AFP), LGU-owned schools namely the Dumingag Institute of Sustainable Organic Agriculture and Dumingag Technological Training School, and the barangays to bring basic services to the people. Indigenous people (IP) communities are empowered, and barangays are capacitated and strengthened to address grassroots concerns, with the help of the Municipal Local Government Operations Office (MLGOO) and Municipal Planning and Development Office (MPDO). Transformative Education among IP schools is prioritized with the goal of promoting the Genuine People's Agenda, in partnership with the Assisi Development Foundation. Social infrastructures are built, such as roads, bridges and houses, through the help of National Government Agencies (NGAs) like the Office of the Presidential Adviser on the Peace Process (OPAPP) and the Department of Social Welfare and Development (DSWD) - Pamana Program.

The Municipality of Dumingag has seen significant results in the implementation of Oplan Amuma. The community has shared accountability with their barangays in securing their areas from lawless elements. More rebels have surrendered, and Oplan Amuma has served as a model by the AFP to be replicated in other LGUs. On top of the plans of Dumingag moving forward to continuously monitor and enhance the activities, a crucial factor to sustain Oplan Amuma is the convergence and ownership of key stakeholders towards the program. Enduring peace can only be attained with the collaboration of sectors and local groups.

7 Municipality of Dumingag, Zamboanga del Sur Oplan Amuma Presentation. 26 November 2021.



PAGAYAWAN, LANAOS DEL SUR

Kaisa-isa Ko Kalilintad

Region	Bangsamoro Autonomous Region in Muslim Mindanao
Income Class	Fifth Class Municipality
No. of Barangays	15
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	15,057

Unity is the strategy of the local government of Pagayawan, Lanao del Sur in attaining peace in their locality. Literally translated in English as “Unity for Peace”, Kaisa-isa Ko Kalilintad is Pagayawan’s peace and development initiative that aims to end the clan feuds and armed conflicts in the area. According to Lt. Rodwin M. Biloza, Former Commanding Officer - Charlie of 55th Infantry Battalion, Kaisa-isa Ko Kalilintad intends to address the roots of the local conflicts by determining the issues and concerns of people that attract them to join terrorist groups. Lt. Biloza adds, “This project gains the trust and confidence of the people...by providing [them] with livelihood, good governance, delivery of basic services and education.”

Pagayawan has an active role in carrying out the vision of the Kaisa-isa Ko Kalilintad Program. The LGU has gone to each of its 18 barangays, profiling the people in order to better respond to their needs. With the data they have, the LGU is able to provide immediate assistance to the communities, especially during the pandemic. To control violent extremism, the local government has created one curriculum required to be utilized by the Madrasas or Islamic schools. An Arbitrary Committee has been established, helping to settle conflicts in the locality.

One of the religious leaders, Mr. Aleem Salik Piti-ilan, has found the newly-established Arbitrary Committee valuable: “Nakipag-tulungan sa amin [ang LGU] sa pag-aayos ng kaguluhan dito sa Pagayawan. Nakapag-ayos [ito] ng higit sa sampung alitan o kaguluhan.” (The LGU has partnered with us in settling disputes here in Pagayawan. [The Arbitrary Committee] resolved more than 10 conflicts.) In doing all these projects, Kaisa-isa Ko Kalilintad ensures the close engagement of various stakeholders in the program. The Armed Forces of the Philippines (AFP), Philippine National Police (PNP), Moro Islamic Liberation Front (MILF), non-government organizations and community members have made the vision of achieving peace and development more feasible.

For Pagayawan, Lanao del Sur, and other conflict-afflicted municipalities participating in the A+I Leadership Course, the promotion of peace is the anchor of their flagship programs. Looking at their local conflicts to be resolved as technical problems, by simply executing peace agreements, did not bring about the primary outcome that the localities aspired for. These Municipalities have to delve into the problems in order to achieve the peace that all of them long for.

Partnerships: Collaboration as Key to Adaptive Solutions towards the Sustainable Goals



TUBAJON, DINAGAT ISLANDS

Tubajon People's Council

Region	Region XIII - CARAGA
Income Class	Fifth Class Municipality
No. of Barangays	9
Population <i>(as of 2020 from Philippine Statistics Authority)</i>	8,119

Being a fifth class municipality with seemingly endless challenges has encouraged the LGU of Tubajon in Dinagat Islands to create a Municipal Community Affairs Office and institutionalize the Tubajon People's Council (TuPeCo). The LGU recognizes the crucial role of involving its constituents in achieving its mission of promoting good governance. TuPeCo has actively become part of the Municipal Development Council, not only representing the issues and concerns of their respective sectors, but also co-creating a People's Agenda that serves as a basis for the LGU's Annual Investment Planning (AIP), and co-leading in implementing programs for the locality.

TuPeCo has enabled the accreditation of 27 more civil society organizations (CSOs) from just five groups in the previous years. TuPeCo, in close collaboration with the LGU's Tubajon Economic Enterprise Team, has implemented several livelihood initiatives aiming to increase household income. Through TuPeCo, livelihood assistance is given to accredited cooperatives and organizations. For instance, the Diaz Independent Women's Organization (DIWO) has received Php 50,000 from the LGU for their livestock venture. Ms. Teresita Morales, the Chairman of DIWO, shares that the initial financial assistance they received has now grown: "Ang Php 50,000 namin, naging Php 57,500 na ngayon. Dahil dito [sa financial assistance], nagsimulang umangat ang aming kabuhayan." (Our Php 50,000 is now Php 57,000. Because of the financial assistance, our livelihood improved.) TuPeCo's Tabo-Tabo sa Bayan Project has provided an opportunity to market the local produce of farmers and fisherfolk. Creating this demand for people's participation has served as a model of participative governance in the entire CARAGA region, which hopefully would replicate in other municipalities.

Heifetz, Grashow and Linsky (2009) warn that humans tend to evade the discomfort from challenges, and the loss from change. The Municipality of Tubajon is not free from these concerns. The process of identifying the right people to engage, bringing these people together and managing their diverse views are challenges in themselves. Setting-up the collaboration mechanism already presents difficulties, and bringing it to the next level is itself a challenge. Adaptive leaders deal with issues, through active listening, a journey to know and understand what matters to the people, and journey with them to find some solutions. Adaptive leadership is about putting the human person's needs as priority, feeling their aspirations and needs, taking steps to journey with people toward some solutions to their needs or problems, and taking whatever is possible to address the problems. Having to immerse with people and adopt whatever might work to address their goals and needs. The adaptive and innovative leadership is not bound by book-based knowledge or by rigid routes to problem-solving, but by exploring what might be possible and done in partnership with the people.

The 12 projects of the participating local government units in this batch focus on goals that have to do with contributing to the Sustainable Development Goals that relate to "PEOPLE" on Zero Hunger, "Good health and well-being", "Quality Education". Likewise, some of these projects pertain to the "PLANET" goals such as "Clean Water and Sanitation", "Sustainable Cities and Communities", "Climate Action", and "Life on Land". Other projects relate to the goals on PROSPERITY particularly on "Industry, Innovation and Infrastructure" and "Reduced Inequalities". Local government units, particularly in the southern part of the country, focus on the attainment of "PEACE, JUSTICE

AND STRONG INSTITUTIONS” as they strive to work on the attainment of peace in their towns and communities. Finally, at least two projects highlight “PARTNERSHIPS FOR THE GOALS” by enabling local people’s councils to get themselves represented in decision making and implementation of development alongside with local government authorities.

While these 12 projects are locally implemented, their initiatives contribute to both the national and universal goals defined by the SDG.

Beyond these goals, the core of this partnership between the Local Government Academy (LGA), the Department of Interior and Local Government (DILG) and the Galing

Pook Foundation features ADAPTIVE and INNOVATIVE approaches to local governance. Adaptive and Innovative leadership puts premium to a novel style of local governance — one that goes “beyond the books”, beyond what might be a conventional stored knowledge of public service management whose relevance, applicability and approaches may have been challenged or outmoded by old rules and style of delivering public services. New ways of thinking and doing, and the combined energies of both local leaders and communities are key to adaptive and innovative leadership.

These cases open our eyes to a changed outlook and how adaptiveness and innovation are the most recent, effective approach to local governance.

Lessons Learned from the Second Batch of the A+I Leadership Program

Adaptive organizations thrive in crises

Adaptive Leadership is about the *practice of mobilizing people to tackle tough challenges and thrive*⁸. Adaptive problems, which all organizations experience, are complex and complicated challenges that require beyond-the-book solutions or beyond the “stored knowledge” approach. Compared to technical problems that are usually resolved by available knowledge and guidelines, addressing adaptive problems demand new approaches and innovation. Adapting to challenges, and employing new strategies that are most likely never done before, allow organizations to thrive amidst difficulties. The concept of Adaptive Leadership further suggests that thriving organizations usually result in better customer service, and increased personnel morale. In the case of the local government participants in the A+I Leadership Program, they have proven that the crises they faced enabled and challenged them to thrive which then improved an outcome-based governance.

Adaptive leaders encourage adoption, development and gestation of programs

Heifetz, Grashow and Linsky (2009) emphasize that *Adaptive Leadership requires persistence*⁹, patience and commitment for adaptations to take place. The ultimate goal that an organization envisions to achieve in a year might not happen as planned, but the adaptive leader knows very well that this does not mean failure. The adaptive leader recognizes that there is progress in each project or program implemented, no matter how small. And it is crucial for adaptive leaders to enable their people to take on these small victories to experiment on innovations.

In these cases, organizations led by adaptive leaders thrive because they see crises as opportunities for innovative solutions. They see problems caused by interrelated elements, which require beyond-the-book, empirical solutions.

Engaging the people into implementing local programs allows them to expand beyond their initial objectives.

Heifetz, Grashow and Linsky highlight that top leadership should refrain from controlling the interventions they started or to be too attached to them. *Interventions should have a life of their own*¹⁰. Leaders keep in mind that the interventions they put in place would not remain static as days, weeks, months or years go by. Controlling interventions refrain them from evolving and realizing people’s full potential. Adaptive and innovative leaders allow people to modify or calibrate the interventions. In the case of Moncada and Magallanes, their projects’ initial goal is to protect the environment, but their proponents would not have thought that the projects would also respond to other development aspects. It took years for the municipalities to discover the potentials of their environmental programs. These localities would definitely gain more from these initiatives if leaders or decision-makers provide the people, particularly the LGU personnel, civil society groups and community members, the right incentives and opportunities to innovate existing or to develop new projects.

Adaptive leaders manage the pains of change through collaboration

*We live in a world with big problems that no person or organization can solve alone*¹¹. This is one of the core beliefs of Adaptive Leadership. Adaptive problems, which require innovative solutions, could only be addressed when leaders provide a safe space for people to freely express their concerns and discuss potential interventions. The complexity of adaptive problems could only be solved by the diversity and inclusivity of engaged people and sectors. But collaboration does not end on identifying possible initiatives. Real collaboration expects people to own the interventions and to have a role in their implementation. Adaptive Leadership encourages the formation of diverse collaborations between public and private sectors, between or among sectoral groups, between local and national government, within local government departments, between sectoral groups and the local government, and other types of possible collaboration one can think of.

8 Heifetz, R., Linsky, M., and Grashow, A. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press.

9 Ibid.

10 Heifetz, R., Linsky, M., and Grashow, A. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press.

11 Abante, K., Bendaña, R., Villasis, J., and Yap, J. “SCALE (Support for Coalition Advocacy Learning and Engagement) Good Governance Guidebook”. 2022. WeSolve Foundation, Inc. and the Center for International Private Enterprise Philippines (CIPE).

Moving Forward

The programs presented by the participating municipalities in the second batch of the A+I Leadership Program provide multiple lessons of how Adaptive and Innovative Leadership is seen in our local context. Aside from the above-mentioned program learning, we have also taken note of lessons that could be brought forward in the possibility of having a third batch of the A+I Leadership Program, and in other capacity-building programs for LGUs.

Include key bureaucracy players and community members in LGU leadership programs.

The cases prove that collaboration is a key component in addressing adaptive problems. Top leadership is not the sole source of solutions in the local governments. Local chief executives play a key role in adaptive and innovative efforts; however, the support of key people in the local bureaucracy matter as the latter are equally key players in moving or providing support to the local chief executives. The local chief executive and his/her technical people are a team and would not succeed without each other's contributions and support. Moreover, adaptive or innovative programs or activities can only take shape with the participation of communities, their leaders or of other sectors. Adaptive and innovative programs are a product of a co-creation, an inclusive effort in local governance.

Make LGU capacity-building programs more holistic and targeted.

Capacity-building programs could aim to integrate goals with approaches. This means essentially highlighting the goals of local governance, what it finds most important to address given the identification of shared issues or problems and what may be the development target of the local government unit based on people's perspectives and needs. Having considered these goals, it is equally important how local leadership could undertake an adaptive and innovative style of management - from the technical and support staff of the chief executives to the citizens in the community, or their representative groups and organizations. Collaboration by everyone as much as possible articulates "Partnership for the goal" (SDG 17). It highlights a journey that is participatory and as inclusive as possible. How these might be done is a challenge for local government leaders' innovation and adaptability.

There is certainly no quick formula or easy and defined rules in adaptability, innovation, and inclusivity.

With eight years left before Agenda 2030, each one in every nation has lots to work on to achieve the targets under the Sustainable Development Goals (SDGs). The local governments of San Fernando, Camarines Sur; Leon, Iloilo and Tolosa, Leyte have consciously integrated the SDGs into their governance frameworks and their programs. The A+I Leadership Program, and other LGU capacity-building, should continue to integrate SDGs into capacity building programs and other local government programs. Further, with the mandate provided by Executive Order No. 138 on the Mandanas-Garcia Ruling¹², future capacity building efforts must cleverly integrate goals and outcomes with approaches that are certainly adaptive and innovative. What ought to be common between the two, namely goals and approaches, is the central objective to put the community population at the core of all efforts. The journey of local governance is centered on people and communities. The adaptive and innovative leadership is the trademark of local leaders who adopt means and approaches to achieve the goals of development aligned to the SDGs.

Explore a hybrid mode of learning as necessary or possible.

Shifting into the virtual mode of learning has presented several difficulties, but it has also shown the power of interconnectivity beyond territorial limits. For the second batch of the A+I Leadership Program, conducting all modules online was less costly, but it was challenging especially for municipalities that are far from the urban centers or have challenges on technology and connectivity. Technological advancements are necessary and useful and therefore could be adopted as an innovation to interactive learning. However, if and when necessary, a hybrid approach might be explored. If and when pandemic restrictions start to ease, the learning activities may adopt hybrid approaches as applicable. Capacity-building activities may explore sessions either online or a blended modality, using both online and in-person. In this regard, training sessions could be diligently designed at the start of the program.

12 Executive Order No. 138: Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for Other Purposes. (2021 June 21).

Explore the engagement of citizens or at least their leaders or representatives into the training journey.

Consider a short activity where leaders showcase interaction with citizens in the journey of an adaptive and innovative leadership. Make this a part of the training exercises.

As a learning organization, these reflections for Moving Forward shall continue to guide the Galing Pook Foundation and its partner, the DILG Local Government Academy, in constantly adapting and innovating on modes of education and training delivery for local government units. These are relevant during these times when the capacity building needs among Local Chief Executives and their teams remain high given the multiple frontiers they are facing: (1) the transition to a “post-Covid-19” pandemic context

knowing that we will never fully return to the pre-pandemic context and that we will constantly have to find ways to live in a world where the Covid-19 virus is already endemic; (2) the real and urgent threats of climate change that require adaptation, mitigation and disaster risk reduction measures from all stakeholders; and (3) the growing expectations for service delivery resulting from the Mandanas - Garcia Ruling implementation.

As challenges constantly present themselves to local government units, it is the adaptive leadership capacities that will allow them to harness every opportunity that presents itself in every problem that arises. With this, we are confident that our public servants will be able to transform challenges into stepping stones for the achievement of the Sustainable Development Goals and the improvement of people’s quality of life.



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