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Local economic development and
youth employment in the Philippines:
the case of Angono

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Subregional Office for South-East Asia and the Pacific
Manila

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Foreword

Youth unemployment and the difficulty of transiting from school to work has been a persistent and significant problem not just in the Philippines, but throughout the Southeast Asia and Pacific region. A number of policy and programme initiatives have been introduced to address youth unemployment problems including provision of labour market information, skills training and upgrading, online job-matching, nurturing of entrepreneurship skills, etc. All these initiatives benefit from the political will of different stakeholders and often require both large sum of money (usually taken from national budget appropriations where they have to compete against other urgent priorities) as well as human resources and the energy to sustain each initiative. Despite all these programmes, the problem of youth unemployment persists. This might lead one to pose questions such as: “are we doing the right thing?”, “what types of youth-oriented and labour market initiatives would lead to employment creation?” and so forth.

In order to ensure these initiatives and reforms impact on young people and their lives in a positive and tangible manner, there is a need for a greater understanding of the nature of the environment that such initiatives are designed to address. As well as understanding the dynamics of the labour market, an important first step is to know the current profile of young people entering the workforce for the first time. This study is a response to that need and was commissioned by the International Labour Organization (ILO) through the *Promoting Youth Employment in the Philippines (PYEP): Policy and Action Project* to assist policy makers (especially those operating within local government units who interact most often with young people needing work) in analyzing the real situation of the youth today in their locality: their needs, aspirations, and constraints, etc. so that officials and social workers can target and prioritize particular youth groups in greatest need, better address the problems they face and craft value-for-money solutions, measures, and/or youth investment options.

As always, we at the ILO Office hope that this initiative can be used by other local government units (LGUs) towards better understanding of the youth and employment challenges in their locality for them to craft effective and efficient measures to address youth unemployment.

Linda Wirth-Dominice
Director, ILO-SRO Manila

Preface

The Philippines was one of four countries selected for an initial three-year phase of the ILO's Action Programme for Decent Work under an agreement signed in 2002 between the local tripartite partners.¹ Promoting youth employment is one target outcome under this Decent Work Country Programme (DWCP) specifically under Pillar 2: "creating employment opportunities for men and women".²

The Canadian International Development Agency (CIDA) Philippines through its Private Sector Development Fund provided a grant to pilot-test the youth employment project in the Philippines. The PYEP project aimed at capacitating relevant stakeholder institutions to assess the state of the labour markets at both the national and local levels, identifying employment growth areas that would provide opportunities for current and future youth, and its various segments. These segments were identified as: (i) students; (ii) the employed youth (including those that were self-employed); (iii) the unemployed job-seekers; and (iv) those not in the workforce.

Finally, armed with the knowledge of current and potential future opportunities, the project sought to foster the necessary conditions to realize these opportunities. An important component of this was recognition of the need to promote entrepreneurialism among the youth and a series of training modules were introduced and piloted in specific localities designed to encourage youth to think of themselves as micro entrepreneurs.

Importantly, the project disaggregated the factors and conditions surrounding youth unemployment from the more general unemployment and underemployment problem facing the Philippines and fostered the realization among stakeholders that this was indeed a separable problem that required its own specific set of interventions in order to resolve. Unemployment during a person's early working years can discourage a person and reduce self-esteem. This often leads to a lifetime of unemployment or underemployment and wasted potential for the country.

To make the programme implementable and measurable, the project management team dovetailed its project strategy with the ongoing effort of the ILO Manila to promote local development and decent work in other areas.

Thus there were a number of activities funded under the youth employment project that were carried out to address broader targets of the DWCP and which were co-funded through other allocations: for instance promoting local development and decent work (such as developing the studies linking youth employment to local economic development strategies) and also funds allocated for promoting gender equality in employment.

Eight pilot locations were selected partly on the basis of recommendations of the Department of Labor and Employment–Bureau of Rural Workers (DOLE-BRW) which the DOLE assessed as showing already some level of success based on implementation of other national flagship programmes including those on poverty reduction. The final decision was also made on the basis of an assessment of the ILO Manila as to the openness of the LGU leadership to work with the ILO in this regard.

¹ See for example http://www.unwire.org/unwire/20020514/26368_story.asp (accessed 21 November 2009).

² See for example ILO, 2006 *From Pilot to Decent Work Pilot Programme*, Geneva; available online at http://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/publication/wcms_079471.pdf (accessed 23 November 2009).

Policy research was undertaken which led to consequent technical discussion and advocacy activities conducted to harness multi-sector support for a policy and action agenda that would complement, replicate, disseminate, and scale up the delivery of tried and tested employment support services for youth throughout the country. These policy research papers are integrated into this set of working papers.

National and local partners participated in a series of ILO-organized advocacy and learning forums and were oriented in the ILO entrepreneurship tools (KAB, GYB/SYB, and GET AHEAD) which were pilot tested in 48 secondary schools throughout the country as well as in the Technical Education and Skills Development Authority (TESDA)-administered schools.

Knowledge materials were produced to assist both institutional partners and target youth beneficiaries during and after the project period while documentation of the supported demonstration projects helped in disseminating lessons and facilitated replication of good practices by other parties.

Finally and at the local level, ILO-CIDA-PYEP supported research into youth unemployment in each pilot location through a youth employability survey. This was followed by a multi-stakeholder consultation, the outcome of which provided the basis for development of a local youth employment strategy.

Location-specific projects were developed to create immediate and limited scale demonstration effect on jobs, incomes, and decent work status of target youth segments. These were piloted in the eight localities using ILO tools and expertise and generated results favourable to intermediary local institutions and target youth beneficiaries. These demonstration projects were useful for improvement, replication, and scaling up. These particularly covered:

1. Angono – five demonstration projects anchored on art tourism including: (i) arts exhibits; (ii) traditional animation and artistic training; (iii) souvenir items development and culinary arts; (iv) souvenir items development using recycled materials; and (v) tour guide training and transport-aided tourism promotion that directly enhanced skills. These were translated into jobs and income opportunities initially for 110 young artistically inclined youth.
2. Concepcion – one project anchored on eco-tourism titled “LGU and Youth Employment Generation Capacity on Tourism Development” that enabled 20 youth direct beneficiaries duly screened and selected, from the different barangays of the town to acquire through structured learning opportunities necessary attitude, exposure and skills to start, grow and sustain in a business-like manner the operations of an LGU tourism services shop. This will indirectly benefit 400 local potential and existing artisans and entrepreneurs by providing new outlets for their products.
3. Cotabato City – one demonstration project focused on enabling a Muslim youth-run organization to prepare and expand its social enterprise service lines to include blueprinting services on top of established computer and photocopying services; in effect creating additional opportunities for the organization’s target out-of-school-youth; and enabling employed out-of-school-youth to earn incomes sufficient to cover for their needs and for costs in pursuing a short vocational/technical training course of their choice.
4. Davao City – one project involving various stakeholders in enhancing the employability factor of targeted disadvantaged youth in the city such as the out-of-school-youth and the job seeking unemployed youth technically inclined to engage in jobs in the hotel and restaurant

industry, building electrical wiring trade and metal arc welding trade. The programme provided for skills training, testing and certification; entrepreneurship orientation, personality development, post-training employment services, and a mechanism for employers' feedback on programme participants.

5. Dumaguete – one demonstration project involving various stakeholders in enhancing values, industry/trade skills and entrepreneurship base of local unemployed graduates. As an adjunct to this, the city provided two tracks of post-training employment facilities services for the youth. One track is geared towards getting trainees employed in the labour-short but high-paying business process outsourcing-information and communication technologies (BPO-ICT) sector as well as in hospitality and automotives sectors. Another track was geared towards enabling these young people to start-up their own service shops.
6. Guimaras Province – two different projects with the first one supporting employability and actual employment of 50 local youth for housing sector jobs implemented prior to employment strategy planning as an emergency response to the oil spill disaster that affected local livelihoods and incomes of affected communities in the province in 2006 and the second one complementing resources mobilized by the provincial government to implement an integrated set of employment interventions based on identified gaps and action points from the youth employment planning workshop.
7. La Castellana – one demonstration project affording young people and their parents in comprehensive agrarian reform programme (CARP) whose long pending land disputes case have been finally settled and thus ready to respectively invest in the development of their respective lands, with entrepreneurship orientation, training, and post-training advisory services.
8. Marikina City – in addition to the survey and youth planning forums, the ILO provided the city with technical (e.g. feasibility studies, trainings, forum facilitation, and advisory services) and brokering (e.g. between BPO firms and Marikina LGU) services to complement the overall efforts of the LGU to organize a fully functioning one-stop-shop labour market center capable of delivering a comprehensive set of employment services for the city with a special focus on the more disadvantaged youth segments.

These projects served as a deciding point for LGUs and stakeholders to mainstream youth employment policy and action points in local development planning, budget, and administration processes.

This second set of papers in this series provides the case studies that highlight how these ILO-sponsored interventions complemented local economic development initiatives in each of these eight areas and the result obtained.

As noted in the independent evaluation report,³ PYEP is clearly just a beginning. Nevertheless, it has managed to establish momentum that can be carried on by the project partners with or without further project support.

It underscored the challenges facing all the partners involved: the local governments, the partner non-governmental organizations (NGOs), the schools and training institutions, the employer groups, trade unions, national government agencies, and the international development institutions

³ Working Paper No. 7 of the Youth Employability series.

involved (ILO and CIDA), that is to do what is necessary to ensure that such momentum is not dissipated.

This current series of working papers provides a useful benchmark of the various youth employability outcomes against the backdrop of local economic development strategies. From this, it is possible to assess the longevity and achievements of the various projects undertaken as well as the concepts and lessons that can be carried over into other localities concerned with building youth employability into their development programmes. For more detailed information, readers are referred to the Terminal Report, produced by ILO Manila.

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List of acronyms

AAA	: Angono Ateliers Association, Inc.
ACPI	: Animation Council of the Philippines, Inc.
AMTO	: Angono Municipal Tourism Office
ARPSA	: Angono Regional Pilot School for the Arts
ASMEI	: Angono Small and Medium Enterprise, Inc.
BPO	: Business Process Outsourcing
BRW	: Bureau of Rural Workers
CARP	: Comprehensive Agrarian Reform Programme
CIDA	: Canadian International Development Agency
DENR	: Department of Environment and Natural Resources
DepEd	: Department of Education
DILG	: Department of Interior and Local Government
DOLE	: Department of Labor and Employment
DOT	: Department of Tourism
DPWH	: Department of Public Works and Highways
DSWD	: Department of Social Welfare and Development
DTI	: Department of Trade and Industry
DWCP	: Decent Work Country Programme
EC	: European Commission
GYB	: Generate Your Business
ICCROM	: International Center for Preservation and Restoration of Cultural Property
ICOMOS	: International Council on Monuments and Sites
ICT	: Information and Communication Technologies
ILO	: International Labour Organization
KAB	: Know About Business
LDDW	: Local Development and Decent Work
LED	: Local Economic Development
LGC	: Local Government Code
LGU	: Local Government Unit
MDG	: Millennium Development Goal
NGO	: Non-Governmental Organization
PESO	: Public Employment Services Office
PLDT	: Philippine Long Distance Telephone
POEA	: Philippine Overseas Employment Agency

PRSD	: Philippine Resources for Sustainable Development
PTCA	: Parents, Teachers, and Community Association
PUVs	: Public Utility Vehicles
PYEP	: Promoting Youth Employment in the Philippines
SYB	: Start Your Business
TESDA	: Technical Education and Skills Development Authority
TNS	: Taylor Nelson and Sofres
UNESCO	: United Nations Educational Scientific and Cultural Organization

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Acknowledgement also to all assisting researchers and local stakeholders from the government and the private sector who assisted and contributed in the various stages of developing and updating the case studies for each of the pilot sites, from 2005 to 2009 and to the ILO-PYEP, Employment, and Publication teams for the overall efforts in delivering this knowledge product and especially to Maria Asuncion Ortiz who coordinated the research, writing, and compilation of these case studies.

A note on spelling and other conventions

In accordance with the practice of the ILO this document follows the general spelling conventions as laid out in the Oxford Dictionary. Where two or more alternative spellings are allowed, we normally apply the first such spelling.

Exceptions are made for proper names. Thus we use the general term of “labour market” and “labour scenarios” but “Department of Labor and Employment” and “Labor Code of the Philippines”.

The Philippine *Youth in Nation Building Act of 1997* defines youth as those within the age group of 15–30 years while the Department of Statistics uses the cohort 15–29 years. Both are used in this group of studies depending on the source of information.

Glossary of terms

ABK	: Ang Pag-aaral ng Bata para sa Kinabukasan (Child Education for Tomorrow)
Aksyon ng Sambayanan Laban sa Kahirapan	: Poverty Free Zone (PFZ) Project of the DOLE; a component of the action programme for decent work in the Philippines
Barangay	: The smallest administrative district of government in the Philippines; also 'barrio' from the Spanish
Bayad Lupa	: A locally developed payment scheme implemented by the Angono Local Government whereby the private sector heavy equipment operators were paid for their work in kind. In kind meant pay (<i>bayad</i>) with land (<i>lupa</i>) or mass of soil which the operators have accumulated in their dredging work which they can sell and use the proceeds from sales for their own business
Cabeza de Barangay	: The barangay chief under Spanish colonial times
Career Pathways	: A DepEd pilot programme integrating trade skills and entrepreneurship instruction in select high schools to be mainstreamed in the secondary education programme
CITEM	: Center for International Trade Expositions and Missions, a trade promotion organization within the Department of Trade and Industry
CLETF	: Child Labour Education Task Force; a component of the ILO's international programme for the elimination of child labour
Consuelo Foundation	: See Consuelo Zobel Alger Foundation
Consuelo Zobel Alger Foundation	: A private foundation operating under US law and based in Hawaii, founded in 1998 to assist disadvantaged women, children and families in the Philippines and in Hawaii. In July 2002, it was officially renamed the Consuelo Foundation Incorporated
Galing Pook Foundation	: Founded in 1993 and headquartered in Quezon City, the Galing Pook Foundation is an advocacy for good government and manages an awards programme that issues annual awards for excellence
GET AHEAD	: Gender and Entrepreneurship Together (GET) An ILO training and resource kit in four modules targeting women; see for example http://www.ilo.org/public/english/region/asro/bangkok/library/pub4c.htm (accessed 2 December 2009)
Gobernadorcillo	: The Gobernadorcillo was a municipal judge or governor in the Philippines during the Spanish colonial period who carried out in a town the combined charge or responsibility of leadership, economic, and judicial administration. In a coastal town, the "Gobernadocillo" functioned as a Port Captain.
Habitat for Humanity International	: A non-profit, ecumenical Christian housing organization building simple, decent, affordable housing in partnership with people in need (see www.habitat.org)
Liga ng mga Barangay	: League of Barangays

Petroglyphs	: Petroglyphs (also called rock engravings) are images created by removing part of a rock surface by incising, pecking, carving, and abrading; usually ancient
Plantilla	: The approved organizational establishment against which individual positions can be filled; from the Spanish meaning template
Project RAUL	: Reform in Accelerated and Unified Learning
Pueblo	: The Castilian word pueblo, evolved from the Latin word populus (people), meaning "village".
Punong Barangay	: Barangay chief or Captain
Riprap	: A foundation or sustaining wall of stones or chunks of concrete thrown together without order (as in deep water); also : a layer of this or similar material on an embankment slope to prevent erosion (From Merriam Webster, US English)
Sangguinang Bayan	: The local legislative body of a municipality
Sangguinang Kabataan	: Youth Council
Sangguniang Panlalawigan	: The legislative board of a province under the chairmanship of the vice governor
Sangguniang Panlungsod	: The legislative branch of a city government
Sari-sari store	: The Filipino equivalent of a 'mom-and-pop' store that sells to local communities
SEA-K	: A livelihood enhancement facility organized by the Department of Social Welfare and Development and designed to diversify income sources for indigent groups
Sitio	: An administrative enclave within a barangay
Torrens Title System	: The Torrens title system operates on the principle of "title by registration" (i.e. the indefeasibility of a registered interest) rather than "registration of title." The system does away with the need for a chain of title (i.e. tracing title through a series of documents). Each parcel of land is given a separate folio in the register and is identified by reference to a registered plan. The folio records the dimensions of the land and its boundaries, the names of the registered proprietors, and any legal interests that affect title to the land. The State guarantees title and is usually supported by a compensation scheme for those who lose their title due to the State's operation. (http://en.wikipedia.org/wiki/ Torrens title)

Figure 1: The eight pilot areas



Local economic development and youth employment in the Philippines: the case of Angono

1 Introduction

This introductory section of this case study report provides an overview of Angono in terms of its development outlook, area, population, and unique advantages that can be harnessed as a development tool. It presents the key employment challenges that the municipal stakeholders aim to tackle as a local economic development (LED) strategy and the results so far achieved for the town. It provides the context in which the ILO-PYEP programmes were introduced into the locality.⁴

1.1 The development outlook of Angono

Angono is firstly a municipality close to Metro Manila that has been recognized over several generations for its artistry. A number of Angono's well-loved citizens have been lauded nationally for their achievements particularly in painting, music, sculpture, and other native artistic traditions.

Until recently however, no connections were made between the national popularity of well-praised artists such as muralist Carlos 'Botong' V. Francisco and musician Lucio San Pedro and their origins in Angono. This prompts the question as to whether there are unique cultural aspects of Angono that foster artistic endeavour and whether this trait can be harnessed as an employment generation strategy for Angono and surrounding areas.

Many people believe there is a connection—or at least a sense of tradition and pride which can be nurtured. Indeed, building on the rich artistic talent and traditions that Angono has established over the years, especially in music and the fine arts, Angono now aims to leverage on its heritage, market the town as an artistic center and further develop its local economy on this basis.

1.2 Geographic profile

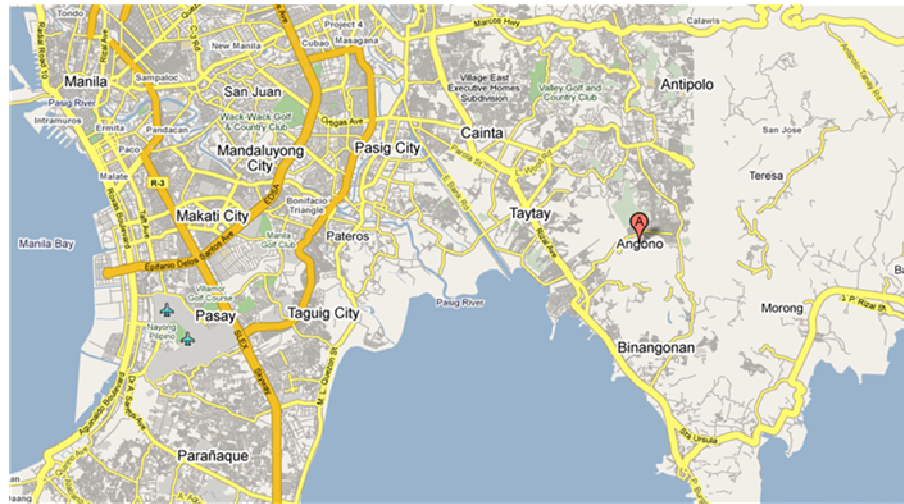
Angono's artistry has, perhaps been inspired by the natural beauty of the area as well as its proximity to Metro Manila which has made the town an ideal 'retreat' for individuals seeking to develop their creative talents. The Municipality of Angono is one of the 13 municipalities and one city comprising the Province of Rizal. It is a small town (and first class municipality); some 29.4 kilometers east of the City of Manila and 15.7 kilometers from Pasig City, its closest point to the metropolitan area. The town is situated in the southwest portion of the province and adjacent to Laguna de Bay (Figure 1 and Figure 2).

Angono is bounded by the municipality of Taytay to the northwest, the city of Antipolo to the north, the municipality of Teresa to the northeast, the municipality of Binangonan on the southeast, and the shore of Laguna de Bay on the southwest.

The municipality has a total land area of over 1,467 hectares (ha) or 146.7 square kilometers (km²) and occupies only around 1.9 per cent of the total area of Rizal Province. This makes it the fourth

⁴ Takes off from the unpublished ILO study report linking local governance, employment promotion, and decent work (Angono's case) prepared by Maria Asuncion Ortiz and Alessandra Ferreria in 2005.

Figure 3: Angono and its proximity to Metro Manila



Source: Google Maps

smallest among the 14 component towns of the province. It covers 10 barangays, of which San Isidro is the largest, followed by Mahabang Parang, and San Roque. These three barangays alone constitute 87.5 per cent of Angono's land area.

The town, being bounded by Laguna de Bay was known historically as a thriving fishing village. It was once famous for its hearty productions of *kanduli* or Manila sea catfish. Due to its strategic location, it also became a midway market place for the surrounding towns of Antipolo, Teresa, Taytay, and Cainta. Thus, because of its historic roots, artworks produced in the town, commonly portray representations of a fishing village or other aspects of rural life. However, the reality is that fishing has been in decline for many years; the fish output has become unproductive in recent years due to pollution of the Bay and overfishing. The current average daily catch is between five to 10 kilos a day per person. (See also 'Fishing and fishpen operations').

Angono is a semi-rural town, but one that is urbanizing. Almost half of the total land coverage of Angono consists of built-up area; mainly used for residential, industrial, and commercial purposes. The remaining half consists of agricultural and grassland areas with future land use potential already largely pre-empted by current subdivision plans.

Orchard farms cover 90 ha which leave the town with only a few parcels of lands for traditional agriculture, such as rice, corn, and vegetable production, livestock, and poultry raising including duck culture with the latter providing the base for the town's 'fried *itik*', a favourite take-home delicacy for tourists.

Flooding in the town occurs frequently and sometimes with unusual depth during the rainy season. Flooding is triggered by the combined effects of accumulated rainfall, the volume of water in the Angono River and overflow from Laguna Lake as well as surface run-off from surrounding upland areas, many of which have been deforested.

Such perennial occurrences are due to intensive land use in the surrounding areas, conversion from agricultural to residential use, denudation of forest cover, and drainage problems exacerbated by the influx of migrants informally settling along the riverbanks and lakeshore areas of Angono.

1.3 Population and workforce

As of 2000 census, a population count of 74,538 persons was recorded in Angono. The annual population growth rate was recorded at 5.1 per cent between 1995 and 2000 census years. The rate was unusually high and almost double the figure for the national annual population growth rate. During this period, a number of residential subdivisions were developed and completed bringing about a rapid increase in population. Since then the growth appears to have tapered off with only limited areas now available for development. The influx of informal settlers also contributed to this growth.

Angono has experienced a descending annual growth rate trend –from 8.6 per cent to 5.1 per cent – across three census periods from 1980 onwards. By 2007, the population had increased to 90,438 for an annual increase of only 2.8 per cent over the period.

This declining growth trend has been attributed to the town's low population in-migration and high labour out-migration pattern particularly linked to:

- the town's limited space for urban expansion to accommodate higher in-migration;
- the town's major urban areas being bounded by Laguna Lake and areas of high slopes that discourage prospective in-migrants and limits the spread; and
- worsening traffic congestion in the area⁵ which limit the inflow of business investment because of logistical difficulties.

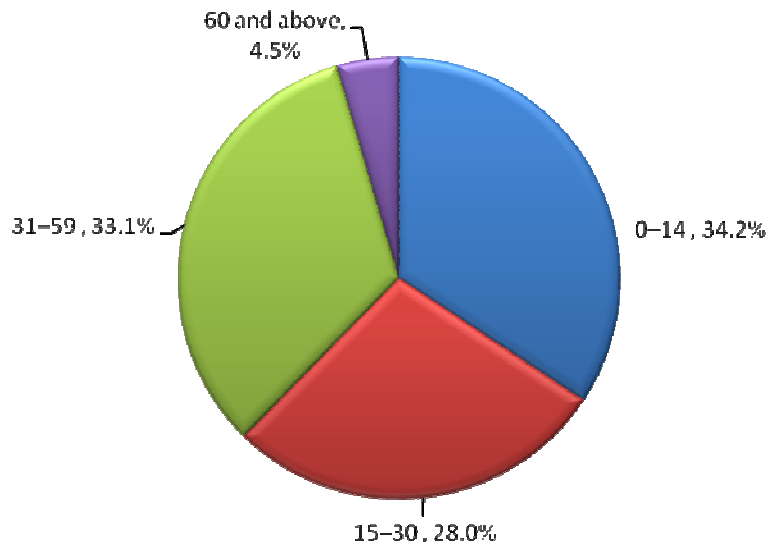
For the 2000 reference year (NSO 2000), the local population appeared to be fairly evenly distributed across sex groupings with females constituting just slightly above 50 per cent of the total population.

Overall, the population is relatively young with the children (0–14 years) and youth (age range of 15–30 years) constituting 62.2 per cent of the total. Looking at each age group individually, children ages 0–14 year old comprise the largest group constituting 34.24 per cent of the total town population; adults ages 30–59 years old make up the next largest cohort at 33.08 per cent; youth ages 15–29 years, 27.96 per cent; and the remaining 4.50 per cent represent the elderly population ages 60 and above (Figure 3).

Although the schooling participation rate among Angono children of school age was low at 89.79 per cent compared to the provincial rate of 94.44 per cent, retention and graduation rates were very high at 98.93 and 98.40 per cent, respectively. This compared to provincial rates of 96.52 per cent and 96.12 per cent. Drop-out and repeater rates have been very low to the point of being negligible. The literacy rate of the local population is generally high at 98.94 per cent compared to the provincial level literacy rate of 98.47 per cent.

⁵ Comprehensive Development Plan of Angono, Chapter 2, p. 1.

Figure 4: Age distribution of the population of Angono



Source: Year 2000 census data

The municipality has little by way of outstanding features in terms of unique or economically relevant features; however, it is known as the home of a number of nationally renowned artists and, among the town's younger generation, budding artists. This is the one feature that makes Angono special and worthy of study.

1.4 Growth potential and limitations of Angono's local economic sectors

Traditional livelihood activities have centered on agriculture, fisheries, forestry, and manufacturing but these have been unable to support strong employment growth. The employment strategy adopted within the municipality has been that of an integrated approach since there is a strong interdependency between the various sectors, while at the same time leveraging on its artistic heritage.

1.4.1 Agriculture and crop production

Because of proximity to Metro Manila, Angono has now taken on some of the characteristics of a dormitory suburb. With the rapid conversion of land from agricultural to residential and commercial use, the outlook for expansion of the agriculture crop sector in Angono is bleak. However, the fact remains that on an output per hectare basis, this sector has been found to be more productive within the Angono municipality than in the other towns of Rizal.

While Angono mainly produces vegetable crops, other towns in Rizal produce rice as their staple. Productivity within the town's vegetable sub-sector is high and above the established provincial productivity index.

For the rice crop; although the town is only a small-scale producer, output per hectare in terms of *palay* yield is again higher than that of the other towns in Rizal. For corn, the town is assessed third highest among towns in the province in terms of productivity.

Considering that the town has long been a net importer of various food items, the previous and current political administrations have implemented self-sufficiency measures. This was begun under Mayor Gerardo Calderon (1998–2007) and has continued under Mayor Aurora Villamayor (2007–2010). The Mayor has intensified efforts to have backyards, school lots, and other idle patches of tillable lands developed with a view to becoming self sufficient locally in basic food items.

1.4.2 Fishing and fishpen operations

Angono shares some three kilometers of shoreline with Laguna de Bay, making fishing an ideal and major livelihood activity. However, the fishing industry has been economically unproductive for some time with only a few remaining fisherfolks, (28 of them, as of 2005) engaged in lake fishing and each producing a current average daily catch of five to 10 kilos a day.

There are, however, numerous fishpens dotting the town's lakeshore and deemed as job and income generators for the local labour force but data on its production and employment status has yet to be statistically accounted for by the municipal government. It remains an industry that is largely unregulated.

1.4.3 Poultry and livestock raising

Poultry and duck culture as well as livestock-raising are major farm industries in Angono. These range from small-scale backyard, lakeside, and hillside farms to the agri-business establishments of Robina Farms (poultry), and Maya Farms (piggery).

Backyard farms are largely geared towards raising chickens, ducks, and hogs. Lakeside and hillside farms tend towards cattle-raising. The combined area of the large farms cover an area of 20 ha and employ as many as 200 workers. Over 10 per cent of local workers are engaged in poultry and livestock raising.

Except for the two large livestock farms already established, the prospect of further expansion of this sector's activities is constrained by the lack of space with more areas being set aside for residential development. Typically, a backyard farm is five metres away from the nearest residential structure. There is also the logistics problem mentioned above, in transporting livestock to markets outside of the municipality.

1.4.4 Manufacturing industries

The economy of Angono is dominated by the manufacturing sector by virtue of it being a beneficiary of the national government's industrial dispersal policies in the same vein as the neighbouring towns of Cainta and Taytay.

Manufacturing establishments registered with the Angono LGU are largely classified as 'micro' enterprises with a start-up capitalization below PhP100,000 while the remainder are classified as 'cottage' industries with a capital base of more than PhP100,000 but less than PhP1 M. The larger establishments are registered with the Board of Investments of which eight have a start-up capitalization of up to PhP10 M and two other establishments with over PhP40 M.

These establishments are mostly labour-intensive, especially those classified under 'textiles, garments, woodcrafts, furniture, and bakeries'. They employ more than 40 per cent of the total

labour force of the town. Table 1-1 below displays Angono's muster of 'micro' and 'cottage' industries.

Table 1-1: List of the manufacturing industries of Angono (2004 figures)

Industry	Total	Micro	Cottage
Footwear	4	2	2
Food processing	7	6	1
Woodworks and metal works	7	7	0
Garments	27	17	10
Gifts, toys, and house ware	16	3	13
Hollow blocks	6	5	1
Candle making	2	0	2
Embroidery	1	0	1
Chemicals	2	2	0
Dermacare products	2	2	0
Ice making	2	2	0
Fabrication	3	2	1
Total	79	48	31

Source: 2005 Comprehensive Development Plan for Angono

Job growth prospects of the manufacturing establishments are subject to industry wide cooperation strategies adopted by concerned establishments for global competitiveness.

The town has only limited space to accommodate new or larger scale investments. Expansionary strategies with the planned Angono Light Industrial Park for instance are oriented towards hosting light industries such as those of microchips, gloves, and clothing for export.

1.4.5 Trading and other commercial services

Angono as a service center in Rizal Province is in a second tier position compared to the primary commercial hubs of Antipolo, Cainta, and Taytay. From a total of 1,403 service establishments registered with the Angono LGU in 2000, the number grew to 1,788 in 2004 covering almost 50 different business service lines.

Retailing predominates. The sari-sari (or small family-owned variety) stores make up 28 per cent of the total while other wholesale or retail establishments contribute another 19 per cent. Categories registered as security agencies, dance studios, resorts, and betting shops have the least number of establishments.

Moreover, the town, as recorded in 2004, had 10 established financial institutions with four savings and mortgage banks; three private development banks and three rural banks roughly constituting 8 per cent of the total financial institutions in the province of Rizal. Since 2004, five more private financial institutions have been established indicating confidence in the town.

There is one public market that was recently expanded and refurbished sufficient to accommodate 517 stalls. The majority of these stalls are used for sale of dry goods while others sell fruit and vegetable produce. Most goods for sale in the market are sourced from outside the municipality.

The local government was compelled to refurbish the public market in order to ensure the livelihood of its tenants as threats to it emerged with the opening up of Save More (a smaller-scale hypermarket within the SM mall chain). When the mall first opened, there was a decline of people frequenting the public market. But with refurbishment, the situation is now different and it is perceived that such smaller scale malls and the smaller independent retailers can co-exist.

However, the Angono experience does point to the danger that larger retail chains pose to smaller independent entrepreneurs and how development can, unwittingly, contribute to an exacerbation of poverty in the countryside. This could be minimized with proper impact statements undertaken prior to acceptance of development applications.

1.4.6 Tourism

Tourism has been identified in the town's development plan as one new development industry that has considerable potential. It is an area that Angono stakeholders could harness to enhance and sustain the development of their local economy using Angono's home-grown art talent as the base.

Art talent has been flourishing naturally and almost effortlessly in Angono for the past 50 or more years. Although endowed with a pool of artists, numerous public and private run art galleries, studios, culture heritage sites, festivals, and traditions and local artists' associations all of these have remained under-marketed, thereby not fulfilling the potential of the town.

If properly-linked to tourism promotion, art is deemed to be a natural magnet that would encourage visitors and increase the movement of goods and people in and out of the town stimulating a revival of traditional industries and the emergence of new ones.

1.5 The challenge

The challenge for Angono and its LED stakeholders was how to go about:

- Stimulating growth of tourism anchored in the local art talent.
- Making art tourism economically relevant to a town that was difficult to access and still lacked the needed infrastructure to support a thriving tourism industry.
- Engaging key players and obtaining 'buy-in' from the local citizenry who appeared not yet ready to embrace the strategy.

1.6 Key responses and cumulative gains

By way of meeting the challenge, the municipal government of Angono, having set its strategy in place, undertook a number of initiatives including the following:

- Reorganized and restructured the public market to better support local industries and enterprises as well as build local revenues to finance development programmes.
- Physically rehabilitated/face-lifted the town to make it more appealing to visitors and residents alike (thereby instilling a sense of pride in the latter).
- Implemented measures to institutionalize support for the continuing development and growth of the arts, based on those areas already established in Angono.

- Promoted local volunteerism as a facility for fostering good citizenship and employment of local people.
- Created a tourism programme anchored on art as the town's *creative economy flagship project* (see section 2.6.2 for discussion).
- Invested in the development and employability of the town's young artists and others key groups able to benefit from a reinvigorated programme of growth.

As a result, different streams of economic activities opened-up which in the process enhanced job and income opportunities for the local working population, including both adults and youth.

2 Development and results of LED intervention strategies

This second substantive part of this case study traces the origins and the development of Angono as a center for the arts and how this is being fostered to the present day through the implementation of LED activities anchored on current art talent. It describes how the local government has initiated and fostered local partnerships and discusses progress made in creating new and enhanced job and income opportunities for the town out of its LED strategies and the role played by the ILO in the development and implementation of these strategies.

2.1 Antecedents to decentralization and local artistry

2.1.1 Origins of Angono's people

There are only general inferences as to the exact origins of the people of Angono.⁶ In pre-colonial times, the whole territory around Laguna de Bay was simply known to be peopled by *Tagalogs*. When the Spaniards came to the Philippines, the area of Angono was given little mention compared to other settlements in the lakeshore region.⁷ Hence, historians have presumed that the area that is now Angono was less populated than those areas that have been covered in historical documents.

The name Angono was first heard during the time when the Spanish conquistador Captain Juan de Salcedo began his pacification campaign (1570–1571) against the Islamization of the lakeshore natives. The local defenders of Cainta, a present day town, holding out against the campaign were reinforced by natives from other parts of the lakeshore region. It was inferred in documents that some of the reinforcement came from Angono. This was on the first mention of Angono in historical documents.

2.1.2 Angono's economy in early times

The earliest stories relating to Angono from the 16th Century, described the area as abundant in fish and animal life with perennial grass and virgin forests, but infested with crocodiles. These stories described how Spaniards went to explore the area and found a village of 50 families.

Life in the village was sustained by food gathering that is of rice, vegetable, and fruit crops and the area was ruled by a certain Datu Biga. The Datu's dwelling place was on a hilltop and the same place now bears his name—Biga—a component barangay of present day Angono.

⁶ Reference: 2005 Comprehensive Development Plan for Angono.

⁷ The Spanish first came to the Philippines in 1521 but only in Manila, 50 years later in 1570.

By the mid-Nineteenth Century, the natives of the area were referred to different owners who secured their lands under the Torrens Title System.⁸ One of the haciendas, Estancia, bought in cattle, goats, swine, and chicken placed under the care of native tenants. These livestock multiplied in great number and led to opening up of commercial market opportunities for Angono.

The area soon became a meeting point and market where townspeople of Antipolo, Teresa, Taytay, and Cainta met in direct trade and commerce activities. The natural vegetation of the area provided Angono's people with varied sources of livelihood: farming, duck-raising, and fishing.

Fish in the lake was one source of sustenance with the hearty '*kanduli*' or Manila sea catfish as one of the lake's most delicious species. Mango and other fruit crops were found in abundance. The native forests yielded various kinds of wood products.

Angono was also a quarry area. The stones quarried, aquamarine in colour, were harder than marble. These were hauled out in immense quantities and provided the foundation stones of many churches as well as government buildings in Intramuros, Manila.

2.1.3 Angono's evolving geopolitical stature

The Philippines was under Spanish colonial rule for more than 300 years in effect influencing present day institutional, group, and individual behaviours in relation to cultural, social, and political implications of developing a local economy.

In 1751, Angono was first recognized as a distinct territory of its own, when it was made a '*capellania*' (parish, sub-parish, or chapel), which entitled it to a *cura parocco* or chaplain. A '*capellania*' was established for religious reasons; religion nonetheless was made to serve Spain's political-military rule in the country and so such capellanias also had a political and administrative function. The area's growing population size was a factor.

In 1766, Angono was redesignated as a *pueblo* or village, initially covering a total population of 1,739 people. Juan Magbitac was its first *Gobernadorcillo*. As a *pueblo*, it was first under the jurisdiction of Laguna Province and later under the *Distrito delos Monte de San Mateo* renamed in 1857 to *Politico Militar del Distrito de Morong*. Records show that in 1857, Angono had 1,833 inhabitants.

Until 1898 when Spanish rule in the Philippines ended following the Spanish American War, Angono remained a *pueblo* of Morong's political-military district. The troubling war passed without disturbance or any outbreak of violence in Angono.

On 11 June 1901, the Philippine Commission Act (137) created Rizal Province that effectively incorporated Angono and a barrio of Binangonan as part of the province. At this juncture, Angono had a population of 2,231. Not long after, the *Philippine Commission Act (942)* consolidated Angono and Cainta with Taytay.

Then over a year later in November 1903, the *Philippine Commission Act (948)* separated Angono from Taytay and returned Binangonan as one of the latter's barrios. This was triggered by a land dispute in which the tenants of the old Hacienda Estancia of Angono usurped ownership of the land that they claimed historically as their own.

⁸ See Glossary.

On 19 August 1938, prior to World War II, *Executive Order 158* signed by then President Manuel L. Quezon made Angono into a new municipality initially covering five of its current 10 component barangays including Bagong Bayan, Poblacion, San Isidro, San Roque, and San Vicente with a total population count of 3,896.

On 17 June 1972, *Republic Act 6469* ratified *Executive Order 158* and established the legality of Angono's status as a municipality. In 1975, it was classified a fifth class municipality with an annual income of PhP520,000. When Gerardo V. Calderon was first elected Mayor of Angono in 1998, the town had risen to the status of a third class municipality; by the end of his first term in 2001, the Department of Budget and Management had declared Angono 'first class'.

Decentralization of governance in the country ushered in by passage of the Local Government Code in 1991 (RA 7160), triggered different development movements for the various towns in Rizal. But Angono remains until today one of 14 of the original 26 towns, of Rizal Province that have survived. The other 12 have been incorporated into greater Metro Manila.

2.2 Angono's artistic talent and heritage

Among the localities of Central Luzon, Angono is a town with a cultural life and history that is unique. Many of its citizens have achieved much in the artistic fields of painting, music, sculpture, and native artistic traditions and have been recognized for it. It was the home of well-known national artists—for example: the muralist Carlos 'Botong' V. Francisco (1912–1969) and the prolific composer and musician Maestro Lucio D. San Pedro (1913–2002). Although until recently, no connections were made between the national popularity of nationally recognized artists and their roots in Angono, this is now changing.

Angono is also the site of the ancient petroglyphs⁹ of circa 3000 BC that have been discovered, and which create an interesting artistic link back to prehistory. These rock engravings of 127 human and animal figures have been included in the World Inventory of Rock Art through the auspices of UNESCO, ICCROM, and ICOMOS; declared a 'National Cultural Treasure' in 1996 and thus placed under the care of the National Museum; and monitored as one of the 100 'Most Endangered Sites in the World' under the World Monument Watch List.

The town is dotted with numerous galleries, museums, and ateliers complemented by parks, gardens, wall murals, and retreat and recollection centers. It has organized symphonic bands that hold regular concerts both in and out of the municipality. It holds annual festivals, the most famous of which is the *Higantes* (Giants) Festival.

Each festival or event celebrated is a creative expression of the town's time-honoured religious beliefs, cultural values and traditions. Although rich in native artistic talent, traditions, and landmarks, the town remained externally under-marketed and therefore little known outside of the local area.

Angono has a number of artist's organizations that are also committed to developing the town as a community of artists but until recently there has been little appreciation of the wider benefits of connecting the value of Angono's artistry to economic development. Now, there is a growing realization by townspeople that Angono's artistic development can be considered alongside the

⁹ See Glossary.

development of other streams of economic activity and which will create multiplier effect on jobs, incomes, and general welfare of people in their hometown.

2.3 Enhancing LGU revenue building capacities through enterprise growth

From the outset, Angono's annual revenue was insufficient to cover all desired programmes and services to be undertaken on behalf of its local constituents. The LGU required a revenue building strategy. Part of the problem to be addressed was the delinquency of the rent-paying stall owners of the (LGU-managed) local market and the lack of any support system to properly record, track, and assess tax dues of enterprises operating elsewhere in the municipality.

It is in this light that the following measures were pursued by the local government to improve overall LGU operations and facilities to support work on fostering an environment for enterprises to operate profitably and responsibly. The LGU undertook the following agenda:

- **Reorganized the Office-in-Charge of Local Public Market Enterprises** and appointed a new team leader.
- **Established the Market Vicinity Development Authority (MVDA)** to regulate and support enterprises outside the public market.
- **Instituted Regular Consultation Meetings** with entrepreneurs and traders in coming up with more solid solutions to identified problems and concerns of local enterprises.
- **Established the Business Permit and Licensing Office** as the key to mapping of local businesses and its status in aid to tax mapping, assessment and collection.
- **Refurbished the Local Public Market** with provisions for better lighting facilities, parking area, mini-park and canopy, clean rest rooms, water supply and sewage system, and roster of market cleaners, to draw in more people – both as shoppers and as traders.
- **Established an LGU Extension Office** in the suburb of *Mahabang Parang* to facilitate business permit, licensing, and tax administration and bring the LGU programmes closer to the people of this remote area.
- **Intensified LGU Tax Mapping and Payment Campaign Activities** covering all 10 barangays of the town.
- **Enforced a No-mall Policy in Angono** that discouraged the further establishment of retail giants perceived to kill smaller businesses drawing lessons from experiences of other towns and its own experience with the Save More hypermarket.

The result was an improved public market image and enhanced functionality.

- *Smarter looking and functional market*

The improved functionality and smarter look of the public market equipped with improved amenities effectively drew in more of the buying and trading public in the vicinity. The facility was recognized the 'Healthiest Public Market' under the Philippine Health Promotion Programme because of its sanitary and orderly practices.

- *Expanded stall operating capacity*

The completion of all three phases of refurbishing the public market did not only keep existing tenants but attracted more and engaged new stall operators. It expanded the capacity of the public market, sufficient to accommodate 517 stalls. This represented a 395 per cent increase in the five years to 2005.

- *Improved range and volume of goods sold in the public market*

As can be seen from Table 2-1, a majority of the stalls sell dry goods; only a few of them retail fruits, vegetables, and meat products. In as much as Angono is a net importer of basic food commodities, most of the goods in the market are sourced from outside the town.

Table 2-1: Profile of the Angono public market

Type of goods sold	Number of operational stalls
Rice	41
Fruits and vegetables	27
Chicken	40
Meat	70
Fish	77
Dry goods	262
Total	517

Source: 2005 Comprehensive Development Plan for Angono

The past and present LGU administrations have adopted measures to develop patches of land for growing agricultural crops in line with local food sufficiency targets. This has led to an increasing variety and volume of vegetables, fruits, and other edible crops made available in the local market stalls. This makes up one part of the measure to addressing the local food sufficiency targets of the locality

In addition, the establishment of a fish sanctuary since 2008 as initiated by a local fisherfolks group of Angono and with the support from a local fisheries school of Cardona (another nearby town in Rizal) and from the local government added up to the commodities being sold in the non-dry goods section of the market.

2.3.1 Encouraging growth of informal/smaller enterprises

Three areas of improvement were immediately discernable:

- *The market afforded more viable location for ambulant vendors*

As an affirmative action of the LGU, local ambulant vendors were encouraged to become rent-paying enterprises for a more competitive place for doing their business.

- *Delinquency in stall rental payments was eliminated*

Affording the small merchants with locational and image advantages, effectively created more sales for them, enabling them to pay rental fees regularly, thus reducing cases of delinquency in rent-paying among tenants.

- *Empowering informal and smaller enterprises to contribute to local economy*

The improved public market played a key role in this respect. Stall rent payments, generated an income of PhP203,336.64 for 2005. This was a 73.8 per cent increase from 2001 and amounted to 8.4 per cent share of the total LGU revenues generated for the same year.

2.3.2 Enhanced local government revenues

As noted above, during Mayor Calderon's tenure, there was a 395 per cent increase in market stalls and 150 per cent increase in the number of business permits during the seven years to 2005. More significantly, this has allowed the city to expand its local revenue collection effort from PhP38.6 M in 1998 to PhP85.0 M by 2005—a revenue increase of 120 per cent (Figure 4). It is expected that with the increased movement of people and goods into the town in the future there will be a continued increase in the number of enterprises operating within and outside of the public market, further expanding the revenue base of the LGU and enhancing the capacity of the LGU to finance its programmes and services.

From a third class municipality in 1998 Angono was declared a first class municipality by the Department of Finance on the basis of locally generated income, population size, per capita income, and other criteria. The improved local revenue from the government is a result of improved collections from the public market stallholders and the enhanced business income tax with the latter as a joint effort of the newly established Business Permit and Licensing Office and the town's Treasury Office.

The positive results generated by the partnership efforts between the local government, the local enterprises sector including the informal sector groups and other Angono groups strengthened mutual confidence and trust which reinforced the cooperative atmosphere.

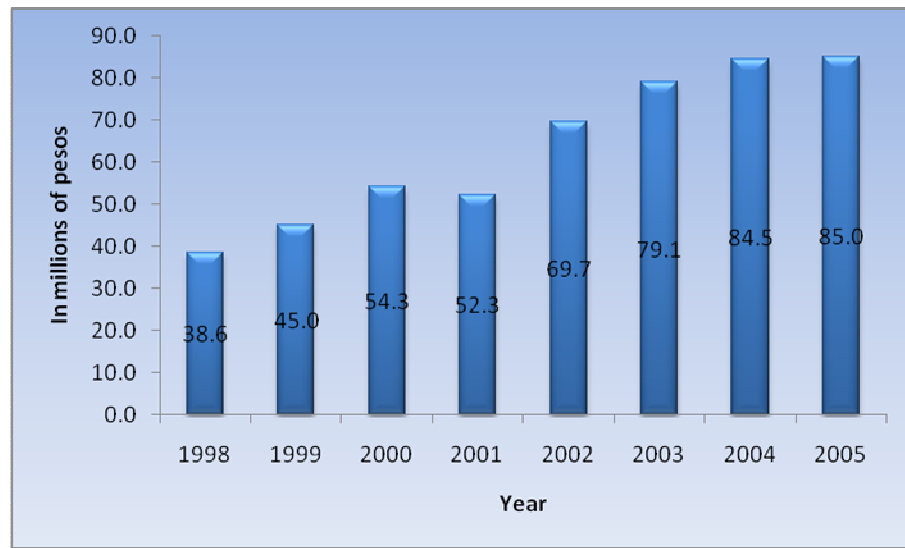
This led to new opportunities for public-private sector partnership efforts with the development of the Light Industrial Park at the Baytown Road, the construction of the *fried Itik* (duck delicacy) Lane alongside the Angono Gymnasium with the support of the Angono Small- and Medium-Scale Enterprise, Inc. (ASMEI).

2.4 Promoting the spirit of volunteerism

Volunteerism among local residents is a common resource in view of the fact that financial and personnel resources of many local governments are insufficient to cover many desired undertakings and in order to move closer to fulfilling the LGU's vision, mission, priorities, and outcomes within a given political timeframe.

In the case of Angono, the former mayor describes his municipal office as greatly 'volunteer-run'. He had to tap this resource knowing too well that the municipal government under his leadership would have been unable to realize much of the vision and mission it had for the town were it to rely only on the existing human resource complement of the LGU administration and the constraints posed by the local income status of the town.

Figure 5: Annual revenues of Angono, 1998–2005



Source: Angono Treasurer's Office

Volunteerism has also been developed as an employment strategy by providing selected individuals, and especially youth, with valuable work experience. With a cash-strapped local treasury, the mayor organized a number of unemployed Angonians into a group of volunteer workers to be assigned on a part-time basis in areas where their talents were deemed useful. Allowances were provided for time worked by volunteers. By organizing the educated unemployed, early retirees, the senior citizens of the town, and other interested private individuals, the volunteers' programme was able to awaken the 'sleeping giants' of the town and encouraged them to become productive members of society. By putting to good use the various skills and talents these individuals possessed, the municipal government attained a number of goals and tasks that were of a developmental nature and which would otherwise have not been possible.

This initiative played a key role in almost every programme and project of the local government including physical rehabilitation and face-lifting, formal education and vocational training, medical and dental missions, nutrition and feeding, environmental clean-up, protection, and greening, peace and order keeping, promoting women and youth affairs, promoting art heritage, and local tourism. By way of example, in 2004, the human resource contingent available to the municipal office relied substantially on volunteers to the extent that they represented twice the number of its fulltime permanent, temporary, and casual hires combined.

These volunteers range from office clerks and assistants to street sweepers and traffic enforcers, some of whom were also market vendors, retired senior citizens, students, university graduates, teaching professionals, and those used to be unemployed and dependent on dole-outs from the mayor's office.

Volunteerism can be seen as an employability and employment generation mechanism unique to Angono. It attracts and creates a pool of 'can do' and 'will do' individuals from among its local population in line with the vision and the strategies set for the town while earning for themselves (in the case of less-skilled workers) a source of income and/or a solid qualification for a competitive career in a public sector or a private sector office (especially in the case of those who have tertiary or post-graduate education).

Voluntary work has been an alternative income-generating scheme to providing handouts. As residents ask for financial assistance from the mayor's office, they are encouraged instead to 'work for their money.' Operating on this principle, the local municipality and its offices are empowered by a significant number of volunteers, who work part-time and who are given an allowance which ranges from PhP500 to PhP2,000 monthly.

Based on performance as well as continuing need, these volunteers may acquire eventually a permanent post at the municipal office. Indeed some of the current permanent officers are former volunteers. In fact, the person heading the local tourism office as well as the person acting as an executive assistant to the mayor, started as volunteers.

In the final analysis, volunteerism makes sense as it is an effective measure to address the human resource gap typically faced by many local government units beleaguered by one or a combination of budgetary constraints, non-functioning HRD units and/or poorly motivated and underperforming staff due to their respective political affiliations, competency level, or age.

Currently, under the current political administration that came into office in 2007, all volunteers, subject to the need of the local government and the performance of the individuals, have been converted back to casual hires irrespective of whether they are working on a part- or full-time basis. This has been possible because of the better financial position of the LGU. As a result these casuals are accorded higher salary rates than before.

Complementing the efforts of individual volunteer workers are the services as well as financial and in-kind contributions of non-government organizations, subdivision owners associations, and private and public schools in the municipality.

Non-government organizations include business, social, and environment advocacy groups. It includes artists associations, religious organizations, youth organizations, transport organizations, business, and livelihood organizations.

2.5 Institutionalizing the arts of Angono

As Angono embarked on a more organized art and tourism movement, the former mayor also found it appropriate to further support the town's art talent and harness the natural artistry of young people by creating a special school within Angono for those with artistic talent so that these young artists would be able to continue and grow Angono's artistic legacy within the local community. Thus, the Angono Regional Pilot School for the Arts (ARPSA) was patterned after the Makiling National High School for the Arts in the neighbouring province of Laguna. It is the first school of its kind in Angono and operates under the supervision of the Department of Education (DepEd). Its institutional vision is aligned to Angono's own vision as a town dedicated to the cultivation of home-grown creativity.

The school offers a comprehensive secondary education programme covering eight different art forms and disciplines. These are: (i) visual arts; (ii) dance; (iii) theatre arts; (iv) literary arts/creative writing in English; (v) literary arts/creative writing in Filipino; (vi) music – vocal; (vii) music – instrumental; and (viii) media arts. The comprehensive programme aims to 'develop aesthetic awareness among the students, thus establishing cultural identity, awareness of life and a

sense of community, and preserve tradition.’¹⁰ So far, it has had four sets of graduates to 2007 and continues to the present time (2009).

Having the standard specialized curriculum of the Regional Pilot School for the Arts in place, art education has become more structured and has been made available to a wider public. The school serves not only the artistically inclined young people of the town. It is also home to selected students from different school divisions of Rizal Province who wish to develop their art talent in the genre of Angono’s artistry.

Noteworthy is the fact that the students of the school have become regularly involved in, and excelled at, regional and national competitions not only in the core artistic disciplines such as in theatre, gymnastics, slogan and painting contests but also in other disciplines such as in math and science .

2.6 The *creative local economy* concept in a decentralized setting

2.6.1 Challenges and opportunities

According to Gerardo V. Calderon, the town’s former mayor for three terms (1998-2007), the enactment of the Local Government Code (LGC) of 1991 (Republic Act (RA) 7160) challenged and encouraged LGUs at the provincial, city, municipal, and barangay levels to develop and implement custom strategies and local policies for economic, social, and cultural development. This Act gave them the capability of exercising control over their localities with a degree of autonomy and independent of national strategies.

Being the chief executive of Angono, he treated the LGC as his personal ‘Bible’ that guided him in the process of developing Angono as a progressive town during his administration. The Code for him was indeed an enabling factor in the development of the municipality as it created more legitimate spaces for innovative strategies deemed fit to address local realities, needs, and priorities, rather than rely on broad national strategies often found lacking in sensitivity to local realities.

Mayor Calderon further pointed out that the more localized development strategies were deemed to work better than national ones. This is evident in Angono’s pursuit of a ‘*creative economy*’ movement, that linked development of its home-grown artistic and cultural talent to a reinvigorated tourism industry in order to stimulate growth of the local economy and create more and better jobs and incomes for its local citizenry. In this effort, it was aided by use of appropriate provisions in the Code for which LGU actions are qualified, enforced, and assessed.

Mayor Calderon noted that the power of the LGUs can only be realized to the fullest extent under the Code with a well-functioning Department of Interior and Local Government (DILG). The DILG has to fulfil its role of enabling, via orientation and training programmes, elected local chief executives and other locally elected officials as well as the non-elected key line staff of the local bureaucracy so as to better understand, appreciate, work upon, and reap the social and economic benefits of a town in a decentralized system of governance.

While at the policy-level, the LGC enables local municipalities to custom make strategic and programme plans, the implementation of these plans may be constricted in the absence of (or due to the delay of) complementary budget, jurisdictional coordination, and clearance as well as needed

¹⁰ Information brochure of Angono.

technical expertise and facilities from national or provincial agencies. Angono had a parallel experience when the LGU initiated a programme to address the town's flooding problem where the solution and its effectiveness was dependent on action by the Department of Public Works and Highways (DPWH) and thus beyond the control of the local administration.

2.6.2 The creative economy concept

During the incumbency of Mayor Calderon, he clustered his local development agenda under the banner of the '*Creative Economy*' movement. But, he emphasized that while the town may banner and showcase Angono's unique talent and traditions in the arts the 'creative economy' concept goes beyond making the town's celebrated art works better known.

The concept implies tapping into the potential of existing resources and strengths at hand and transforming and complementing these with network-facilitated resources. It means forming a productive society that promotes respect, community building and participation. Other than nurturing the artistic skills of local people, the movement aims to espouse innovation, ownership, and productivity amongst the people in Angono. All these elements of a 'creative economy' are crystallized in the town's vision.

This vision was reinforced through the town's slogan or mantra: '*KEEP MOVING*' widely communicated through use of visual materials mounted in strategic points around the town to remind the townspeople of their share of responsibilities to turn the dream into reality.

To translate the vision into reality, the municipal government identified five 'enabling factors' and converted these into broad strategies to move forward the vision of developing the town as an artist's paradise. This meant putting in place needed infrastructure and services as well as changing people's mindsets in order to make the town ready for the needs, demands, and expectations of tourists, visitors and potential investors – the starting point for developing and expanding the different streams of economic activities the town was able to offer.

Each of the strategies were implemented not as 'stand alone' or 'sector-specific' activities but rather as 'integrative', 'futuristic', and 'multi-sector interest-based' actions that drew on a wide range of interests.

2.6.3 Making the 'creative economy' work

The Creative Economy concept required action to be taken on a number of fronts and simultaneously rather than sequentially. It involved the physical rehabilitation of the town both to engender a spirit of pride within the local community and also as a visible sign that the local administration was engaged and serious in its commitment. To sustain this required additional revenues and other actions involved in strengthening the private sector and building partnerships between the local government and local enterprise. The third facet was to tap the latent resources of the town that lay underutilized through a programme of 'volunteerism' whereby people donated their time and their talents to activities in support of the vision. By engaging the widest group of people within the town, a movement was created that gave ordinary townspeople a sense of 'ownership' in the project.

2.6.4 Embarking on a physical rehabilitation and face-lifting of the town

To underpin this vision, the mayor embarked on a full-blown physical rehabilitation programme for Angono, with support of national and provincial government resources, mainly focusing on flood

controls, enhancement of basic road infrastructure, general face-lifting of the town, and cleaning up and greening of the local environment.

This programme included the dredging of the Angono River, construction of easements and sidewalks in the town, building of an alternative road network to Metro Manila and to neighbouring towns to ease traffic congestion, organization of transport terminals, refurbishment of the public market and dilapidated buildings and even the establishment of a dog pound.

This programme engaged the affected and concerned citizens in the process of relocating informal settlers away from the rivers, lakeshores, and danger zones; implementing a comprehensive waste management programme; activating the town transport system, creation of a traffic enforcement group, a tricycle regulation office; and organizing citizen volunteers groups for cleaning, greening, and general face-lifting of the town.

The objective was to make the town a place that is conveniently accessible to and from Metro Manila, visually impressive, healthy and orderly for local people and visitors to comfortably stay in and move around. All of this, it was hoped would initiate a multiplier effect by reinvigorating investment and leading to further (and higher) growth.

All improvements were closely linked and/or aligned to developing Angono as an alternative tourist destination to create and attract new investment opportunities, jobs, and incomes for the town.¹¹

Key components of the scheme are outlined below.

The River Rehabilitation Programme

To overcome the constant flooding of the area, in 1998 a number of measures were implemented to rehabilitate the river system. Interventions undertaken included the following:

- A Committee on the Comprehensive Study and Rehabilitation of Angono River was organized to assess the situation and devise solutions.
- The dredging and cleaning up of the rivers in four phases was implemented with funding support from the Office of the Philippine President and obtained through the joint lobbying efforts of the town Mayor, the Provincial Governor, and the Congressional Representative for the First District of Rizal.
- The ‘bayad-lupa’ scheme was implemented whereby private sector heavy equipment operators were paid for their dredging work in-kind. This meant using the accumulated soil mass as payment which the operators were able to sell and use the proceeds for their own businesses.
- Private sector groups were engaged to support construction of the nearby Sabu Dam to prevent siltation of the Angono River and real estate developers cooperated in putting a dike along the rivers within their covered estates.
- The installation of a riprap¹² along the banks of the river and the elevation of the bridge was undertaken.

¹¹ References: “Angono Dream: A Reality” published by Super Active Magazine; interview with Mayor Gerry Calderon, 12 December 2005.

- A 10-wheeler truck and a backhoe was purchased using LGU funds for sustaining the regular dredging and clean-up of the river system.
- A wide-scale information campaign on cleanliness and waste management was conducted as provided for in Republic Act 9003 or the *Ecological Solid Waste Management Act* (2001).
- Local volunteers groups were independently organized as environmental advocates to continually campaign for and monitor this particular area of concern.

As a result of these interventions:

- Angono no longer experiences flooding and the consequences of its destructive effects to lives and properties. The last flooding incidence in Angono (as of 2007) was recorded on 13 August 2002.
- The LGU and concerned environment groups have taken and maintained, even under the new administration, the lead in monitoring the status of the local environment.
- The LGU-private sector partnership has been further strengthened with continuing joint efforts on regular dredging of the river and measures protecting the environment.

Zero squatters: the Angono strategy

Prior to 1998, Angono, which then had the status of a third class municipality by income status, encountered the problem of an influx of migrants squatting along the riverbanks, lakeshore areas, idle private lands, and along the entire length of the Angono Highway (Manila East Road). These, according to the Mayor, created a bad impression. Their makeshift buildings were unsightly and detracted from the image that Angono was seeking to present to the outside world. The LGU undertook a series of interventions designed to overcome the problem.

- The Municipal Urban Resettlement Office was established to take charge of liaison and coordination work with the owners of local private lands, the Home Mortgage Financing Corporation and the National Housing Authority. This was in order to identify relocation sites for different segments of the informal settler population and manage their relocation in a manner that was a win-win situation for all.
- Informal settlers and especially those settlers located at vulnerable sites were engaged in a series of dialogue meetings to explain the problem and obtain their support for the proposed solutions.
- The role and relevance of informal settlers' organizations in local development was recognized at the outset so as to make them stakeholders in the process.
- Informal settlers were represented in the LGU operations through the Municipal Urban Resettlement Offices.
- Informal settler organizations were encouraged and supported in entering into agreements with concerned housing stakeholders towards acquisition of home lots onto which they could establish permanent housing structures and which enabled them to stabilize their

¹² See Glossary.

respective income status and to participate and benefit from processes and programmes in local development.

The zero squatter strategy produced the following outcomes:

- Close to 2,000 families have been resettled in Santos Properties in Barangay San Vicente; 3,000 families in the Alfonso Properties in Mahabang Parang; 470 families in F.F. Cruz Property in Upper Sakura.
- Exactly 200 families are settling in Sitio Manggahan in San Roque as recipients of the Land Tenure Assistance Programme of the National Housing Authority.
- Twenty families have acquired home lots in San Martin Subdivision of Angono.
- Informal settlers along the Manila East Road were aided by the LGU and resettled in an allocated site in Barangay San Isidro.

So far, a total of 15 informal settlers organizations have been established and are operational representing the housing and related socio-economic interests and concerns of their members.

Angono waste management

Prior to 1998, the town did not have a permanent garbage dumpsite. Furthermore, the LGU was constrained in performing regular and scheduled garbage collections due to a serious lack of garbage trucks. Hence, before the strategy was adopted, the town had a problem with increasing masses of garbage and garbage bags littered its roads and highways creating a physically unattractive image for the municipality of Angono. In order to overcome the problem:

- The LGU organized the Municipal Waste Management Board as provided for in Republic Act 9003 to structure and administer measures to address waste problems.
- It engaged informal settlers' organizations and relevant housing service providers in a series of consultation, planning, and progress updating meetings.

As a result of these interventions:

- Angono now maintains a clean and sanitary local environment aided by 40 functioning garbage collectors. Garbage trucks go around the town at designated points and times to collect the segregated waste of the local households.
- The LGU established and maintains its own permanent sanitary dumpsite/landfill as a result of an LGU partnership with the private sector. Disposed garbage is classified and treated using of appropriate technology.
- The municipality obtained the cooperation of junkshop owners to serve as recycling facilities of the town.
- Angono today is recognized as a model for its solid waste management programme; and holds a 'Hall of Fame' award of the Ynares Eco-System Award of the Provincial Government of Rizal.
- Until now, Angono continues to search for improvement measures to manage local waste that is not harmful to health of people and which contributes to maintain a sound and healthy environment.

Angono traffic management

Prior to implementation of this programme, Angono's tricycle terminal was not well organized. Bottlenecks often constricted traffic flow resulting in up to 30 minutes additional travel time between the center and the boundary of the town.

Once outside of the town a higher hire rate applied adding to transport costs. Angono workers who were employed outside the town limits found it difficult and discouraging to report for work.

To overcome these problems:

- The LGU engaged the various tricycle operators associations in dialogue towards finding measures to establish a tricycle terminal in the town and revamp the entire system as they moved around picking up and dropping off passengers.
- Plans were structured and implemented to organize basic road infrastructure developments including road repair and maintenance, construction of easement and sidewalks, and regulation of its use so as to minimize inconvenience.

As a result of these interventions:

- A new trike (tricycle) terminal was established and an orderly system of operating tricycle transport services was introduced.
- Traffic flow was better regulated which effectively shortened the travelling time to Metro Manila to less than one hour.
- Complementary on-going parallel efforts included:
 - road widening and clearing up of sidewalks along the M.L. Quezon Avenue and Manila East Road (Angono Highway);
 - development of a Floodway Road Network/Baytown Road in order to speed the movement of traffic into and out of the town center; and
 - a series of service roads and access roads were constructed to make it easier for traffic to reach Antipolo and other neighbouring towns in Rizal.
- As a result of shorter commuting times, parents working outside of Angono were able to have additional time in the morning to prepare and spend breakfast with their family and bring their children to the local school and in the evening spend dinner time together with their children.
- Angono was recognized as a 'Hall of Fame Awardee' for the annually held 'Search for Outstanding Municipal Peace and Order Council'.

Clean and Green Programme

Prior to the implementation of this programme, there were limited trees and plants in the area to serve as buffers for floods and filters for air pollution. The LGU introduced a 'clean and green' programme to improve the situation.

- The LGU strengthened the volunteering sector among the local citizenry to undertake regular road sweeping and planting of sunshade and fruit-bearing trees in parks and on vacant lots.

- Regular citizen assemblies were organized for the purpose of promoting the greening of Angono and maintaining cleanliness and orderliness of the town.
- Supplies and materials for planting sunshade and fruit-bearing trees and for vegetable farming were distributed to residents.

The post-interventions situation is that:

- Angono today is one of the cleanest towns in Rizal Province regularly maintained by a pool of 60 (then) volunteers and now casually-employed street sweepers.
- Garbage is collected regularly in all 10 barangays of the town.
- All possible open spaces in the town have been planted with trees and other plant forms. Over 770 sunshade trees have been planted and nurtured.
- Public, family, and school vegetable farm lots were established and maintained. A total of 41 kg of distributed seeds and seedlings produced 61 tons and 61,500 vegetable items.
- Angono has been recognized a model for cleanliness and declared a ‘Hall of Fame Awardee’ for the ‘Gawad Pangulo sa Kapaligiran’ (Presidential Award for Environment) administered by the Provincial Government of Rizal and DILG.

Other programmes in aid of tourism and local economic growth

Angono has also implemented a number of other programmes in aid of economic development. Space limitations preclude detailed discussion of all projects but these include:

1. The main roads have been streamlined and alternative routes into and out of Angono have been constructed. This was the start of making the town more tourist-friendly and making it more easily accessible from Metro Manila.
2. These efforts are being continued with the construction of the Angono Baywalk connecting Angono and the south of Metro Manila to Muntinlupa by ferry, speeding up the movement of people and goods. An adjunct to this whole road rehabilitation effort is the building of the Angono Light Industrial Park aimed at hosting of the microchip and garment industries to create new jobs.
3. Also included in the physical rehabilitation plan, is the development of an extension programme for the remote barangay of Mahabang Parang.
 - This covered the building of an extension LGU office to facilitate licensing and tax payment transactions, expand the LGU revenue base and at the same time bring the LGU programmes closer to the people.
 - A school named after muralist Carlos ‘Botong’ V. Francisco was built in Mahabang Parang to forestall a situation whereby some children had to commute to Antipolo City for schooling. The latter measure in place promoted a transportation savings estimated at PhP18.00 per day per resident.

During the seven years to 2005, over 70 per cent of the informal settlers targeted for relocation were already at their resettlement sites with no new informal settlers arriving in the town. Efforts in

this regard remain a challenge as a significant number of informal settlers chose to remain on the Angono river banks.

Efforts on the development of relocation centers for informal settlers have continued to the present. With the havoc wrought by typhoons *Ondoy* and *Pepeng* in 2009, the farsightedness of the programme has saved many people who otherwise would have lost their homes or worse. The present mayor and town planner have been coordinating resettlement efforts with the provincial government as there are public estates under the latter's jurisdiction that can be used as future relocation sites.

Meanwhile, other infrastructure components integral to engaging informal settlers economically in the relocation centers were identified for action. The support and cooperation was obtained of various parties providing the residential spaces for the informal settlers. This was the starting point for improving productive capacities and incomes generation for the informal settlers. Promoting tourism anchored on art as the *Creative Economy Flagship Project*.

2.7 Art as the tourism magnet

Specific programmes focused on the tourism industry. With the arts providing the natural base, tourism has been identified as one potential area which Angono can develop in order to diversify and add to its economic growth, prosperity, and social stability.

The strategy of projecting the art 'industry' as a focus for tourism is designed to create new and greater demand for goods and service that can trigger the revival and growth of various other economic activities in the municipality.

In some quarters, the thought was expressed that there is no need to promote the local arts as it has been established already that art is a 'natural resource' of the town and should be left alone for the local artists to cultivate it privately. But the official view from the Office of the Mayor was that the artistic heritage was a 'natural resource' that belonged to all and which was under-marketed. In discussion, Mayor Calderon recalled that the art movement was once 'blurred' in relation to the town's development. There had never been any previous organized movement to promote the art talent and traditions of Angono and make it economically relevant to the town, in a manner beneficial to all sectors. The official view prevailed and Angono started on its journey of projecting itself as the Art Capital of the Philippines with the slogan "*Angono Dream: An Artist's Paradise...Tourist's Haven*".

This was the slogan captured on billboards as one approaches the town and through other visual material displayed throughout the town. The slogan is attributed to national artists Carlos 'Botong' Francisco and Maestro Lucio D. San Pedro who hail from Angono and who provided inspiration for many local artists to follow suit and pursue national excellence. Despite their passing, they continue to influence the townsfolk to the present and their influence is reflected in the works displayed in local galleries and through the advocacies of local artist associations.

While it has not been officially declared through a Presidential Decree, Angono has arrogated to itself the role of 'Art Capital' of the country. Local use of this designation has boosted the town's potential into indeed becoming such in reality. It is this effort at projecting the town that garnered for Angono a Galing Pook Award¹³ in 2004.

¹³ See Glossary.

These tourism-specific measures resulted in fresh revenue-generating activities as well as boosting the morale of local residents.

2.7.1 Establishment of the Local Tourism Office

This office was established on 04 April 1999 as one of the special projects under the Office of the Mayor. Its mandate was to preserve and promote the colourful and fascinating traditions of Angono. Due to financial constraints, it was run mainly by local volunteers who served as a core group in revitalizing the local tourism industry of Angono. The local administration also aimed at making the town a model in the conservation of its historical, artistic, and cultural heritage. In order to achieve this goal, the new office introduced a number of services. These included:

- establishing day tours that promoted the art galleries and museums;
- conservation and preservation of Angono's historical and cultural landmarks—mainly the petroglyphs and Veterans' Park;
- mobilizing support for the development, improvement and beautification of local parks such as the Forest Park, Lakeside Park, and other public places;
- organizing an annual tribute to Angono's national artists as well as to the memories of other artists who have been a source of great pride and inspiration for the town;
- supporting the organization of annual festivals and other time-honoured traditions of celebration as well as the organization of other artistic, cultural, and tourism related activities in partnership with relevant local and external agencies;
- extending financial and non-financial support to struggling artists to enable them to engage in or stage their own exhibitions; and
- representing Angono through participation in provincial, regional, national tourism, arts, and culture-related learning, networking, and exhibition events.

Integral to its programme, the office conducts education and awareness raising activities amongst local residents to encourage and deepen appreciation and pride for the town's historical and cultural heritage with a view to engaging them in protecting and promoting it to the wider public. The tourism office also houses a small gallery of paintings and a collection of sculptures from different local galleries, to further promote the town's talent.

The passage and enactment of a municipal ordinance by Angono's *Sangguniang Bayan*¹⁴ has institutionalized municipal support for the continued operation of the local tourism office beyond being a mere special project of a particular mayor. This has ensured ongoing support over the longer term.

2.7.2 Fostering partnership with Local Artists Associations

Prior to development of this project, there were eight separate artists associations in Angono. More recently, a number of other groups have been established bringing the total as of end 2007 to 16. These associations of artists have helped keep the art movement alive, by maintaining interest in the arts and fostering of talent through sharing of resources, and mentoring of young artists.

¹⁴ See Glossary.

The established associations welcomed the LGU initiative and remained active and supportive of the art movement. The LGU, for its part, recognized that these groups play a pivotal role in fortifying and sustaining the local artistic community, as together with the independent artists they constitute the core of the movement. Of the various associations, the Angono Artist Association and the Angono Ateliers Association are two of the more established.

The other artist organizations are relative newcomers but these organizations together with the two more established organizations are working together to further the artistic development of Angono.

While the art industry has been the source of local pride and is projected to provide a basis for further tourism development, the LGU is also concerned that local artists associations and revenue-generating art galleries have not been contributing to the municipal tax base. Even following the devolution of local government in 1991, the Angono LGU has been reluctant to apply the local revenue code to the art industry.

Taxing art galleries and the sales of art works is a sensitive issue with local artists and their associations; and government fears that to table the issue could disrupt the partnership effort it has been fostering since through taxing the local industry on the same basis as other business enterprises could be detrimental to its further development and drive it elsewhere.

Recently, through a local dialogue mechanism established under the auspices of an ILO-CIDA youth employment project, local artist associations have been introduced to the logic of making art economically relevant to the town, of harnessing the mindsets of local artists and of covering local art enterprises in the local taxation system with a formula that could be seen as being a win-win situation for all. There has been a recommendation to require local artistic enterprises to apply for a 'business permit to operate' with the LGU and to comply with the local taxation system on the same basis as other commercial establishments. Local artists associations have accepted this but on the basis that it only be applied to new businesses that are established. Such new businesses would include museum shops or restaurants, or even the sale of artwork in galleries.

While not the most desirable outcome, it is seen as a step in the right direction. While expanding the local revenue base is an important objective in ensuring enforcement of local taxation policy, the LGU has so far taken a pragmatic stance on this sensitive issue in order to keep on good terms with the local art industry. Government officials have had to go slow on in order to pursue the shared goal of promoting local artistry and artworks and in ensuring its economic benefit to the town.

Developing the young talent is a prime objective of the artists associations of Angono. These associations host on-the-spot painting contests and summer workshops for aspiring young artists. With the specialized curriculum of the Angono Regional Pilot School for the Arts as a base, art education has now become more structured and is offered to a wider public.

The artist associations traditionally coordinate with the National Tourism Council in promoting the art specialties of the town. This effort is complementary to the efforts of the local tourism office acting through the LGU network to market its artistic heritage. In partnership with concerned organizations, cultural presentations, symphonic band concerts, trade fairs, art/painting exhibits, bonsai and other plant exhibits, as well as parades are also organized.

However, one challenge identified for the local government is not only to harness the artistic talents of its young people for art's sake but also to provide opportunities for equipping young people with a mindset and skills that will enable them to treat art not only as a soul inspiring and morale

boosting activity but also one that is economically relevant in terms of harnessing their own employability and job and income generating potential. The development of artistic talent thus becomes a niche strategy for employment creation.

Thus, in 2006 the local government sought the support of the ILO under the CIDA funded PYEP Project to promote the employability of its artistically inclined youth. A comprehensive technical assistance package of support was provided to the town, the details of which are outlined below in Section 3.

2.8 Maintaining Angono's Public Employment Service Office

While the Creative Economy Movement has been a special focus of the municipal government of Angono, the municipality still has to operate according to the standard functions of an LGU. One of these is running the Public Employment Service Office (PESO), a function devolved from the DOLE to LGUs in the country and established to provide employment related services at the local level under the *PESO Act of 1999* (RA 8759).

The PESO in Angono acts as a local recruitment agency matching local job seekers with local employers. It was first established in Angono in 1995 and simultaneously with PESOs in other parts of Rizal Province.

Initially, the PESO was affiliated with the Department of Social Welfare and Development (DSWD) with the rationale of assisting women and youth as well as promoting employment in the area more generally. Currently, PESOs in the province meet monthly and share resources, thereby maintaining a network of job seekers and employers from Rizal and adjacent areas.

The PESO is the link between local employment agencies and companies in Rizal Province who need to recruit people for their businesses. For the past 12 years (to 2007), the PESO has helped deploy local workers in business operating in or outside Angono as well as recruiting local workers for overseas employment.

The PESO operates through matching the walk-in inquiries of job seekers with the requests of employers. It keeps the Angono public informed by placing advertisements in the local media and announcements of job openings in companies that have requested their assistance in the promotion of these vacancies.

As job seekers apply, the PESO provides them with recommendation letters for potential employers and keeps their resume on file in cases where there are no available job openings or no current openings that match with the applicants' profile.

It also keeps a record of employment agencies and local companies considered as 'regular customers' (*suki*) or which regularly refer applicants. Recruitment agencies from the nearby areas of Laguna Province and Cainta in Rizal also seek assistance in promoting job openings in their areas.

Private recruitment agencies and companies that go through the PESO office must be duly accredited by national government agencies such as the Philippine Overseas Employment Agency (POEA) and DOLE.

The PESO keeps records of all job recruitment activities it has facilitated. The basic reporting format is a monthly report that records how many applicants have walked-in and applied for jobs and how many of these applicants have been employed.

Typically, there are around 10–25 walk-in clients each day in search for jobs and this rate rises during periods of high employment, which the local PESO pegs from August through November. Other than providing recommendation letters and keeping the files of applicants active, applicants are given advice on how they can improve the presentation of their resumes and demonstrate a good employment record.

The PESO also coordinates annually, those students seeking summer jobs. Every year there are 35 slots available for students 15 years of age and above to work in an office in the municipality for a minimum of two weeks to undertake clerical jobs. Funding is provided by the LGU and the DOLE through the latter's SPES Programme, with a 40 per cent and 60 per cent cost sharing respectively. The students earn a minimum wage and the PESO views it as a way to help them with their schooling expenses. There are some students who return every summer time to take part in the programme.

While larger PESOs in Rizal are able to conduct regular annual job fairs for their constituents, the local PESO in Angono has been fund-constrained and unable to perform the same role. Nevertheless, it allows local private recruiters, upon request, to set up a booth in the municipal hall to conduct on-site job recruitment and applicant interviews during the high recruitment season.

There are several ways in which the operations of the PESO could be improved.

- Data from the local PESO is lacking. There are a number of basic data sets it does not have and without which it is unable to measure success rates. For example, it is unable to track referred applicants and match them with those who are eventually employed. It does not track length of employment by recording resignation rates of former applicants who obtained positions. There is no way of determining whether job openings promoted through the PESO represent new openings or vacant positions, nor if job applicants who obtained new employment had gained their former employment through the PESO.
- Although applicants are supposed to inform the PESO of changes to their employment status, few applicants find the time or make the effort to report to PESO. Sometimes, it is the representatives of companies themselves who do the reporting to the PESO.

The PESO therefore is not in a position of knowing actual conditions of employment by recruitment agencies or recruiting companies. The office claims that thus far, there have not been any reports from job applicants/entrants of any maltreatment or unfavourable conditions in their place of work.

The local PESO plans to become a part of the PhilJobNet System, an internet-based recruitment facility available to the public. The LGU has so far worked with the DOLE in providing training programmes on labour market concepts, technology, recruitment trends, and information systems. It remains to be seen whether the knowledge gained from these seminars will be put to full use as intended.

For much of its planning and information, the municipality relies on development studies and research conducted by private institutions and graduate level students. The information is considered and, as appropriate, recommendations are eventually applied to the municipal development plan. The decision to repair and expand Angono's only public market is a successful example of how private studies are harnessed for the public good (Section 2).

Due to the initial success resulting from the study of the local market, the LGU gained the confidence to open itself to further collaboration with private individuals, research groups,

students, and international organizations in conducting studies on the municipality and adopting their recommendations considering them as consultants and partners for the development of Angono.

3 Interventions supported by ILO-CIDA and the lessons learned

Over the past two decades, employment creation in the Philippines has been insufficient to keep pace with demand of labour for decent work. There are close to a million new entrants to the labour force each year. This has largely contributed to the unemployment and underemployment situation in the country, which would have been even worse without the ability of many Filipinos to work overseas. The youth are especially vulnerable and over-represented in the unemployment data.

Because of its innovative strategy for local economic development, Angono was chosen as a partner of the ILO-SRO-Manila in developing and promoting an ILO-LDDW (Local Development and Decent Work) Toolkit for the country aimed at providing capacity to local level development institutions in assessing, designing, and implementing strategies to create employment opportunities for men and women and especially youth.¹⁵

Given its nature, mandate, machinery, reach and the potential to engage different stakeholders in a locality, LGUs such as Angono were deemed of strategic importance in dealing with the employment problems of the country and hence, have been targeted as primary learning partners to develop, assess, and scale up local development strategies that can translate to more and better enterprises, jobs, and incomes.

3.1 The ILO-CIDA Youth Employment Project

The PYEP was a two-year project (2005–2007) that sought to facilitate the creation of employment opportunities for young women and young men, of ages 15–30 (which, as noted is the legally defined age range used by the National Youth Commission) and who constitute two-thirds of the unemployed in the country.

The project's general approach was built on the four E's of youth employment: (i) employability; (ii) entrepreneurship; (iii) equal opportunity; and (iv) employment creation. These four themes were embedded in all measures taken to address the key result areas that contribute to the project outcome.

The project supported eight local government units of which Angono was one of them. Each site was provided with a package of technical assistance measures covering the following main areas of activity in Angono.

- Participation in briefing for a and trainers training in developing, localization, and piloting youth employability, employment creation, entrepreneurship, and equal opportunity tools; (2005–2007).
- Customization and implementation of local Youth Employability Surveys and validation via focus group discussions with local youth and youth employment stakeholders; (3rd and 4th quarters, 2006).

¹⁵ Data generated are based on documents prepared by the LGU, the ILO service provider, the Philippine Resources for Sustainable Development and the local project stakeholders and implementers.

- A local multi-stakeholder and youth-focused employment strategy planning workshop; (*September 2006*).
- Support for stakeholders planned intervention activities for immediate implementation but on a limited scale in order to demonstrate the effect of such on local partnerships job creation, income, and decent work status of youth segments as identified at the local level in each area; (*October–December, 2006*).
- A local ‘evaluation and learning session’; (*January 2007*).
- Provision of a local services provider/consultant to facilitate and coordinate the varying components of promoting youth employment in Angono; (*2006-2007*).

In the case of Angono, the local chief executive was swift to act on the opportunity and ready to approach and present to ILO the kind of assistance Angono would need in line with his vision of a creative economy. As a result, local piloting activities were started in Angono ahead of other LGUs and Angono became a learning model for implementing activities elsewhere. Local youth surveys results for other localities were completed one after the other in November and December 2006. Considering that the project was to end in June 2007, survey validation and multi-stakeholder employment planning forums were set in one visit-tour for all other LGUs and were arranged to be held between the last week of January to first week of March 2007.

As national elections were fast approaching and at a time when many local chief executives were on their third and final term (and local government spending is regulated), the only practical thing to do was to prepare the local development planning and employment focal persons for carrying forward the further action points in the earlier local multi-stakeholder plans and to act as the champions (especially the local planning and development coordinator whose tenure was not co-terminus with the mayor or governor) even with the changes in local leadership. As a result:

- A follow-up joint workshop for local planners and employment activities focal person from all eight pilot areas was held in Manila; (*April 2007*)
- The follow-up workshop provided advice on integrating youth employment strategies in local development plans and budgets; (*November 2007*)

Based on local needs, priorities, pace of development, and initiative of the LGUs, each target municipality benefited from provision of ILO tools and internal and external experts made available through the ILO-CIDA-PYEP project.

In Angono, the project advanced local efforts in creating employment and improving incomes within the local economy in line with its Creative Economy Flagship Project focused on the promotion of Angono’s art tourism industry and uplifting the employability status of its local youth population especially the artistically inclined youth.

3.2 Promoting youth employment through art-tourism

Angono’s primary competitive advantage from the tourism perspective lies with its vibrant art community. Yet, exploiting the full potential of these primary resources, including art tourism-related businesses, as contributors to local socio-economic development, was not being achieved due to weak institutional capacities, fragmented branding strategies, unsystematic networking methods, and scarcity of funds to support promotional activities.

The 2006–2010 Medium-Term Art Tourism Development Plan (a product of an ILO-supported strategic planning activity), identified a number of pressing needs of the local art and tourism industry stakeholders. These include the artistic community itself and the small tourism-related enterprise owners in Angono. The prime need identified was for a seed funding facility that these groups could tap to support their various promotional activities and events aimed at further increasing local tourism dynamics, fostering multi-agency collaboration, and, most significantly, making Angono better known as the art capital of the Philippines.

The ILO, through the CIDA-funded *Promoting Youth Employment through Art Tourism in Angono, Rizal Project*, helped set up such a seed fund facility in response to the call of Angono's local chief executive. The 'Local Economic Development through Art Tourism Seed Fund' as it became known, is a small grants facility established to support employment-creating and enterprise-enhancing projects designed and to be implemented by the local art tourism industry players in partnership with other relevant institutions.

The objectives of Angono in setting up the facility were the following:

- To create a venue for nurturing multi-stakeholder partnerships among sectoral players, e.g. art groups, local policy-makers, tourism-related enterprises, and relevant national agencies that will lead to increased tourism activity.
- To strengthen institutional capacities of communities of young artists, including tourism-related enterprises, to organize art tourism events, and establish sustainable relationships with their fellow young artists in other areas and pertinent institutions. Events and activities to be implemented will be centered on creative expression, events management, and identified tourism target markets.
- To improve and reinforce the image of Angono as the art capital of the Philippines through a coordinated destination marketing efforts led by groups of young artists.

3.3 The demonstration projects supported by the seed fund facility

Local art tourism industry players such as artist groups and owners of tourism-related businesses in Angono were defined as those: (i) that have been operational for at least 2–3 years; and (ii) have a credible track record of organizing art events and tourist-oriented gatherings such as arts-inspired workshops and festivals. These two groups were targeted as the main implementers of the mini demonstration projects.

These demonstration projects included a series of artistic events which were deemed to have: (i) the potential to create employment opportunities for Angono's young artists and others within the local community; (ii) increase the number of tourist/visitors to Angono; (iii) engage different complementary tourism product and service providers such as resorts, restaurants, and art galleries; and (iv) provide genuine engagement for young female artists and performing artists.

These projects are outlined in the next page.

3.3.1 The Obra Arts Exhibit

This mini-project¹⁶ covered a series of art exhibits showcasing the works of art conceptualized and created by a new generation of Angono artists, whose works depict themes from Philippine politics, economy, beliefs, and nature. Each work was intended as an educational exchange between a particular artist and the viewing public, where an appreciation of the arts was strengthened through having the artist convey their thoughts, values, and feelings through their works. It was the start of an effort to neutralize public perceptions that ‘discriminate’ against young student artists as reflected by low numbers of viewers, poor response towards artists seeking sponsorship and difficulties in securing permits to display their works.

The exhibits became a venue for the creation of aesthetic ideas and feelings, and the appreciation of beauty. Other results included talent exposure, better knowledge and understanding of the commercial art market, and the sense of self-fulfilment provided to those artists who exhibited their works. It utilized the learn-by-doing method, wherein the students learned to imagine, express experience and create artworks. The student beneficiaries learned to research their subject and analyze situations, events, and occasions from which they were able to create a spectrum of artworks. Learning, networking and exhibition opportunities were provided to them. Some exhibits were held for a single day, others for 2-3 days or a week.

Similar efforts continue to the present time (November 2009) with the more organized and coordinated local youth and artists’ organizations linking up with museums and schools within the National Capital Region (NCR).

The exhibitions succeeded in creating the desired impact thanks to the preparedness and flexibility in consultations and coordination of the implementers and organizers with regard to the chosen venue, equipment, and materials.

The artworks were properly framed and the display professionally executed. The General Parents, Teachers, and Community Association (PTCA) Inc. of the Angono Regional Pilot School for the Arts (ARPSA) officers did their job well and that led to an excellent performance of the visual art group as well as reflecting well on the school.

The obra experience trained the young student artists to be more responsible and more aware of using their art as productive materials for social and economic transformation. Initial money raised from sponsorship amounted to PhP10,000 from the League of Barangays, the Philippine Long Distance Telephone (PLDT) Corporation, and the Manila Economic Cultural Organization (MECO). An entrance fee of PhP20 was collected from students (and with the permission of DepEd) in order to make the activity both a legitimate and viable exercise.

The young artists include 15 male and 25 female students, some were as young as 12 years while the oldest was 17. Through this programme, these student neophytes in the field of visual arts were able to experience something of the life of the professional artist. Results from the stakeholders learning session held on 9 January 2007 indicated that the project was successful in increasing the interest, intelligence, and determination of the students as well as their families in pursuing the arts.

¹⁶ Implementers were General Parents, Teachers and Community Association (PTCA) Inc. of the Angono Regional Pilot School for the Arts (ARPSA). ARPSA is also one of the schools pilot testing the Know About Business (KAB) entrepreneurship training modules. The local focal person for progress on this demo-project was Erich Egualada.

A useful by-product was the fostering of relations within and outside of the families of the student artists.

Testimonies from the students revealed that in the process, they not only learned how to nurture their artistic inclinations, they were also challenged to overcome their innate shyness and learn to socially integrate when exposed outside of Angono and realized how their inclination towards the arts could be further harnessed towards professionalism and using such talent as a means towards decent work.

3.3.2 The Animation Training and Artistic Creativity Programme

This project (under one title but with two components) supported the effort of the town of Angono to be seen as the ‘art capital of the Philippines’ and contributed skills development, employment, and income opportunities for the youth—both those in-school as well as out-of-school-youth in Angono.¹⁷

The mini-project capitalized on the artistic strengths of the Angono community through promoting youth employment and honing the talents and skills of young artists within the community. In-school and out-of-school artistically inclined youth were the target beneficiaries. Appropriate theoretical orientation and actual or hands-on training under close supervision was provided to participants.

The training covered only a limited number of young artists yet it had significant impact on many other young artists in the community including those living in nearby towns who were exposed to the project.

A long-term impact on the community was anticipated once the capacity of the training center was developed within the local university with the support of the local and provincial government units and of other private support groups.

There were two training components. The Animation Training component was intended to train between 20 and 25 young artists of Angono to become assistant animators. It also sought to provide greater opportunity for the young artists of the community to be employed with animation companies affiliated with the Animation Council of the Philippines (an industry collaborator for the project) or be self-employed designers undertaking product designing on behalf of their respective clienteles. This component provided the young artists of Angono with an alternative venue for honing their artistic skills through the new media of animation.

The Artistic Creativity Training component was aimed at producing 20 to 25 young junior designers from among the young artists of Angono. It was likewise envisioned that these junior designers would be self-employed by undertaking product design on behalf of their own respective clients.

As an outcome, this undertaking resulted in the training of 25 product designers and 10 of the original 20–25 target assistant animators. Indirectly, five male out-of-school-youth and one male master carpenter were employed during the making of the animation light boxes. They were each paid the daily rate commensurate to their skill levels for eight days.

¹⁷ Implementers were Rizal State College Angono Facultas Cooperative (RSCAFC). Focal persons for progress on the sub-projects are Jerry Esperanza and Isidro Santos.

Animation Training

The objective of the traditional animation training was to provide the selected young artists of Angono who had undergone and passed the Animation Council of the Philippines, Inc. (ACPI) and TESDA-administered creative exam, with the entry-level skills necessary to become employed in the animation industry.

In time for the First World Art Experience, the initial batch of 20–25 young artists to be trained showcased their 2-D animation artworks for possible sale. The target was set such that after the training between 40–50 per cent of the first batch of trainees should be placed for employment in ACPI-member companies.

After gaining work experience, the initial batch of trainees were expected to return to Angono to train the next batch and so on. The proponent of this project estimated it would require them of a total of PhP147,000 (approximately US\$2,800) to realize the demonstration project.

Eventually the Animation Training team of Rizal State College launched this component of the project in different barangays within the Angono municipality. Information and campaign materials were prepared and distributed in order to encourage interested and artistically inclined young people to participate in the training. A pre-screening orientation session was provided to the applicants. Out of 28 applicants, 18 passed the screening examination.

Scheduled training sessions followed. The project duration was extended by the trainer himself to assure completion of the skills that had to be learned by the training participants. Trainees were required to produce a short animation video as a proof of training output.

A number of problems were encountered in the implementation phase. Typically these related to tardiness and absenteeism due to tight schedules of the trainees, religious commitments, competing school activities, personal and/or family related problems. As training progressed some participants dropped out.

The ACPI Executive Director noted that she had anticipated, even before the training started, that not all those who started the course would make it through to completion even if they had the creativity and the motor skills. In the experience of ACPI, this type of scenario is not uncommon since to succeed in the training programme, a combination of life skills needed to be harnessed over and above the natural talent of the individual. It is also important to have the needed patience and tenacity for the work.

A further problem that needed to be addressed include the late acquisition of primary training materials, which delayed the release of funds from the local support facility and limited the source materials available for the activity. Inadequate ventilation of the venue was another challenge that had to be addressed since the training utilized light boxes that required adequate ventilation.

On 29 June 2007 at the ILO meeting rooms the 2-D level anime trainees presented their anime film on the 'Legend of Angono' produced with technical support from the ACPI. Since then four of the 10 trainees who completed the course have been fully employed as assistant animators. Plans were made for embarking on a 3-D training programme for those already trained in 2-D technology.

The Artistic Creativity Programme

This training programme was aimed at supporting the Rizal State College of Angono Facultad Cooperative with its long-term goal of establishing an *Artistic Creativity Training Center* that would provide a supply of local artists with diverse talents in various creative fields such as

illustration, graphic design, literature, musical, and dance performances. An additional short-term goal was that of addressing the skills development for youth employability, so that trained youth could be hired by companies such as those involved in advertising, graphic design, landscaping, and publishing.

More specifically, the young artists-to-be who were trained under this component were intended to be employed within Angono for designing and prototyping of souvenir items that could be marketed prior to, during and after the First World Art Experience and other local events in the last quarter of 2006. The trainees were selected in accordance with their skill types and level. There were 15 trainees in the first batch and 10 trainees in the second batch of artistic creativity training.

Standard pre-training orientation was provided to set the tone for the training proper. The training session introduced the trainees to product design concept analysis followed by basic box and paper making, decorative painting and finishes, rubber mould making and casting, prototype making, and airbrush painting. Client interview, research, and exposure trips were also undertaken during course as an adjunct to the training.

The project partners include local artist organizations, the University Center for Culture and the Arts of the University of Rizal System-Angono Campus, Department of Trade and Industry (DTI)-Rizal, TESDA-Rizal, and Angono SME, Inc. In a span of more than one month in October, the center aimed to train around 50–75 young artists and, initially, provide short-term/contractual employment for about 10–15 member companies of ACPI.

Lessons learned from both components

Experiences and lessons were openly articulated by the demonstration project local implementers and beneficiaries in a forum (January 2007) in which the various stakeholders participated. Participation included provincial and national government agencies that were in a position to support actions that addressed the future growth needs of these art industry sub-sectors.

Planning and executing artistic training

In both projects, the stakeholders gained valuable experience and lessons that will equip them for future endeavours of a similar nature. Preparation of training materials needs to be undertaken well ahead of the scheduled sessions so as to have sufficient leeway against unforeseen difficulties in delivery. The timing of the training is also important and training that involves people for extended period has to be scheduled for those times of the year when there is least conflict with other activities. Contingency financing is necessary to forestall or deal with any delays in budgetary appropriations to ensure that training is not affected.

Capacity building

The mini-project has already brought benefits to the broader local community in terms of building the relationship between academe and the general population. Within the community, the project created the realization that there are others possibilities that can be developed to hone the talents of young artists and develop them as community assets.

Within the University of Rizal System, the profile of Angono has been raised in the eyes of the administrators who appreciate the links with what is being achieved at the community level and the campus flagship programme on promotion of culture and the arts. As a result, the university has taken the initiative to build on the mini-project and formulate and run its own short courses in animation and artistic creativity to help build the potential of the youth in Angono.

Through these projects, the young artists of Angono had the opportunity to hone and nurture their talents and skills through worthwhile training that was made possible by external financial support. In turn, this opened the door to the realization by those participants that, through art, they could develop their own sources of income. The youth of Angono became stakeholders in the outcome and became involved in the conceptualization and development of the project. Their talents and skills as young artists became better known and their own experience helped guide the further training. Their own energy and drive was a material factor in ensuring successful implementation.

At the time the project was implemented, participants did not believe there was a gender bias. However, during the latter part of the project, some of the female young artists who remained in the programme claimed that the male participants were dominating the classes. The basis of the complaint was not, however, specified and it is noted that similar complaints of male domination are often made with regard to the various art groups and societies active in Angono.

While young women benefited from the project to almost the same extent as men in terms of the number that completed their training, these comments suggest that there is a latent sense that women artists feel that discrimination is present within the local artistic community. Nevertheless, the training project left a clear impression that young women can also demonstrate competitive skills in the arts.

Sustaining, upgrading, and scaling-up the project

The pilot study in training on animation and creativity led to a local school being sufficiently impressed to champion the cause and integrate this type of training into its regular course offerings. As the initial project drew to a close, partnerships with local artists and external agencies were formed and will provide complementary support to similar artistic undertakings over the longer term.

Drawing from the post 2-D intervention learning sessions, it was recommended that the animation training be continued with a second phase training with support from the Angono Municipal Tourism Office (AMTO) fund facility that would train (648 hours) those who have completed the 2-D training, in 3-D technology to produce local professional animators. Training using 3D technology is needed to meet the requirements of the highly advanced animation companies located in the country.

Regarding the Artistic Creativity Training, it was recommended during the scheduled learning sessions that further training be organized using more advanced techniques and equipment to cope up with the fast changing computer technologies and make the trainees' more competitive and marketable as they meet potential clients.

The common problem encountered by trainers and trainees was the tight schedules they had to live with due to conflicting demands of community activities encountered during the period of training. Time and parental issues were also encountered particularly among the female trainees. But such issues were tackled and resolved accordingly among the student, parent, and school in a manner that enhanced parent-child-school relations.

The varying range of skills and talents of trainees was also a consideration during the training and adjustments had to be made to make it a productive experience for the concerned.

3.4 Tour guide training and public transport-aided art tourism promotion

An overview

Early on it was recognized that if foreign tourists are to be attracted to the area, having a local team of qualified interpreters is an indispensable tool for achieving the goals of building the tourism industry. Tour guiding is an educational activity that is part of the process of interpretation. In the past, tour guides were mostly untrained individuals but properly trained tour guides become a valuable local resource which provides a town with a competitive advantage. Tour guide training is an educational activity with emphasis on knowledge transmission and skill acquisition. It embraces three aspects: language interpretation; artistic interpretation; and contextualization.

This mini-project¹⁸ was focused on tour guide training and on the artistic painting of public transport—both activities undertaken to promote Angono and which were proposed and implemented by the Angono Ateliers Association, Inc. (AAA). This local artist group was joined by a number of other civic minded groups including ANAK Mahabang Parang; Confederation of Youth Organizations in Angono; Angono Artist Paradise Operators Drivers Association; Angono Cubao Operators Drivers Association; and Federation of Angono Tricycles Operators Drivers Association. The ILO acted as the overall consultant for the demo-projects and provided funds coursed through the local fund facility that was managed by the Angono Municipal Tourism Office (AMTO).

The mini-project was aimed at raising awareness and building consciousness of the local cultural heritage by training youths as tour guides. Originally the project targeted out-of-school-youth but ended up training in-school-youth, jeepney drivers, and tricycle drivers from Angono in tour guiding, and in the designing and repainting of some public transport vehicles with Angono culture-inspired artistry.

Implementing activities

Initially, AMTO sought to organize a series of local cultural and heritage awareness-raising consciousness-building activities and tour-guide training for 50 out-of-school-youth and public transport drivers. These activities were held in a local school.

Young artists, members of the proponent organizations, were expected to lead in the designing or painting of some of the town's public transport vehicles. Those who were to be trained in tour guiding would form a reserve pool of tour guides to be deployed during and after the *First World Art Experience*¹⁹ a week-long event held in November 2007 that Angono hosted. This event was designed to attract 'paying' local and foreign and tourists to the area, as a result of the public transport promotional activities. The schedule of activities undertaken within this component is outlined in Table 3-1.

¹⁸ The focal person for the demo-projects was Christina Gragera.

¹⁹ Using arts, the events tackled each of the eight UN Millennium Development Goals (MDGs).

Table 3-1: Schedule of tour guiding key activities

Activity	Timing
First general meeting of project partners	October 8, 2006
Consultation meeting involving local tourism office and youth	October 21, 2006
Consultation meeting involving transport group	October 31, 2006
First tour guiding seminar	November 6, 2006
Second tour guiding seminar	November 8, 2006
On-the-spot painting of public utility vehicles (PUVs)	November 9, 2006
First world art experience	November 21–26, 2006
Project assessment	January 5, 2007

The trainees-beneficiaries from this project were deployed during and after the *First World Art Experience* event. The trained guides now form part of the official pool of tour guides of the Angono tourism office. Part of the proponent's plan was to link with the association of travel agencies and operators by providing them trained tour guides and service of vehicles as a package tour in Angono to help bring in more tourists to Angono.

Challenges in implementing the mini-project

- *Target out-of-school-youth beneficiaries backing out*

The demo-project was a simple one and designed to focus on providing livelihood training to out-of-school-youth. The twin components, as envisaged by the local tourism office were a tour-guide training seminar for unemployed young people and the decorative painting of public transport vehicles by members of the AAA. The scheme brought together three groups: the youth of Angono; the artists; and the public transport groups. While simple in concept, the reality in seeking to implement the project was that commitment by the different stakeholder groups was less than ideal.

The first problem was related to the out-of-school-youth. Rather than seeing the seminar as an opportunity for self-development, instead they shunned the opportunity, claiming that tour-guiding was a new experience for them and one that they felt unable to handle. Lack of self-confidence was the root cause. They claimed that they lacked the critical skills needed for tour-guiding: they were verbally inarticulate, lacked even a basic command of the English language and as a result would be unable to handle the foreign visitors expected at major events. This they said, would detract from the positive experience such visitors were expected to take away from their time in Angono.

Reluctantly, the other partners could do nothing other than change their strategy and instead of developing the programme as an opportunity for the unemployed youth of the community, instead the target group for the tour-guiding seminar was altered to focus on in-school-youth.

- *Transport groups back out*

A second problem arose with members of the transport sector groups. Initially they agreed to participate in the project but later lost their enthusiasm. Drivers claimed that to make

themselves available for training would involve them sacrificing a day's earnings while operators claimed that they did not want to make their vehicles look like 'comic books'. Those that did agree to make their vehicles available for the demo-project demanded an 'advertising fee'.

Confronted by these issues, the mayor requested that the local implementing group conduct another round of consultations with those transport sector groups involved with the project and discuss further with them the purpose of the initiative—which was designed to bring benefits to all parties—and to explore the ways and means of solving the perceived problems. This recommendation from the mayor was implemented and the meeting resulted in a convergence of views that allowed the project to go ahead with the participation of some, but not all, of those who had expressed initial interest.

As a result, a number of drivers and transport operators still participated in the painting of their vehicles but not as many as originally targeted. The other vehicle operators and drivers agreed only to disseminate information materials on Angono to their passengers.

The jeepney group totally withdrew support for the project while the FX group and the tricycle group pursued the painting and designing of their public transport vehicles.

- *A key proponent group backs out*

The third problem to confront the organizers was the biggest blow to the project and it came from unexpected quarters. The original proponent of the project, the AAA itself, sought to withdraw claiming that the project would take too much of their time, that they had not previously tried painting on vehicles and were unsure of the result and because of a fear that commercializing their art might be demeaning and result in the loss of their collectors. A further meeting was set between the tourism office and the AAA but did not result in any fresh commitment by the latter.

While this did not impact on the tour guide training it was a major set-back to plans to uplift the public transport sector through the painting of the vehicles. To solve the crisis, the AMTO had to take the lead and having met with the concerned organizations, the youth leaders proposed a compromise solution whereby students from public and private high schools as well as various artist and artists groups would conduct an on-the-spot painting of those PUV's made available. Two artist groups mobilized its members; these were the Anak Botong Francisco Youth Organization and the Angono Regional Pilot School for the Arts. Some members of the AAA joined in the activity in their personal capacities although the AAA as an organization, in the end stood aside from the event.

It was encouraging to see the creative support given by the students who were enthusiastic about painting vehicles, something that was new to all of them. The painting process was simplified by adoption of a standard design instead of painting vehicles individually and uniquely as had been envisaged initially. This standard design was adopted to save on time and as a result of applying the principle of uniformity that had been learned in the capacity-building training sessions about branding—the value of sticking with one design for easy identification and which 'branded' their town.

Despite the odds, the event was a success. The stakeholders themselves resolved the problems encountered. Everyone who participated in the activity had fun and experienced new things. Although the implementers were unable to complete the work in painting

vehicles, these were painted eventually by AAA individual member artists and they were paid for their services. This was deemed to be the logical way to produce designed and painted public transport vehicles without any complaints from the project proponents and partners.

Outputs and capacities built-up

The mini-project delivered two tour guiding seminars involving 90 participants and artistically painted public transport vehicles including four FX units (private Toyota vehicles which are an intermediary between private hire taxis and public hire jeepneys) and 25 tricycles.

Trained student guides were deployed during the First World Art Experience (2006). They also served as curators for the annual art exhibit of the Artists of Angono. Painted transport vehicles were used for the familiarization tours prepared by the Asian Institute of Tourism of the University of the Philippines (AIT-UP). The painted tricycles were used by the candidates of the town's own 'Ms Young International' for the parade in Angono on November 22, 2006.

The implementing groups were largely youth run and had the wisdom to decide, and the flexibility to use, one officially-sanctioned design for all the vehicles during the on-the-spot-paintings of the PUVs to maximize use of time and effort so as to complete the project in time for the First World Art Experience. Despite the lack of participation by some, the remaining active members brought the undertaking to completion and assisted in mobilizing available resources and logistics, consulting or seeking advice on issues, addressing problems, and provision of technical assistance. It was a team effort.

Reflections and lessons articulated during the learning sessions

With the main phase of the mini-project completed, those who had participated gathered to discuss the results of their efforts and the lessons learned as a guide to future activities of this nature. Six key points were agreed by participants and these are enumerated.

1. The need to stretch one's capacity and understand human nature:
 - members must form and sustain positive personal and working relations for the success of the project
2. The need to strengthen coordination between partners:
 - the responsibilities of each participating group should have been clearly stipulated in the initial agreement between the parties concerned
 - scarcity in resources can inhibit coordination but resourcefulness and innovation can help overcome this problem
3. In future programmes of this nature there should be an adjunct module focused on attitudes and behaviour of a good tour guide:
 - inclusion of a session on attitudes and behaviour could alter how guides think and act in the presence of tourists so as to ensure visitors gain a positive impression of the town during their stay

- if a trainee guide learns how to self-check their own knowledge, attitudes, and behaviour they will be able to offer their clients (tourists) a valuable experience and not just a superficial introduction to a new environment, country, or culture.
4. The leaders of the youth organizations and members of the AMTO played significant roles in undertaking responsibility for key activities and decision-making and in remaining supportive until the completion of the project. This was in spite of all the difficulties met including the lack of commitment by some of the partners. The achievements of these groups needed to be recognized.
 5. The local stakeholders acknowledged that *“there will always be struggle in building a partnership with any organizations but one must keep in mind not to think of thyself but the success of the task at hand”*.
 6. Students came to the realization that tour guiding can be an excellent career to pursue:
 - in this field there is no gender issue because the principle requirement of a guide is knowledge and ability to inform people with confidence
 - participants also realized that tour guiding has many benefits and enables a person to meet people of different cultures and nationalities.

There were also positive outcomes for intermediary and the youth beneficiaries:

7. The AMTO was able to develop a strong bond with members of the various youth organizations.
8. The differences between members of the transport sector and the AAA were patched up with a continuing effort being made to consult and communicate even after completion of the mini-project.
9. The young tourism students who participated in the Tour Guiding Seminar were able to attend without charge, which according to local stakeholders is rare these days.

Even those who had been students of tourism for several years were able to realize that being a tour guide is a serious career and an excellent one to pursue. The 24 trainees from this programme are now included as part of the 90 trained tour guides registered with the AMTO as part of its pool. Furthermore, work as a guide builds confidence, not least of which is in the use of English and communicating with foreigners. As such it provides an excellent entry-level starting point into a career in tourism.

10. These students had many new experiences as a result of their training.

Participants expressed the hope that by projecting the continuous and widespread dissemination of information material about Angono, eventually the self-styled ‘art capital of the Philippines’ will become a favoured place to visit and the names of ‘Angono’ and ‘Higantes’ will become better known throughout the Philippines and abroad.

3.5 Souvenir items development using recycled materials

This mini-project²⁰ was implemented by the Green Movement of Angono, Inc., a local environmental NGO, in partnership with PATAMABA²¹ Inc. (Angono), a ‘for-youth’ micro-entrepreneurship NGO that works with the informal sector.

The implementers, with the support of ILO-CIDA, engaged TESDA-Rizal, Department of Tourism (DOT)-Rizal, DTI-Rizal, DTI-CITEM, and the ASMEI to assist with the project. Training sessions on management and marketing were organized. Training on design as well as photographic silkscreen painting were also conducted to show participants the art of screen T-shirt making.

The prime focus of activity was the production of new souvenir items using locally sourced and recycled materials artistically designed by 15 out-of-school-youth and young artists of Angono and which formed part of the effort to promote Angono as an ‘art capital’. As a result of this training, these young people were able to produce souvenir items including necklaces, t-shirts, key chains, hats, mini-bags, accessories, etc.

These products were marketed and sold during and following the town-wide First World Art Experience of November 2006. The souvenir products were also distributed at strategic outlets and stores around Angono. Sales outlets were also established at the Municipal Public Market (Desiree Store), the AMTO, and at the Angono petroglyphs site.

This project contributed to popularizing Angono’s souvenir making craft and to Angono itself as a tourist destination. Youth beneficiaries claim that despite the various challenges, it gave them the opportunity as young artists to develop their craft skills as a livelihood exercise.

Further, the intermediary and youth beneficiaries claimed that from their experience, they gained knowledge of proper management, networking, and marketing strategies. These are skills needed to produce and sell their crafts. Plans of the proponents included entering into additional arrangements for showcasing their products at trade fairs and exhibitions outside of Angono.

3.6 Souvenir items development using the culinary arts

This was otherwise known as the ‘*Pasalubong Sining Angono*’ project²² which was implemented by a private company, Balaw-balaw Foods Inc., the operator of the town’s Balaw-balaw Folk Food Restaurant and which also houses the Ang Nuno Art Gallery. Balaw-balaw based its support on the belief that tourists and other visitors usually take home one or more items to remind them of the place they visited and because of the Filipino custom of taking small gifts (*pasalubong*) to friends and family.

The mini-project carried out in support of this engaged TESDA-Rizal, DTI-Rizal, DTI-CITEM, DOT-Rizal, and ASMEI. It also engaged the support of other groups such as the Chocolate Lovers Inc. (CLI), Unilever Philippines, as well as schools and other local groups. Learning sessions on proper management and marketing of food products were organized. On-the-job-skills training on developing souvenir items using culinary arts were executed.

²⁰ The focal person for the demo-project was Jim Quitasol.

²¹ *Pambansang Kalupunan ng mga Manggagawang Impormal sa Pilipinas*—the National Network of Informal Workers.

²² The focal person for the demo-projects is Baby Vocalan.

The main activity undertaken was the development of new menus, pastries, cakes, and delicacies artistically designed by local young artists and produced by around 20 local unemployed and out-of-school-youth from Angono. Many of these young people came from squatter settlements and families previously settling along the Angono Highway and relocated at the Mednavill Center, along the Manila East Road (see page 20). The youth were tasked to produce food items in a distinctive art form and with a taste that can be associated with Angono. They were paid on a piece-rate and encouraged to work for both quality and quantity.

Food items developed in a distinctive form include the Higanito ChocoPops. These are chocolate lollipops in the shape of the 'Higantes' (giant) and which were easily associated with Angono because of its Higantes Festival. The ChocoPops are placed in canisters on top of the tables and cashier counters of the Balaw-balaw restaurant which encourages customers to take and buy items for ready consumption on the premises or as take-out items. Food items representing Angono's distinctive flavour include the fried *itik* (duck) and the balaw-balaw sauce (fermented shrimp). These are prepared using various recipes developed by the restaurant owner and which can be carried out, bottled and/or placed inside a rice box as part of a takeout meal. The rice box itself is crafted and designed to reflect the image of Angono.

These products were marketed, distributed, and sold in Angono during and after First World Art Experience by entering into sales and marketing contracts with other restaurants, bakeries, resorts, museums, and food stalls. These items were also sold during art exhibits and other organized events by different groups of artists in and out of the town. The fried *itik* has become particularly popular and since its introduction is now sold in food stalls near the town plaza.

During the learning session held in January 2007, the proponents and select youth beneficiaries confirmed that the project gave balaw-balaw an opportunity to develop new product lines, opened new job opportunities, employed some of the out-of-school-youth, and harnessed their talent towards life and work skills. Further, it provided young people with the chance to become productive citizens—giving them greater self confidence in undertaking and improving their craft and relating with others with an increased sense of self-worth and responsibility, self discipline in relation to process, quality and time, and capacity to generate income.

The implementer and the beneficiaries thanked and lauded their collaborators—the trainers of TESDA-Rizal for the training support given, even during weekends; CLI for making the mould at minimal cost; Unilever Philippines for helping in the development of the new menu using balaw-balaw sauces and deploying a CCA graduate for the purpose, the principals of schools in Angono for allowing the culinary arts products be sold in their school canteens or elsewhere on their premises; DTI for providing marketing support and endorsing them in exhibits where their products could be sold and connecting them to PhilFoodEx and Philippine Trade Training Center which regularly conducts trade shows in SM Mega Mall among others.

The key lessons generated from the mini-project include the following:

- Out-of-school-youths can be productive given an appropriate opportunity.
- Marketing plays a crucial role in the success or failure of any business.
- Partnerships with government agencies and other entities can be beneficial.
- A proper mindset is needed in ensuring the marketability of the product.

The LGU-AMTO fund facility is still in existence and remains the channel whereby locally allocated budgets and external funds are channelled to support local tourism initiatives of artists, youth, and tourism related service providers.

4 The way forward

The Creative Economy Movement has been able to achieve its goals primarily due to a revitalized and decentralized system of governance. By focusing on town-based capabilities, progress has been made but has also been constrained to developments within the town itself, cultivating local talent and creating employment, and—in effect—making revenues circulate within the municipality. This was important as a starting-point, but the movement has the capability of growing beyond this.

The local government is hopeful that with the success of the Creative Economy Movement and the gains from the mini-demonstration projects, the creation of new jobs and income sources will increase the containment of revenues within the town so as to continue its growth and development. The experience of Angono can be emulated, suitably modified, in other areas.

Progress is evident in the development of town infrastructure and road networks as it embarked on becoming and sustaining the town as an art-focused tourist center, and there is further economic potential to be exploited with the opening of ferry operations to Manila, the completion of the Angono Baywalk, and establishment of a light industrial park.

The autonomy given to the town through RA 7160 has facilitated the harnessing the town's economic and cultural potential. As the name suggests, Angono's Creative Economy not only strengthens its inherent art movement, but also generates more opportunities and thus a more productive and dynamic community.

4.1 Recapping key development tasks and gains for Angono with ILO and CIDA fund and support services

The experience of Angono with its approaches, tools, and good practices can be emulated and suitably modified for other localities to benefit the Creative Economy concept as well as the implementing plan. This will involve various government, business and social development organizations, peoples organizations, youth organizations, artists associations, and donor agencies that are already in existence even prior to the implementation of youth employment interventions.

ILO with CIDA funds made a number of contributions that supported the LGU and its stakeholders in key activities and tools developed and used that benefited the town of Angono and which can be replicated in other areas to suit local circumstances. These are outlined in Table 4-1.

By January 2007, while most of the LGUs were just about to start and develop a local multi-stakeholder employment strategy plan (with ILO-CIDA support) the Angono LGU organized forums in succession from the end of January to first week of March 2007. Angono completed the demo-project activities ahead of the others and was already at the stage of having reviewed and shared practical lessons from which the LGU and other project stakeholders could learn and benefit.

Other contacts made by Angono with ILO were in relation to requesting support for networking and marketing Angono tourism related events and products. It was not necessarily seen as part of ILO-PYEP support but represented an additional request.

Table 4-1: Key activities

Timeframe	Supported activity	CIDA and ILO support	Enabling tools produced and their future usefulness
2006, 2007	Providing two local schools of Angono with Know About Business (KAB) teachers training programme and opportunity to pilot its instruction.	Provided fully funded support for two week teacher training for KAB conducted by ILO international and national consultants. Provided consultants to follow-up on the progress made at the school.	Existing ILO KAB programme tools modified to suit national and local realities (same goes with other pilot schools in the country).
3Q 2006	Conducting youth employability survey targeting 200 youth participants.	Engaged the services of the Philippine Resources for Sustainable Development (PRSD) which assigned the consultant to customize and implement the use of the survey instrument.	Tools can be modified and upgraded for other localities, use of median and not mean in aggregating responses tools should be used.
4Q 2006	Strategic planning workshop for promoting art-tourism.	Provided the services of the PRSD consultant capable of: <ul style="list-style-type: none"> • being immersed at the LGU level; • working with different local stakeholders; and • coordinating different resource persons. 	Mid-term youth development and employment planning workshop framework and tools developed by Asian Institute of Tourism can be suitably modified in line with promoting other localities as a tourist destination.
4Q 2006	Six demonstration projects design and implementation as well as marketing and evaluation plus the forum for Local Employment Creation which Angono hosted inviting other LGUs and national stakeholders.	Provided the services of the PRSD consultant and funds to set-up the AMTO fund facility to support tourism promotion and employment creation demo project activities.	Process and content reports.
Jan 2007	Learning forum involving all representatives from six demonstration projects, provincial and national government line agencies, and ILO.	Provided the services of the PRSD consultant in organizing the resource persons.	Final/consolidated report of the Angono consultant missing – reports generated were reports individually prepared by local demo-project implementers.
Apr 2007	Seminar workshop for all local planners and employment focal persons plus the Forum for Local Employment Creation which Angono hosted inviting LGUs and national stakeholders.	Angono project was carried out in a municipality nearby Manila and ILO was invited by the LGU thereby ensuring total commitment.	
May 2007	Asian LED seminar.	Representation in the seminar as a resource person, plenary, and workshop.	
Jul 2007	National technical workshop involving national and local level planners and stakeholders presenting all policy studies.	Representation	
Sep 2007	DOLE organized national strategic workshop for youth development and employment.	Representation	
Nov 2007	LGU organized mainstreaming of LGU youth employment.	Fund support and copy of tools prepared by ILO consultant who facilitated the April 2007 seminar-workshop.	

Nonetheless ILO continued to invite Angono just like Marikina (each with a local consultant assigned to provide them with guidance and direct action support and in order to distil the lessons learned) in other activities where they, together with the six other LGUs, would stand to benefit and to provide them with a common forum where an ILO-LED planning consultant reviewed the status of their strategy plans earlier prepared and provided them with the learning experiences and take home tools on which to build further.

Being in non-elective positions and given their job mandate as provided in the Local Government Code, ILO deemed it practical to prepare the local planners by April 2007 through a seminar-workshop to ensure that they were adequately equipped for a change in the political leadership. This was essential given the reality that the first thing a newly elected mayor or governor does upon assuming office is to consult with the local planning coordinators. The workshop was intended to prepare them to internally market the results of other planning activities to the mayor and the local legislative council and ideally enable them to take the lead in conducting their own similar planning processes using the tools prepared by the ILO.

Notwithstanding this additional training, long after Angono was on its own and after a new mayor was elected, Angono's municipal planning and development coordinator continued to request support from ILO as her office was leading an LGU strategy planning workshop which provided an opportunity to brief the newly elected mayor and other elective and civil service officials with regard to the previous administration's policies and programmes that needed to be sustained and covered in the local plans, programmes, and regular budget of the municipality.

4.2 Priorities, plans, and gains under the present Mayor

Since this project began, Angono has had a change of administration. Nevertheless, the movement began under Mayor Calderon in 1998 is being continued to the present time.

Mayor Aurora Villamayor was elected into office in 2007. Based on a follow-up meeting with the local development planner and subsequently with the local chief executive herself, the present directions and priorities of Angono LGU were explained as including the following:

- Sustain and build on the gains of the previous administration including gains in art tourism promotion but with increased focus on agricultural sector development in order to improve local food sufficiency and create livelihood opportunities for other under-served sectors of Angono.
- Implement corrective actions in order to strengthen LGU service capacities in terms of responsiveness of internal systems, staff self-directedness and regulations governing personnel attendance, work conduct, salaries, training, welfare, etc.
- Organize a workshop for executive and legislative officials of the municipal government of Angono on *Facilitating Integration of Youth Employment Strategy* using the ILO-PYEP evolved employment planning tool.²³

This workshop was intended to orient newly elected legislators and executives as well as the local non-elected officials on the previous initiatives of the mayor and engage them in forward planning as far as sustaining youth employment initiatives are concerned.

²³ Developed by Camilo Casals.

4.3 Actions to sustain and build on past initiatives

Angono, through the initiative of the local planning and development coordinator and with the support of the newly elected mayor, requested further ILO assistance through the CIDA funded PYEP Project in organizing the *Facilitating Integration of a Multi-Stakeholder Youth Employment Strategy in Local Economic Development Plans*.

ILO suggested that local planners use the tools and lessons learned during the ILO-CIDA-PYEP workshop for planners and that the planning coordinator act as the facilitator and resource person since it was already part of the capacity building plan and with the coordinators other experience, she was already in a position to play that role, and commanded respect for her capacities from the executive and legislative officials of the town.

Eventually, the municipal development planning coordinator took the challenge to act as the facilitator and resource person for the workshop, the results of which are tabulated in Table 4-2.

A summary of the seminar-workshop proceedings is provided below:

1. The seminar-workshop was designed as a strategic planning exercise for Angono focused on youth employment. It involved giving LGU officers the opportunity to clarify and assess both the external and internal environment in the context of the following elements:
 - the demand for employment services within the municipality;
 - the need to identify the indicators to be used to measure the success of youth employment programming; and
 - a determination of the strengths and weaknesses relative to stakeholders and alternative employer service providers.
2. The workshop was conducted on November 6–7, 2007 in Baguio City. A refined form of the workshop guide was provided to the LGU planner to assist her in the local planning process and in ensuing post-planning coordinating efforts.
3. The objectives of the first part of the workshop was to generate the following:
 - define areas of focus that prioritize alternative ways of promoting employment creation, employability, entrepreneurship, and equal opportunity;
 - identify the priority policy interventions; and
 - develop a capacity building plan to addresses internal limitation of LGUs and key stakeholders in addressing youth employment issues.

Table 4-2: Angono's identified opportunities and constraints in employment creation, 2008–2010

Sector opportunities	Market	Technical	Finance	Mobilizer	Quantitative targets, scale, and jobs
Agri-aqua based	Angono public market and neighbouring towns	Conduct of training for OSY especially entrepreneurship	LGU/ provincial funds	Bureau of Fisheries, Laguna Lake Development Authority, Municipal Agriculture, GO, NGO, TESDA, PESO	500 youth
Tourism	Local and national	Training workshop	LGU/national funds	DOT and LGU	700 artists
ICT	Local and national	Municipal ICT, public schools, Angono National High School, TESDA, NGOs	LGU funds	Municipality of Angono, DepEd, NGOs	1,000 students
Housing/infra construction carpenters/ masons	Local and abroad	TESDA – trade tests	National/ local government	Employers- contractors, PESO, DOLE, POEA	3,000
Non-agri-aqua manufacturing (dressmaking)	Local and abroad	TESDA, LGU, manufacturers (Non-formal)	NGO, DepEd, LGU	Chamber of Commerce, business establishments, POEA	2,000
Retail/wholesale (groceries, sari-sari stores)	Local and national	Livelihood entrepreneurship	DOLE, DSWD, MFI, Landbank, Quedan Corp.	Banking institutions, other lending institutions	2,500 retailer and wholesaler
Services (beauty salon, security, janitorial)	Local and abroad	Training	LGU, NGO	POEA, TESDA, DepEd, PESO	4,000
Overseas/ external	Abroad-OFW	Info, ads, Internal, PESO	Lending institutions, banks	DOLE-POEA	3,000

Key outputs included the following:

- Identification of action points addressing employment creating opportunities and constraints as outlined in Table 4-2.
- A final budget plan that would ensure the youth employment strategy plan be mainstreamed in local budgets for 2008 and to be adopted jointly by Angono's local government executive and legislative officials.

The entire two-day workshop involved 29 participants—local executive and legislative officials, including 12 women. These included the municipal mayor, vice mayor, six councilors including a youth representative, five department heads/section chiefs, the Angono Chief of Police, two DSWD staff, 10 staff of the mayor and councilors, and three NGO representatives.

Reproduced in Table 4-3 is the agreed 20 per cent development budget plan for 2008 reflecting Angono's priority areas mainstreaming across components, sustaining activities for creating employability, and entrepreneurship opportunities for youth.

Table 4-3: Angono's investment plan, 2008

Municipal Government of Angono Budget plan 2008 – 20 per cent Development Fund	
Activity	Budget allocation
<u>Social development</u>	
Training programme for out-of-school-youth, women, minors, displaced families, disabled persons, older person	200,000.00
Construction/Improvement of rural health unit/center	1,500,000.00
Installation of street lighting system (4)	236,000.00
Preservation of Carlos 'Botong' Francisco Studio, carabao park, and landmarks	400,000.00
Improved/rehabilitation of water supply chain	150,000.00
Improvement of parks	220,000.00
<u>Economic development</u>	
Livelihood and entrepreneurship development programme (purchase of materials and honoraria for trainers)	500,000.00
Rehabilitation of roads and bridges	500,000.00
Construction and improvement of government building	1,500,000.00
<u>Environment management</u>	
Maintenance of material recovery facility with segregation/composting area	1,000,000.00
Purchase of equipment for solid waste management	350,000.00
Fees for waste disposal at Montalban facility	100,000.00
Purchase of dump truck (10 wheeler)	1,000,000.00
'Clean and green' programme	2,000,000.00
De-clogging, rehabilitation, maintenance of drainage canal	1,000,000.00
Dredging of Angono river, de-silting of river	1,000,000.00

The initiatives under the administration of the former mayor are being continued although from a different standpoint under the leadership of incumbent Mayor Aurora Villamayor. This comes with the support from the local council and civil service staff guided by resolutions made among the local tourism stakeholders in the past administration and with locally established priorities and plan.

The local plan for 2008 has been implemented in line with set targets. The plan for 2009 intensifies investments into the social, economic, physical, and environment management infrastructure for Angono anchored on tourism and utilizing the town's 20 per cent development fund augmented by funds from the provincial government of Rizal and the national government. This is shown in Table 4-4. The appendix to this case study provides a situation update as of November 2009 prior to completion of this report.

Table 4-4: Angono's investment plan for tourism, 2009

(Using local provincial and national development funds)

Tourism sector programmes, projects, and activities	Implementing office	Allocated funds (PhP)
Construction of museum/art center	Office of Engineering	5,000,000.00
Construction/rehabilitation of landmarks/sculptures and restoration of historical heritage	Office of Engineering	1,500,000.00
Information campaign through brochures	Office of the Mayor/ Office of Tourism	500,000.00
Join regional, national, and international tourism exposition	Office of the Mayor/ Office of Tourism	300,000.00
Construction/rehabilitation of gymnasium	Office of Engineering	10,000,000.00
Improvement of municipal compound	Office of Engineering	5,000,000.00
Construction of arc/boundary marker	Office of Engineering	4,000,000.00

5 References

5.1 Interviews

Hon. Aurora Villamayor, Municipal Mayor, Municipality of Angono. October 2007

Hon. Gerardo Calderon, Municipal Mayor, Municipality of Angono. 12 December 2005

Nancy Unidad, Municipal Planning Office, Municipality of Angono. 7 November 2005; October 2007 and follow-ups in 2008 and 2009

Randy Mariano and Tina Gragera, Office of the Mayor, Municipal Tourism Office, Angono. 7 November 2005 and follow-ups with Tina Gragera, 2008

Felino Perez. Public Employment Service Office, Municipality of Angono. 7 November 2005

Rosalinda "Nene" Lagamia. Public Employment Service Office, Municipality of Angono. 7 November 2005

5.2 Documents

Municipal Government of Angono and MJE Consultants Comprehensive Development Plan of Angono, 2005

International Labour Organization: Initial Baseline Situationer for Angono, by Antonio Pedro Jr., 2005

International Labour Organization: Case Report on Angono: Decentralization and Employment Promotion by Maria Asuncion Ortiz and Alessandra Ferreria for ILO, 2006

Philippine Resource for Sustainable Development: Proposals and reports by Robert Sagun, 2005-2007

ILO-CIDA-PRSD-LGU Angono Demonstration Projects Implementing Partners: Proposals and Reports, 2005-2007 prepared by Christina Grageda, Erich Equalada, Jerry Esperanza, Isidro Santos, Jim Quitasol, and Baby Vocalan

Angono Municipal Tourism Information Brochure

Chan Robles Group Web-based Local Government Code

Local Government Code 1991 compiled and edited by Jose N. Nollado and updated by Mercedita S. Nollado

Rules and Regulations Implementing the Local Government Code of 1991 with Related Laws and Concept of Decentralization compiled and authored by Arnell B. Bautista

5.3 Observation/Participation

Higantes Festival and Annual Art Festival: November 2005

Visit to Local Art Galleries by M.A.A. Ortiz and Alessandra Ferreria: November 2005 and in 2007

World Art Experience Event Activities: November 2006 including the Forum for Local Employment Creation

Angono Stakeholder Learning Session at ILO Auditorium: January 2007

Animation Training Learning Session for Staff conducted by ACPI Trainer and Students at ILO Meeting Room: July 2007

Appendix

Status of partnership, tourism, and employment promotion plans

(November 2009 updates)

Sources of data

Interviews with:

- Ruth Miranda, Architect and Assistant to MPDC
- Nancy Unidad, Municipal Planning and Development Coordinator (MPDC)
- Bernardo Balagtas, Secretary for Tourism Promotion Activities and Head of AMTO and former Municipal Councilor

Implementation status of 2008 budget plan and 2009 tourism investment plan

- On track as planned and as per allocated budget

Current priority efforts of the LGU

- Does not necessarily lose sight of sustaining past tourism related initiatives but immediate priority is in poverty reduction efforts.
- Sectoral approach in poverty reduction includes fisherfolk, farmers, and drivers, etc. each of the sector issues are being addressed to make the local government programme more inclusive and balanced.
- Food sufficiency as the continuing priority of the present mayor.
- Relocation and housing solutions for the remaining riverbank informal settlers (the past local government administration claimed having achieved 70 per cent of relocation targets and the current administration has not stopped yet.
- Currently in the process of identifying and clearing up an additional relocation sites for evacuees from the riverbanks – Mayor and MPDC follow-up meetings at the provincial government with Governor Casimiro Ynares.
- Fisherfolk have organized themselves and requested the support of the Fisheries School in Cardona in establishing eight hectares of Fish Sanctuary – already providing additional fish catch for local food sufficiency requirements of Angono.
- Organic farming being pursued – loan capital for this being provided.

Tourism resolution, implementing arrangements

Office, Head, Staff, Events, Packages, In-charge

- A local resolution passed by former *Sanggunian Bayan* members to mainstream youth employment in local policies and regular programmes and plan was adopted by the present *Sanggunian Bayan* members and the town mayor.
- A former councilor (under the past administration) and one of those who passed the resolution concerning the mainstreaming youth employment in local plans, office

structures, and programmes, is currently assigned as a secretary to the mayor on tourism matters and is responsible for overseeing the operations of the AMTO.

- The AMTO is now a permanent office within the LGU structure. It has an Advisory Council composed of legislative officials and representatives of people's organizations, tourism services organizations, and youth organizations.
- A regular staff complement is assigned to municipal tourism to provide support role.
- All other staff are on job contracts, contractual, casual arrangements to deliver on the mandate and services of the AMTO—attempts to carry over past initiatives on tour guiding and attached services.

Municipal Environment and Natural Resources Office set-up, 2009

- This is to address all environment related issues and concerns of the locality and its stakeholders.
- Noteworthy, the past mayor is currently holding an Assistant Secretary role in the Department of Environment and Natural Resources (DENR) and now takes an interest in the concerns not only of his locality but other localities as well as promoting a green movement.

Artistic Center

- Planned Art Center for Artistic and Animation Trainings will push through with the provincial government recommitting the public estate being within the provincial jurisdiction.

Local Artists' Organizations

- Picking up from lessons generated from working with the LGU and among themselves, these organizations are now working through both independent and collective efforts to take the lead in organizing and hosting local, national, and international art events.

Young Artists Associations

- A Young Artists Association which was established in 2004 took up the challenges of organizing the younger artists and obtaining representation in the local economic development processes.

Youth/Artist group-led initiatives hand-in-hand with government and non-government partners

- Youth/artist organizations are represented in tourism council anchored by the AMTO.
- The AMTO maintains a consultant for its local tourism events and this consultant is a university professor, a local of Angono.
- The AMTO having learned its lessons from the difficult yet successful LGU initiatives it now lets the private sector organizations including the artists and youth organizations take the lead on local tourism events.
- An Artists Congress has been held annually every February since 2008:
 - Art Congress in February 2008 – the Angono LGU-MTO as lead

- Art Congress in February 2009
- Art Congress in February 2010 – upcoming
- Currently the Neo-Angono Artists Collective has taken the lead in organizing the “Multi-lateral Asian Country Conference and Feasibility Workshop and Public Art” as a step towards creative city development.
- The Neo-Angono Artists Collective has youth (children of artists) for its officers, in the board and has over 40 active members.
- The Tourism Council involves – art council and high school students in public and private programme, sustained fund facility, staff job contract, contractual, job order, consultants, metro museum.

Public Employment Services Office

- The PESO is also headed/supervised by the same official supervising the tourism office so as to ensure close coordination.
- It remains functional as described in the past and fortunate to belong to Rizal Province and NCR with organized and active provincial PESO associations and NCR-DOLE offices through which the municipality is able to taps its linkages, programmes, and services.
- Due to the effects of the 2008/09 global crises, 150 persons from Angono were displaced from their jobs and as a quick response the PESO has been working with its provincial employment network to provide at least short-term (15 days work), casual, and contractual jobs for the unemployed job-seekers.
- The PESO also works with the Welfare and Development Office of the LGU and DOLE’s BRW in relation to entrepreneurship training and relevant support to enable the affected to start up some livelihood and micro-scale enterprises.

As developments in the food sufficiency and other routine programmes of the local government have been in place and gaining grounds and as flooding problems and relocating informal settlers from the river banks have been continually addressed, the LGU plans next to intensify efforts in tourism promotion and to invest in the earlier identified needed infrastructures and facilities in cooperation with and support of all partners it has worked with in the past—in its demo projects and open to new partnerships.

ILO Subregional Office for South-East Asia and the Pacific

LIST OF YOUTH EMPLOYMENT and LOCAL ECONOMIC DEVELOPMENT PUBLICATIONS

YOUTH EMPLOYMENT

No.	Title	Author(s)	Year published ISBN
1	Youth employment in the Philippines	Mark Emmanuel L. Canlas and Maria Cristina R. Pardalis	2009 978 92 2 121442 7 (print) 978 92 2 121443 4 (web pdf)
2	Choosing and assessing local youth unemployment interventions	Jude H. Esguerra	2009 978 92 2 121444 1 (print) 978 92 2 121445 8 (web pdf)
3	Briefing guide: meeting youth employment policy and action challenges		2009 978 92 2 121469 4 (print) 978 92 2 121470 0 (web pdf) 978 92 2 121471 7 (CD-ROM)
4	Operations guide: managing an ILO-CIDA youth employment country project: Philippines	Camilo G. Casals	2009 978 92 2-121446 5 (print) 978 92 2-121447 2 (web pdf)
5	Enhancing youth employability is a business mission	Rene E. Ofreneo	2009 978 92 2 121448 9 (print) 978 92 2 121449 6 (web pdf)
6	Towards a national policy and action agenda for decent and productive work for youth in the Philippines	Fernando T. Aldaba and Jose T. Sescon	2009 978 92 2 121472 4 (print) 978 92 2 121473 1 (web pdf) 978 92 2 121474 8 (CD-ROM)
7	Promoting youth employment in the Philippines: policy and action project. A final independent evaluation report	Cielito F. Habito	2009 978 92 2 121466 3 (print) 978 92 2 121467 0 (web pdf)
8	Youth employability surveys in the Philippines: an integrative report		2009 978 92 2 121516 5 (print) 978 92 2 121517 2 (web pdf) 978 92 2 121519 6 (CD ROM)

LOCAL ECONOMIC DEVELOPMENT

1	Local economic development and youth employment in the Philippines: the case of Angono		2010 978 92 2 121426 7 (print) 978 92 2 121427 4 (web pdf)
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7	Local economic development and youth employment in the Philippines: the case of La Castellana		2010 978 92 2 121567 7 (print) 978 92 2 121568 4 (web pdf)
8	Local economic development and youth employment in the Philippines: the case of Marikina City		2010 978 92 2 121428 1 (print) 978 92 2 121429 8 (web pdf)

Local economic development and youth employment in the Philippines: the case of Angono

Angono is a first class municipality situated in Rizal Province on the shores of Laguna de Bay and close to Metro Manila. It has long been known for the artistry of its residents and as a place that fosters artistic endeavour in a number of forms. The beauty of the surrounding countryside is credited with providing the inspiration.

With 62 per cent of its population under 30 years of age, youth unemployment is a major concern. In developing its own strategy for local economic development, the municipal government has sought to capitalize on this innate talent by building Angono both as a center for tourism as well as for culture. This has been undertaken through the town's creative economy flagship project.

Interventions made under the ILO-PYEP project have supported the LGU programme by using an ILO seed fund facility provided with CIDA assistance. Support has focused on supporting local artistry and artists organizations and in training young people in animation and artistic creativity. To these components have been added tour guide training and souvenir item development.

While a number of useful lessons have been learned, the projects have been judged to have been a success and are continuing to the present time.

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