

Report of the
Third Country Training Program on
Building Capacities of Asian NGOs
in Poverty Reduction through Community Actions

“Promoting Participatory Local Governance for Rural Development”

27 August – 15 September 2006

Quezon City, Philippines



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Third Country Training Program on
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for Rural Development”**

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EXECUTIVE SUMMARY

The Third Country Training Program (TCTP) on Building Capacities of Asian NGOs in Poverty Reduction through Community Actions focusing on Promoting Participatory Local Governance for Rural Development was conducted from August 27 to September 15, 2006 at the Innotech Centre, Commonwealth Avenue, Quezon City, Philippines.

Twenty-five participants from Bangladesh, Cambodia, China, India, Indonesia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam took part in the internship training program to gain technical knowledge and skills in participatory local governance.

The program design was evenly divided between lecture and fieldwork. Days 1 to 6 were devoted to Theoretical Inputs; Days 7 to 16, to field visits and study tours; and Days 17 to 20, to Planning and Integration.

The Theoretical Inputs consisted of Sessions on the following:

- Basic Concepts of Governance;
- Policy Issues and Challenges in Local Governance, as exemplified by the experience of Naga City;
- Major Local Governance Initiatives in Asia and Best Practice;
- Country and Case Study Presentations on Local Governance;
- Social Capital and Local Governance;
- NGOs' Role in Local Governance: The CAPP-SIAD Experience;
- Experience of Basic Sectors in Local Governance;
- Tools and Approaches to Local Governance;
- Social Marketing;
- Sustainable Integrated Area Development Planning for Participatory Local Governance;
- Development of a Community-Based Enterprise, specifically an Organic Rice Master Plan for Valencia City, Bukidnon;
- The Experience of Infanta, Quezon in Local Development Planning;
- The Sustainable Integrated Area Development (SIAD) Framework for Sustainable Development Planning; and
- Planning Tools.

Meanwhile, Study Tours and Field Visits were conducted in Marikina City, Infanta-Quezon and Naga City-Camarines Sur. As an output of the field visits to the last two sites, the participants prepared and presented case studies (two pertaining to Infanta, four, to Naga) focusing on the education, urban poor, rural poor and farmer's sectors.

An Action Planning Session capped the training, at which the following action points were identified:

Objective 1: Promote policies favorable to good governance

Strategy	Major Activities
Support implementation of policies in support of good governance	<ul style="list-style-type: none"> • Work/enhance existing mechanisms for participation (e.g., citizen's community boards) • Mainstreaming of participatory governance practices of NGOs • Conduct dialogue sessions with governments
Undertake research studies	Documentation of best practices on good governance
Monitoring	Budget tracking from people's perspective

Objective 2: Build the capacity of stakeholders

Strategy	Major Activities
Own institutions	<ul style="list-style-type: none"> • Re-echo sessions, sensitization (top management and colleagues) • Re-entry/integrate lessons to current programs
Partners and other NGOs: Areas on leadership, legal framework	<ul style="list-style-type: none"> • Training, workshops • Exposure visits • Produce reference materials, manuals on good governance
Heighten awareness on decentralization	<ul style="list-style-type: none"> • Newsletters/journals • Popularization of knowledge materials
Government: area on decentralization, participation	<ul style="list-style-type: none"> • Training, workshops • Exposure visits

Objective 3: Engage in networking activities to promote local governance

Strategy	Major Activities
Communities	<ul style="list-style-type: none"> • Basic education • role in decision-making processes, participatory local governance • formulation of village development plans
Local and national NGOs	<ul style="list-style-type: none"> • Mobilization activities • Information sharing
International NGOs	Information networking, sharing of best practices
Local governments	Information sharing/dissemination, dialogue

Apart from the Action Plans, the participants agreed to do the following intermediate actions:

- Refine the country plans;
- Mobilize resources (bilateral, regional);
- Continue knowledge network;
- Monitor country plans;
- Establish a TCTP-PLG Alumni Association; and
- Revise case studies/country papers.

The Training ended with the awarding of Certificates of Participation to the participants, concluding messages from two of the participants and with congratulatory remarks from the Department of Foreign Affairs, the National Economic Development Authority, and ANGOC.

Third Country Training Program on Building Capacities of Asian NGOs in Poverty Reduction through Community Actions:

“Promoting Participatory Local Governance for Rural Development”

HIGHLIGHTS OF PROCEEDINGS

The Third Country Training Program (TCTP) on Building Capacities of Asian NGOs in Poverty Reduction through Community Actions focusing on Promoting Participatory Local Governance for Rural Development was conducted from August 27 to September 15, 2006 at the Innotech Centre, Commonwealth Avenue, Quezon City, Philippines.

Twenty-five participants from Bangladesh, Cambodia, China, India, Indonesia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam took part in the internship training program to gain technical knowledge and skills in participatory local governance (see Annex 1 – Directory of Participants). The training program, which was organized by the Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC) and supported by Japan International Cooperation Agency (JICA) and ActionAid International, aimed to enhance the capacities of the participants in participatory research documentation, community development, monitoring and evaluation as well as policy dialogue.

Day 1, August 28, 2006

SESSION ON INTERNSHIP PROGRAM ORIENTATION

Ms. Teresa Agarrado of ANGOC welcomed the participants and asked them to introduce themselves.

Mr. Nathaniel Don Marquez, executive director of ANGOC, gave an overview of the beginnings of the ANGOC network and its current programs and strategies towards poverty reduction. ANGOC was established in 1979 with 21 members in 11 countries. It now has an effective coverage of 3,000 NGOs and CBOs. The partner-members of ANGOC are found in *South Asia (India, Sri Lanka, Nepal, Bangladesh and Pakistan)*, *Southeast Asia (Indonesia, Philippines, Cambodia and Malaysia)* and in *East Asia (Japan & China)*.

ANGOC’s strategy is three-pronged, consisting of programs dealing with (1) Agrarian Reform and Resource Rights; (2) Sustainable Agriculture and Resource Management; and (3) Participatory Local Governance.

Against this backdrop, Mr. Marquez stated the rationale of the TCTP as the strengthening of the capacities of Asian NGOs, CBOs and Government representatives to overcome hunger through community actions that would promote food security among poor households as well as to provide a venue for the exchange and sharing of technologies and experiences among participants.

Mr. Marquez informed the participants that ANGOC in partnership with JICA has already conducted two other training courses since 2004, namely:

Year	Main Theme	Inclusive Dates
1	Enhancing Access to Land for the Rural Poor	November 2-23, 2004

2	Sustainable Agriculture – A Viable Alternative for Resource-Poor Farmers	November 6-25, 2005
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Mr. Marquez said that the program design provides for 50 per cent lecture and 50 per cent fieldwork. Hence, *Days 1 to 6* are for *Inputs*; while *Days 7 to 16* would be devoted to actual *Field visits/study tour in Marikina City, Infanta-Quezon and Naga City-Camarines Sur*. *Days 17 to 20* would be spent on *Planning and Integration*.

Finally, Mr. Marquez thanked the participants for their time and interest in joining the internship training program. He hoped that the participants would use what they will learn from the training.



Ms. Agarrado then asked the participants to draw an object that would describe them as a person. Each participant was given 10 minutes to explain their drawings as a way of revealing themselves to the group. Thereafter, Ms. Agarrado divided the participants into five groups, as follows:

Group 1	Shihong Luo – China Harindra Thushara – Sri Lanka Putheara Nuon – Cambodia Krishna Kumari Waiba – Nepal Ba Hung Nguyen - Vietnam	Group 4	Sikandar Ali Hullio - Pakistan Nemia Gareza - Philippines Anh Dao Pham - Vietnam Ubaidillah – Indonesia Kisalay Sharma – India
Group 2	Ganesh Bahadur Bishwakarma – Nepal	Group 5	Yuding Chen – China Charya Chet – Cambodia

	Thi Bich Duong Dao – Vietnam Syed Abul Hasan Azmi – Bangladesh Francis Costa Warnakulasuriya – Sri Lanka Bunsit Tatong – Thailand		Manoj Sivarama Pillai – India Remma R. Baban – Philippines Binu Arickal - India
Group 3	Jantana Benchasub – Thailand Ahmed Faruque – Bangladesh Hoang Long Pham – Vietnam Muhammad Tanvir Akhtar – Pakistan Shanti Amarasekara – Sri Lanka	Roles of the Host Team	
		<ul style="list-style-type: none"> • Facilitator • Moderator • Animator and ice-breaker • Documentor to recap the inputs and process of the training 	

Ms. Agarrado employed the metacard technique in leveling off the expectations of the participants. The responses were categorized into six groups: (1) sharing of expenses; (2) networking; (3) strategies, methodologies and approaches; (4) capacity-building; (5) gender issues and concerns; (6) photo documentation.

The participants proceeded to prepare their country papers.

WELCOME CEREMONIES

Fr. Francis Lucas, chair of ANGOC, welcomed the participants after acknowledging the presence of the guests of honor. He said their group was the biggest of the three batches that have participated in the ANGOC-organized TCTP.

Fr. Lucas went on to declare that poverty eradication remains “our single greatest challenge”. Poverty persists in spite of modern technology. In the Philippines, graft and corruption have weakened the governance system. It is a good thing, he noted, that participatory local governance is now gaining ground. He said he expected the participants to discuss among themselves the basic concepts and principles of good governance. He hoped that at the end of the training, the participants would have gained a better understanding of community empowerment as a prerequisite to participatory local governance.

He explained that in the past, governance was defined as house cleaning, but that today it refers to maximizing the efficient and effective use of community resources. The people should take an active part in decision-making and in the implementation of community development programs and projects. He observed that most people in Asia need material as well as spiritual enrichment. Hence, the eradication of poverty must go hand in hand with the eradication of the culture of apathy.

Opening Remarks

Assistant Secretary Zenaida Rabago of the Department of Foreign Affairs (DFA) credited ANGOC, specifically its networking efforts, for assembling the largest group of participants that the ANGOC organized TCTP Program has had. She also commended the training design for its even mix of theory and application and for its gender balance. She expressed her confidence that the participants would do their best to learn as much as they can from the training. She enjoined the participants to confront poverty as society’s greatest enemy. “It is a challenge to help the poor communities and to raise their current poverty status,” she added.

The Ambassador of Sri Lanka congratulated JICA for a very successful program. He said the training would be very useful and beneficial to everyone.

The representative of the Embassy of Thailand thanked ANGOC and the Philippine government for organizing the training program. He said the training offers a good opportunity for the participants to exchange knowledge in the field of poverty eradication and local governance.



Ms. Editha Abergas, speaking on behalf of the National Economic Development Authority (NEDA), said that NEDA had assisted in selecting and screening the participants to the current training. According to Ms. Abergas, participatory local governance is a potentially effective approach to combating poverty. However, good governance is equally important. Good governance is the act of “putting in place a better legal framework to ensure transparency and accountability in public administration” (World Bank). It is a process through which institutions, businesses and citizen’s groups articulate their interests, exercise their rights and obligations, allocate resources, define human choices and opportunities, and mediate their differences. Good governance is characterized as being participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law.

Good governance assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. Through the years, the role of the local governments has broadened. Their concerns are no longer confined to parochial issues, but include national and global concerns such as poverty. Hence, it is only proper to empower the local governments.

Ms. Abergas said that the participation of the delegates is already a big step in turning the ideals of good governance into reality.

Ms. Grace Ciejó of JICA acknowledged the efforts of ANGOC in putting together the training program and commended it for its tireless efforts in this regard. She thanked the NGO representatives and the government officials for setting aside three weeks of their time, away from work and family, to attend the training. She hoped that the participants would actively participate in the various lectures, discussions and field activities prepared by ANGOC. She enjoined everyone to keep an open mind and to share actively so that everyone would go home enriched with knowledge, skills and best of all, new found friendship.

Ms. Ciejó said that through the TCTP, JICA hopes to foster greater cooperation and coordination among the NGOs and government officials of Bangladesh, Cambodia, China, India, Indonesia, Nepal, Pakistan, Sri Lanka, Thailand, Vietnam and the Philippines. JICA is committed to supporting Governments’ efforts to empower stakeholders towards genuine participatory local

governance for rural development. She pointed to the JICA slogan which reads, "*Hand in hand, let us build a better tomorrow for all.*"

Group picture taking and cocktails followed.

Day 2, August 29, 2006

Before the start of the day's activities, Mr. Michio Ito, vice chair of ANGOC, gave a brief inspirational message to the participants. He motivated the participants to cooperate and work together towards the common goal of poverty eradication. He talked about his involvement in the South-South Relationship Program in Tokyo, which aims to help NGO workers in Asia to study together, through a mechanism like Appro-Tech Asia, an Asian NGO network created to promote and share appropriate technologies among NGOs in Asia.

Mr. Ito shared that he was instrumental in convincing the Government of Japan to adopt and financially support the TCTP. He said that he would like ANGOC to continue holding this training program, and that he would work for the program's extension for three more years.

SESSION ON INTRODUCTION TO PARTICIPATORY LOCAL GOVERNANCE

Mr. Gerardo Bulatao, chair of the Local Governance Citizens' Network (LGCNet) and managing trustee of the Empowering Civic Participation in Governance (ECPG), gave a background of local governance work in the Philippines. He related that one of the first Philippine NGOs to work in this field was the Kaisahan Tungo sa Kaunlaran ng Kanayunan at Repormang Pansakahan (KAISAHAN). KAISAHAN started in 1990 as an NGO that was focused on agrarian reform and rural development. When the Local Government Code was passed in 1991 and became effective in January 1992, KAISAHAN shifted its focus to providing basic education on the Code for the benefit of local community leaders in Antique, emphasizing provisions in the Code that are intended to enhance people's participation in governance.



One of KAISAHAN's insights then was the crucial role of *active citizenship* based on correct information and the pursuit of community interests within the ambit of the law. Reforming governance, making government responsive to people's needs and ensuring integrity all also seem to require this.

Mr. Bulatao explained some of the key ideas associated with *participatory local governance*, by tackling the following items:

- What is governance?
- What are some characteristics of good governance?

- Why stress local governance?
- Why emphasize participation?
- Why focus on the barangay?
- Which are the most important aspects of barangay governance?
- What development frameworks can be used?

Definition of Governance

Governance is more than the action of government. It is the *interaction* of government agencies and officials with the corporate sector, civil society organizations (CSOs) and political parties that results in the adoption of policies, setting of priorities, allocation of resources, selection of officials and the implementation or non-implementation of decisions.

Mr. Bulatao cited the following perspectives and definitions of governance:

- *"Governance and government may be seen as opposite. One is broad; the other is narrow. Unfortunately, our national officials seldom grasp this difference. They like to do things for people or give away goods but seem to have difficulty creating conditions that would empower people to do things for themselves."*— Archbishop Antonio Ledesma, S.J., of the Diocese of Cagayan de Oro.
- *"Governance, as distinct from 'government,' is the total of the many ways that individuals and social institutions – families, schools, religious organizations, the media, businesses, unions, professional groups, voluntary associations, as well as units of government – manage to accommodate and cooperate."*—from a J.F. Kennedy Library symposium flyer dated 1997.
- *"The exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences."*

"Two aspects of this definition are relevant for the campaign. First, governance is not government. Governance as a concept recognizes that power exists inside and outside the formal authority and institutions of government. In many formulations, governance includes government, the private sector and civil society. Second, governance emphasizes 'process.' It recognizes that decisions are made based on complex relationships between many actors with different priorities."—United Nations Development Programme (UNDP) in its Global Campaign for Good Urban Governance in 2000

For centuries, explained Mr. Bulatao, governance has developed from being the exclusive domain of the powerful to the inclusive realm of elected and appointed officials and people they seek to serve or who seek to participate in various ways. In the time of kings, queens and dictators, policy-making and program implementation were the privilege of the few. In modern democracies, rulers are not only chosen by the electorate; they also constantly report to their constituents and monitor citizens' attitudes towards public issues and personalities. In elite democracies, there is a show of consultation with limited patient listening, so that the circle of actual decision-makers and players is much smaller than is projected. In broader democracies, governments are forced to be truly consultative and responsive because citizens are alert and active.

He cited one senior World Bank official who referred to citizens as the demand side of governance and to government as its supply side. This may be true in a limited sense. In modern democracies, however, government cannot afford to be simply responsive; it should also propose policies for discussion before finalization, initiate programs, projects and activities, and make demands on citizens. Citizens do not limit themselves to making demands on government. They know they cannot depend on government for everything. There is so much that they can and should do for themselves and each other regardless of what government does or doesn't do. So citizens also contribute to the supply side.

Characteristics of Good Governance

Mr. Bulatao cited the 15 characteristics of good governance based on a 1997 UNDP study.

- **Participation:** All men and women have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as on capacities to participate constructively.
- **Rule of law:** Legal frameworks are fair and enforced impartially, particularly the laws on human rights; public security and safety are at a high level.
- **Transparency:** Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned, and enough information is provided to understand and monitor them.
- **Responsiveness:** Institutions and processes serve all stakeholders.
- **Consensus orientation:** Differing interests are mediated to reach broad consensus on what is the common good, in the best interests of the organization, community or country and, where possible, on policies and procedures.
- **Equity:** All men and women have opportunities to improve or maintain their well-being and the vulnerable and excluded are targeted to provide security of well-being to all.
- **Effectiveness and efficiency:** Processes and institutions produce results that meet needs while making the best use of resources.
- **Accountability:** Decision-makers in government, the private sector and civil society organizations are accountable to the public and specific constituencies, as well as to institutional stakeholders.
- **Strategic vision:** Leaders and the public share a broad and long-term perspective on the good of society, good governance and human development, along with a sense of what is needed for such development.
- **Legitimacy:** Authority is legitimate in terms of the established legal and institutional framework and specific decisions in terms of the accepted institutional criteria, processes and procedures.
- **Resource prudence:** Resources are managed and used with a view to optimizing the well-being of people over several generations, ideally in perpetuity, without mortgaging the future.

- **Ecological soundness:** The environment is protected and regenerated to ensure sustainable self-reliance.
- **Empowering and enabling approaches:** All actors in society are empowered to pursue legitimate goals, and enabling environments are created to optimize their success and the realization of the well-being of all.
- **Partnership:** Governance is seen as a whole-system responsibility that cannot be discharged effectively by government alone, but involves institutionalized mechanisms and processes for working in partnerships of public, private and civic actors in conducting the business of governance at all levels.
- **Spatial grounding in communities:** The multi-level nature of human systems with the principles of self-determination and self-organizing embodied at each level is recognized as the basis for governance that puts people at the center and empowers them to be self-reliant, self-organizing and self-managing, building on the autonomy of local communities.



Mr. Bulatao added that these 15 characteristics are often overlapping and interrelated or mutually reinforcing. As another UNDP document says, ". . . *accessible information means more transparency, broader participation and more effective decision-making. Broad participation contributes both to the exchange of information needed for effective decision-making and for the legitimacy of those decisions. Legitimacy, in turn, means effective implementation and encourages further participation. And responsive institutions must be transparent and function according to the rule of law if they are to be equitable.*" (Decentralized Governance Programme, September 1997)

Apart from all these, Mr. Bulatao stressed six key considerations of good governance:

1. Inclusive citizens' participation leading to empowerment and sustainability;
2. Accountability resulting in strengthening of legitimacy;
3. Transparency and integrity;
4. Fair and consensual conflict management within the ambit of the law and for the purpose of increasing social cohesion;
5. Operational efficiency; and

6. Value creation or positive socio-economic and environmental impact, especially for the poor.

The first point is related to citizens' participation, the next four consider government operations, and the sixth focuses on achieving impact at the level of the individual, household and community.

Citizens' participation is likely to result in increased government responsiveness to the needs of local residents and the requirements for community progress. It is expected to lead to greater public satisfaction in local governance. It results in empowering private and civic actors to shoulder more responsibility for community development. Cooperation among stakeholders and achievement of meaningful impact on community development will increase the likelihood that good governance will be sustained.

Accountability clarifies responsibilities and powers needed in carrying out one's responsibilities. Legitimacy that is established by an election or appointment is strengthened by an increase in community appreciation of good performance based on its understanding of who is responsible for what, and support for higher government units and the public at large. All stakeholders are accountable to the community in some way, including businessmen and community-based organizations, although elected and appointed officials have additional burdens that go hand in hand with certain privileges.

Transparency refers to the free flow of information on government processes, decisions, requirements and reports. It allows people to know what is happening and to participate meaningfully in various ways.

Fairness in the handling of conflicts is vital to achieving satisfactory outcomes. It is presumed that conflict management takes place within the ambit of the law. Efforts are made to reach a consensus in conflict resolution, to ensure greater acceptability by the community and reduce tensions, but when a consensus is not possible, what is best for the majority and in keeping with both law and common sense should prevail.

The governance process must be marked by *operational efficiency*, with fewer resources or less time spent as one government unit's experience grows and as its capability develops. *Effectiveness* is more important than efficiency, though; one must strive to be effective first and then improve efficiency.

Value creation refers to the production of quality goods and services, as government must go beyond nice rhetoric, noble intentions and neat plans. The creation of value must also address the needs of the poor and alleviate, reduce, or eradicate their poverty. Impact created should be positive in terms of socio-economic growth, asset redistribution, environmental enhancement or gender fairness.

It is obvious that value creation is not limited to government bodies. The private sector manufactures goods and provides services. Civil society delivers certain services and at times also produces goods. Government's main role in value creation is in the nature of framework setting, regulation and stimulation. Without the sixth item, one can forget the first five. One may say that the first five concerns focus on forms and processes while the sixth is the substance sought, the product desired.

Local Governance

Many Philippine NGOs of the 1950s-1960s tended to define their role in terms of *community development*. Community work was seen as an extension of "*loving thy neighbor*," "*playing the role of a good samaritan*," attending to the needs of the poor. To some extent it was also anti-communist in orientation. Both the rural reconstruction and free farmers movements which were initiated in the early 1950s were affected by this thinking.

A lot of NGO work meant charity -- relief in times of natural calamities, gift-giving at Christmas time, feeding programs for the destitute, taking care of the sick, the widowed, the orphaned. In the rural areas, it included building sanitary toilets, promoting better nutrition, hygiene and community cleanliness, adult education focused on literacy and increasing agricultural productivity without altering tenurial systems.

Interventions often were predetermined by "change agents." Organizing focused on setting up recipient mechanisms. Relations with government tended to be cordial, as NGOs left politics to traditional politicians. One may even say that some NGOs then did the bidding of traditional politicians and, hence, involved themselves in counter-insurgency efforts.

The late 1960s and early 1970s changed much of this by introducing new ways of looking at old realities. There was dissatisfaction with community development because it often meant that development hinged on an outsider. As soon as he or she was gone, things would return to "normal."

At this time, the concept of *community organizing* was introduced. It stressed processes that led poor people to think and act for themselves through an action-reflection-action-reflection spiral focusing on their own situation and promoting their collective self-interest. Meantime, the political front saw the growing unpopularity of then President Ferdinand Marcos after his massive spending in the 1969 elections. His declaration of martial law in 1972 and repression of political enemies, followed by his failure to use authoritarian powers to bring about economic development, further exacerbated the situation.

Development work took two tracks. The legal but quieter effort focused on "GZ prep" or preparing the ground for the emergence of a "guerrilla zone." This sought to create self-sustaining communities which could provide valuable support for armed groups that opposed the dictatorship. It tended to shun dealings with government agencies and spoke about creating alternative structures, along the lines of "encircling the cities from the countryside" and building bastions of independent power in the countryside and maintaining these for as long as it was possible.

The other track, the legal but "noisier" effort, organized sectors and communities oriented toward mass actions and street parliamentarism. Grassroots education often emphasized the national situation and the importance of liberating the country from the dictatorship before genuine development work could proceed. POs and NGOs tended to emphasize sectoral organizing, as this was effective in projecting the plight of the sectors and articulating their demands, whether or not tangible benefits were gained from these efforts.

Government was simply the "enemy" against which demands were to be made. The focus was almost always on national officials and agencies, hardly ever on local governments.

The EDSA I uprising of 1986 brought about many changes. Many efforts clandestine up to that time surfaced. A number of progressive and liberal individuals found themselves recruited into government positions (some to remain progressive, others to become bureaucratic or even

corrupt), the formerly disenfranchised elite started to return to the halls of Congress, offices of the executive branch, and benches of the judiciary.

Despite the reestablished elite's dominance of the legislature, however, important new laws which have served to increase democratic opportunities were passed, such as the Comprehensive Agrarian Reform Law of 1988, the Cooperative Code of the Philippines (1990) and the Local Government Code (1991). These were based on the 1987 Constitution which enshrined many of the ideals fought for by opponents of tyranny.

With the demise of authoritarianism, it became clear that government entities were not monolithic and that space for "struggle" existed even within these agencies. More and more NGOs have come around to this view, defining themselves as part of civil society as contrasted to the private sector and the political community.

The passage of RA 7160 in 1991 opened the door wider. It became practical to try to be a player both at local levels and the national arena simultaneously. The local community would be where things mattered most but the national arena could be helpful in supporting local efforts.

All this has created a new situation for countryside-focused NGOs. More and more citizens' social development agencies have been trying to blend *community development* and *community organizing*. Some NGO practitioners have called this CO for CD, CO-CD or COD, blending social processes and capability-building with the attainment of tangible gains. This would merge the concern for process with the drive for results, the community development involvements of the 1950s and 1960s with the community organizing approach of the 1970s and 1980s.

Just as civil society developed the idea of five lanes to power, civil society people who got into government positions developed the five paths out of poverty: asset reform, basic services for human development, employment and livelihood opportunities, social protection against violence, and participation of basic sectors in policies and programs affecting the poor.

Partly because of civil society's overly political orientation, there has been a tendency to overemphasize the national arena and underestimate the localities. Advocacy work tended to concentrate on pushing their "vision" rather than on facilitating the accomplishment of their "mission." Mass mobilizations and information campaigns in urban centers were overstressed to the detriment of more solid work in rural barangays.

But it is clear now that it is not a question of giving up national concerns and just focusing on local issues but of combining the two with priority being given to the localities.

Lobby efforts at the national level, for example, should be based primarily not on the advocates' vision but on the real situation of people with emphasis on policy resolutions that contribute to obtaining palpable gains. How else can the momentum of the empowerment and development process be maintained? Without palpable gains it becomes doubly difficult to sustain the spirit of hope that must infuse the transformation process.

Whether for the sake of the development lane or the electoral lane, it is necessary to give relatively more importance to territorial considerations and relatively less to sectoral concerns. Elections are conducted by residence-based precincts, not by sectoral affiliations. Most development issues that POs are likely to move on will also have a definite area. While not mutually exclusive, the sectoral approach may be effective for advocacy work and mass actions, but the territorial approach may produce more palpable gains.

It is far better from this perspective to be present in 15 barangays with 100 organized people in each than in 100 barangays with only 15 organized in each. If the 100 organized people translate into 100 households in a barangay of 300 households, many new things become possible in terms of development work, especially in view of the Local Government Code.

People's Participation

Considering that the Philippines has a weak state that is often manipulated by the local elite and their foreign associates for narrow interests, Mr. Bulatao said that it is important to strengthen the citizenry. The road to the empowerment of the majority who are poor is people's participation. But participation does not happen overnight. Conditions for this to happen may be created by state reformists, enlightened media practitioners, educators and church people, but even more important are the activists who help in the initial social preparation of the poor, deprived and oppressed through their self-organization, self-education, self-mobilization and efforts to overcome gender, religious, age-based and other anti-developmental biases.

Thinking about participation from the point of view of the local government unit (LGU), the Canadian-assisted Local Government Support Program (LGSP) advanced the following reasons for promoting people's participation:

- Participation helps the LGU maximize the use of their resources;
- Participation reduces the likelihood of contentious confrontation before the LGU;
- Participation enhances trust in Government;
- Participation ensures continuity of plans despite changes in leadership;
- Participation helps in:
 - Accurate identification of problems, issues, needs and concerns (PINCs);
 - Proper identification of programs and projects;
 - Proper identification of the needed legislative action;
 - Building stakeholders' support and ownership of the Executive-Legislative Agenda.

From the point of view of citizens, however, the main purpose of participation would be the protection and promotion of their interests. In the process of engaging their local government officials and agencies, they learn about its possible advantages and limitations in the concrete as well as clever tactics and various forms of participation, from pressure politics to persuasion politics and penetration politics.

Focusing on the Barangay

What is effective participatory local governance like at the barangay level? It simply means that it is not the barangay chair alone who is responsible for governance. The chair works with the elected barangay council and the appointed barangay secretary, treasurer, the *tanods* and other officials. They interact with other residents of the barangay, especially those who are politically conscious of the value of the barangay and are organized to protect their rights and take advantage of opportunities available to them in the barangay. While it is understood that the barangay chair is the official leader of governance efforts at this level, he needs to work with other officials and residents who are not officials.

The grassroots is the best place to promote people's participation. Efforts that assume that capable municipal or city officials will by themselves take care of mobilizing people's participation while recognizing their local knowledge and respecting their sensitivities, often don't work. Hence there must be a distinct effort focusing on the barangay, as is done by NGO networks like the Barangay-Bayan Governance Consortium (BBGC, also known as the Batman network), the Local Governance Citizens' Network (LGCNet) and government programs like the Department of

Agrarian Reform (DAR)'s Agrarian Reform Communities Development Program and the Department of Social Welfare and Development (DSWD)'s KALAHY-CIDSS-KKB. After all, the barangay is the smallest and most basic unit of government and government officials at that level exercise or could exercise actual power and have some resources at their disposal.

The speaker gave a few figures to contextualize these efforts. The DAR says its agrarian reform communities (ARCs) now cover more than 6,000 barangays. In about two years the KALAHY-CIDSS-KKB project of the Department of Social Welfare and Development (DSWD) will be present in 4,250 barangays.

Unfortunately, both programs are weak in their local governance content. Many ARCs "mainstream" their ARC development plan by securing a simple resolution stating that this is hereby incorporated in the barangay development plan, skipping the interactive processes that tend to take more time but may engender more lasting positive results. A few months ago, DSWD officials involved in KALAHY-CIDSS-KKB were still debating whether mainstreaming meant helping barangay folk carry out their situational analysis and select priority projects in the context of barangay development planning, or reintegrating local social welfare and development efforts which were devolved on account of the Local Government Code into DSWD.

The *most important aspect of barangay governance* to focus on is the official mainstream planning-implementation-monitoring-etc. system. The speaker refers to *Participatory SAPBRIME Cycle*, an annual cycle that all government units are familiar with. SAPBRIME stands for:

- *S*ituational
- *A*nalysis,
- *P*lanning and
- *B*udgeting,
- *R*esource Mobilization,
- *I*mplementation,
- *M*onitoring and
- *E*valuation.

In doing the situational analysis, Mr. Bulatao said that the participants may use participatory rapid appraisal (PRA) tools in helping a community understand itself. He also mentioned the minimum basic needs (MBN) data gathered in the barangay.

PRA tools are useful because these are visual and help broaden participation, but numbers are the language of government planning, so without the MBN data, it may be difficult to communicate with municipal planning and development officers.

Technology of Participation (TOP) and Institutional Development and Organizational Strengthening (IDOS) instruments are often used to increase participation in planning and budgeting. In the process the barangay development council (BDC), the only official local special body (LSB) at the barangay level -- which usually exists only on paper before our interventions -- gets expanded to ensure representation of all sitios, sectors and people's organizations, and becomes operational.

Resource mobilization often entails organizing pledging sessions to increase development funds. The packaging of the barangay development plan (BDP) and groundwork among potential donors are crucial here.

Mr. Bulatao emphasized that while the focus is on the barangay, it does not mean that we ignore the municipality. It is important to find out about the municipality's development perspective

because that is part of the wider framework of a barangay's development, just as the provincial, regional and national frames are also important. Work with the barangays must be scaled up such that almost all of the barangays are covered, and to the extent that the barangays' development plans have been integrated into the municipal development plan (MDP) and the formulation of the MDP itself would become more participatory. This is the rationale behind the adoption of the barangay-bayan framework.

Mr. Bulatao ended by recognizing that, while the Participatory SAPBRIME Cycle may be central to participatory local governance, PLG has many other aspects, so when they formed the *Task Force Participatory Local Governance* shortly after holding the National Conference on PLG in Davao City in February 2004, the BBGC and LGCNet were happy to join five others in organizing the task force: Caucus of Development NGO Networks (CODE-NGO); Galing Pook Foundation (GPF); Local Governance Policy Forum (LGPF); Local Government Support Program (LGSP); and La Salle Institute of Governance (LSIG).

SESSION ON POLICY ISSUES AND CHALLENGES IN LOCAL GOVERNANCE

Mr. Jesse M. Robredo, Mayor of Naga City, Southern Luzon, Philippines, related the experience of his municipality in promoting participatory local governance.

Naga City is the heart of the Bicol region. It is a typical Philippine city under the jurisdiction of Camarines Sur. It is medium-sized, with a population of approximately 137,000 people (2000 census).

Mayor Robredo related that when he became Mayor of Naga, the city was beset by the following problems:

POLITICAL	CORPORATE	SOCIETAL
<ul style="list-style-type: none"> • Old politics—disdains change and seeks to maintain status quo • Patronage was the rule. City Hall teemed with political appointees. • A minority mayor (winning only 24 per cent of the vote). Winning margin of less than 1,000. • Owed political debt to former mayor • Had to work with an opposition-controlled city council (7 of 12) 	<ul style="list-style-type: none"> • Demoralized workforce with "15-30" employees • Widespread patronage system • Low pay • Culture of mediocrity (e.g., "for compliance" mentality) 	<ul style="list-style-type: none"> • Naga's eroded distinction as Bicol's premier city • Public market in shambles; soon hit by a fire that ate up 1/3 of available space • Congested central business district • Sluggish local economy • Few employment opportunities • Proliferation of smut films and lewd shows • Rampant illegal gambling • Growing urban poor population

Today, Naga is among the country's fastest growing cities. Its annual growth rate, at 6.5 per cent, is higher than the national average, while its unemployment rate of 5.2 per cent is lower than the figure for the entire country. Its per capita gross production and average household income also trump the national average, by 115 per cent and 42 per cent, respectively. Just as importantly, Naga City is considered as one of the centers of innovation in the Philippines as far as participatory local governance is concerned. The Local Government Unit of Naga has received more than 50 national and international recognitions, and was hailed by *Asiaweek* as one of Asia's "Most Improved Cities".



A participative society exists in Naga, where a form of direct democracy works hand in hand with representative democracy, the only one of its kind in the Philippines. It has a strong NGO sector supported by a vibrant civic, business and PO (people’s organization) sector. The marginalized sectors of society are strengthened and organized, both at the city and barangay levels.

Moreover, participation and inclusiveness in direction setting, policymaking, as well as in program and project implementation, monitoring and evaluation at the city level, has been widened. In fact, broad-based stakeholdership, propelled by greater NGO/PO participation, has enhanced the sustainability and acceptability of Naga’s innovative programs and projects. The presence of the Naga City People’s Council has promoted greater transparency, engendering an atmosphere of mutual trust. Consequently, there have been positive changes in the perceptions and attitudes of civil society towards the city government, and vice versa.

Based on its own experience, Naga City has evolved its own governance model, which consists of the following components:

- *Progressive development perspective.* Seeks prosperity-building tempered by an enlightened perception of the poor.
- *Functional partnerships.* Vehicles that enable the city to tap community resources for priority undertakings.
- *Participation.* Mechanisms that ensure long-term sustainability of local undertakings.

Mayor Robredo explained that a *Progressive Perspective* is a function of effective leadership in managing change. Basically, it is anchored on three doables:

- For the *leadership - building trust;*
- For the *bureaucracy- building confidence and capacity;* and
- For the *city as a whole - restoring pride in the Nagueño.*

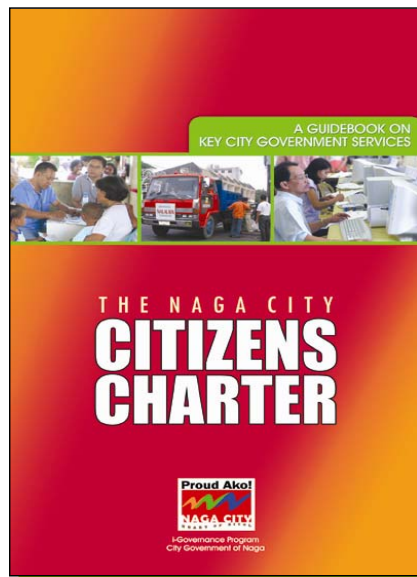
To facilitate change, the Mayor stressed the need to invest on human resource development anchored on the implementation of the Productivity Improvement Program, which aims to improve workers’ benefits. The application of private sector human resource management (HRM)

techniques at City Hall was a unique innovation focused on employee empowerment (people change) and the improvements on systems and procedures (systems change) in order to improve the quality and quantity of frontline service delivery. Mayor Robredo also reorganized the bureaucracy based on competence and activated a Merit & Promotion Board to eliminate the patronage system. He adopted a more open, deliberative and participative system of management.

Service Quality Improvement

- Public Service Excellence Program (PSEP)
- Linked service values and orientation with existing procedures. Continually proposed improvements whenever possible
 - Documentation of the City Government's frontline services. Laid down the foundation for the *Citizen's Charter*
 - Expanded service listings in the Performance Pledges

The *Naga City Citizens Charter* is a guidebook on key services of the city government. It is one of the newest tools developed by the city government to empower its citizenry by promoting transparency and accountability in service delivery.



Meanwhile community reforms were made possible by confidence building measures aimed at eradicating illegal gambling and stamping out lewd shows. They also tried reaching out to the NGO/PO community as a matter of policy. Hence, they promoted "citizen ownership" of governance.

Functional Partnerships enable LGUs to marshal untapped resources of the local community for pro-poor programs and other local development initiatives. It can take place between and among the various levels of government (national, regional, local); between government and the NGO-

PO community; and between government and private individuals or entities. Lastly, it can be *equity-building* or *growth-oriented* and *government-initiated* or *private-led*.

Mayor Robredo enumerated some operative principles to achieve functional partnerships. He shared that the setting of rules of engagement minimizes potential conflicts. It is important therefore to define the roles and responsibilities of the different partners in development. In this regard, the Mayor underscored the need for the partners to specialize towards one's core competencies. He also mentioned resource complementation as a vital element in attaining synergy. Hence, the saying, "*The whole is greater than the sum of its parts*".

Mayor Robredo enumerated the following local equity building initiatives and growth oriented initiatives undertaken by the LGUs of Naga City:

Local Equity Building Initiatives	Growth Oriented Initiatives
<ul style="list-style-type: none"> • Provision of internet access to public high schools • Construction of school buildings • Development of specialized high schools • Implementation of livelihood and enterprise development projects • Training and marketing assistance • Rehabilitation of malnourished preschool children • Disaster preparedness and mitigation 	<ul style="list-style-type: none"> • Urban Transport and Traffic Management Plan • Panganiban Beautification and Upgrading Project • Satellite/District Markets • Central Business District II • Naga Southwest Development Project

In relation to the Naga governance model, Mayor Robredo emphasized the importance of *People's Participation*. He explained that at the operational and practical levels, partnerships work best among organized groups and institutions. Such partnerships must be complemented by mechanisms that mainstream the marginalized, and actively engaged the in governance. It is not wise to exclude the community at large, particularly the marginalized sectors, reducing them to mere spectators. A people-centered approach means that the community themselves must be the primary actors of their own development.

In actual practice, the LGUs tapped community resources in implementing development programs and projects. By design, almost all city programs are implemented in partnership with GOs, NGOs and POs. The partnership complements City Hall's limited resources. The principle of "*doing more with less*" is concretized in the following examples of tripartite partnerships:

- *Kaantabay sa Kauswagan* – tripartism;
- *Emergency Rescue Naga* – pooling together of people, equipment, facilities, other resources of local schools, police and fire departments, amateur radio groups, national and local health agencies; and
- NEED and School Board education projects – delivery of education services.

Mayor Robredo then enumerated the following partnership structures and mechanisms which provide venues for dialogue to maximize people's participation.

- Continuing NGO accreditation
 - After the Code was passed, Naga was among the first to implement the provision mandating NGO accreditation.
 - During its first run in 1993, more than 40 NGOs applied with the city council and were duly accredited.

- Multi-level consultation mechanisms
 - Under the Naga SPEED component, multiple consultation channels were set up.
 - Specific sectors, groups, or the entire constituency can participate in identifying developmental priorities, or stamp their mandate—or disapproval—on major policy issues.
- Referendum on development issues
 - Among these channels is the citywide Referendum, which Naga pioneered.
 - On August 6, 1993, three development issues were submitted to Nagueños for decision.
 - In the process, the city government demonstrated that participation even at this scale works.
- The Empowerment Ordinance and the Naga City People’s Council
 - Through a landmark legislation, the local government initiated the establishment of a system of partnership wherein the city encouraged the federation of these NGOs and POs into the Naga City People’s Council (NCPC).
 - Institutionalized a system of self-regulation among the rank and file of NGOs and POs in the city
 - The Naga City People’s Council is composed of duly accredited NGOs and POs in the city.
 - The Council appoints NGO representatives to local special bodies of the City Government.
 - The Council observes, votes and participates in the deliberation, conceptualization, implementation and evaluation of projects, programs and activities of the City Government.
 - It proposes legislation, participates and votes at the committee level of the Sanggunian, and
 - It acts as the people's representatives in the exercise of their constitutional right to information.

Moreover, Mayor Robredo informed the group that in the context of globalization, there is a second level of participation engaging concerned citizens using the latest innovation of information technology centers. He talked about the *i-Governance Program* which seeks to address the needs of individual citizens who, by choice or circumstance, do not want or cannot join organized groups. He shared the 4 Is of governance, as follows:

- *Inclusive governance*, which seeks to embrace, rather than exclude, individuals, peoples and sectors in running government;
- *Information openness*, which demonstrates that information is power, and truly empowering when placed at the hands of the citizens;
- *Interactive engagement*, which puts premium on information exchange through continuing dialog between the authorities and the constituency, and
- *Innovative management*, which is committed to a culture of excellence sustained by creativity and innovation.

Day 3, August 30, 2006

SESSION ON MAJOR LOCAL GOVERNANCE INITIATIVES IN ASIA: BEST PRACTICE

Dr. Alex B. Brillantes Jr., dean of the National College of Public Administration and Governance-University of the Philippines, defined governance as sound development management – the

manner in which power is exercised in the management of a country's economic and social resources for development. It is about the quality of the institutions to make, implement and enforce sound policies in an efficient, effective, equitable and inclusive manner.

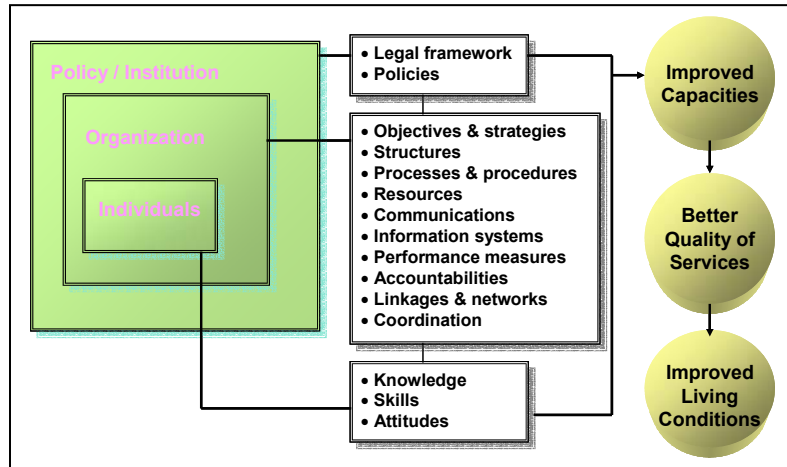


He identified the three key actors in governance such as the state/public sector, business sector and the civil society.

Basically, there are seven elements of good governance according to Dr. Brillantes. These are as follows:

1. *Accountability*: government has the capacity to provide an acceptable level of services in an effective and efficient manner and to be held accountable to citizens.
2. *Transparency*: availability of information to the general public and clarity about government rules, regulations and decisions.
3. *Predictability*: the existence of laws, regulations, and policies to regulate society and their fair and consistent application.
4. *Participation*: government – citizen relations; building open and responsive government; engaging citizens in policy making and in the services provided to citizens.
5. *Continuity and Sustainability*
6. *Rule of Law*
7. *Inter-governmental Relations*

Dr. Brillantes emphasized the imperative of capacity building towards good governance and national development. He presented a schematic diagram showing that to improve capacities in good governance, policy/institutional, organizational and personal capacities must be fully harnessed. The assumption is that improved capacities will lead to better quality of services and thereby, improve the living conditions of the people (see diagram below)



At the policy/institutional level, Dr. Brillantes emphasized that there must be a legal framework and policies promoting good governance.

At the organizational level, it is imperative that every organization must have clear objectives and strategies, structures, processes and procedures, resources, communications, information systems, performance measures, accountabilities, linkages and networks.

At the individual level, the members of the organization must be equipped with knowledge, skills and attitudes on participatory good governance.

Focus on Decentralization

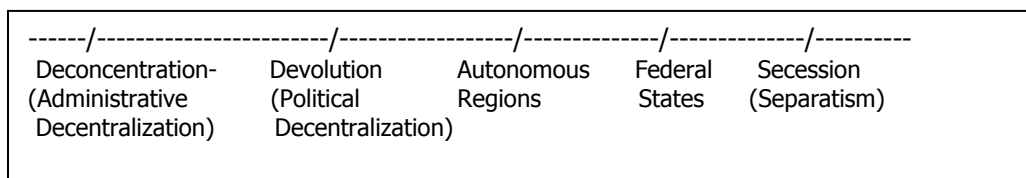
Dr. Brillantes defined Decentralization as: *“The transfer of authority on a geographic basis whether by deconcentration of administrative authority to field units of the same department or level of government, or by the political devolution of authority to local government units or special statutory bodies.”*

Operationally, this refers to the transfer of power, responsibilities and accountabilities from national to the following special statutory bodies:

1. Field units of central government ministries or agencies;
2. Subordinate units or levels of government;
3. Semi-autonomous public authorities or corporations;
4. Area-wide regional or functional authorities;
5. Non-governmental, private or voluntary organizations.

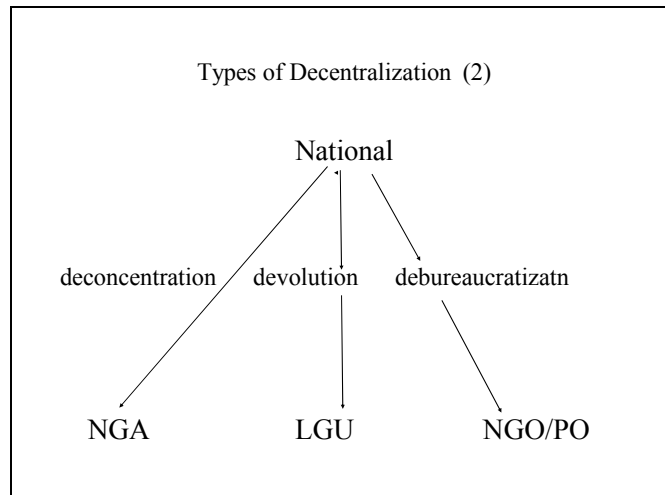
There are different styles of decentralization, ranging from deconcentration, devolution, autonomous regions, federal states up to secession or separatism which is considered as the most radical of them all (see Diagram below)

Stylized Continuum of Decentralization



Meanwhile, there are different types of decentralization, as shown in the diagram below.

Different types of decentralization



Dr. Brillantes enumerated the following advantages of Decentralization, as follows:

- 1) Decongests government at the center;
- 2) Frees national leaders from onerous details and unnecessary involvement in local issues;
- 3) Facilitates coordination and expedites action at the local level;
- 4) Increases the people's understanding and support of social and economic development activities;
- 5) Fosters social and economic betterment at the local level;
- 6) Strengthens national unity;
- 7) Promotes geographical equity;
- 8) Increases popular capacity to ensure responsibility and accountability:
 - 8.1. Enables participation and easy access to decision points;
 - 8.2. Improves delivery of services by allowing careful consideration of local needs;
 - 8.3. Encourages invention and innovation;
 - 8.4. Provides accurate description of problems by being close to data sources;
 - 8.5. Trains people in the art of self government;
 - 8.6. Supports programs of socio-economic development; and
 - 8.7. Improves targeting of poverty reduction programs.

Dr. Brillantes presented certain details of local government and decentralization reform efforts implemented in Selected Asian Countries, as follows:

- ⇒ **Korea** Local Autonomy Act 1949, and amended in 1956; 1958; 1960; 1961
(*The Saemaul Undong*)
- ⇒ **Laos** Constitution of 1991
- ⇒ **Pakistan** Basic Democracies Order 1959
Municipal Administration Ordinance 1960
Local Government Ordinance 1972
Local Government Acts passed in each Province in 1979

- Local Government Plan 2000
The National Reconstruction Bureau)
- ⇒ **Thailand** Municipal Administration Act 1933
Government Organization Law 1991
(The Tambon Administrative Organization)
- ⇒ **Vietnam** Constitutions of Vietnam 1946, 1959, 1980 and 1992
Executive Order 1945
Law on Local Governments 1958
Law on Organization of the People's Council and the
Administrative Committees at All Levels
Laws on the Organization of the People's Council and the
People's Committee of 1983, 1989 and 1994
(Doi Moi - Renovation - Process)
- ⇒ **Indonesia** Pilot Decentralization (mid 90s)
Decentralization Act of 2000
- ⇒ **Japan** Effective Centralization before Decentralization
Role of MOHA
Secondment of central officials to local governments

Lessons Learned from the Decentralization Experiences of Various Countries in the World

Dr. Brillantes presented the different lessons gleaned by experts from the implementation of devolution.

Roy Bahl (Report prepared for the World Bank)

- Establish National Decentralization Committee to monitor status of decentralization and local fiscal condition.
- Clearly assign expenditure functions among levels of government.
- Allocate adequate local revenues and enhance local collections.
- Improve equalization impact of inter-governmental grants.
- Develop local accountability.

Ammar Siamwalla (Rural development study for ADB)

- Prepare the process carefully.
- Consult extensively.
- Formulate the plans precisely.
- Commit politically without reservation.
- Implement quickly.
- Finance adequately.

Leonardo Dayao (Governance and Local Democracy Project, USAID)

- Stakeholder participation is a function of method, not time.
- Decentralization is more constrained by a centralized model than by local capability.
- The "local" is responsive and capable.
- Complex planning is overrated as a condition for success.

- Conventional needs assessment tends to skew planning and analysis towards conventional solutions.
- Expect that NGAs operate mainly on the basis of anecdotal information about local governments.
- Emphasize organizational development not individual skills.
- Governance is being redefined at the local level.

Terry MacDougall (Japanese decentralization experience)

- Meaningful decentralization cannot simply be legislated. Professional bureaucratic and fiscal systems are critical for effective governance at all levels.
- The character of local-central relations and the balance of initiatives change with new issue agendas.
- Where local administrative capacity is inadequate to handle a nation's policy needs, it can be nurtured.
- The LG system can be useful for reducing regional disparities, experimenting with policies to address new issues, and incorporating new participants into the political process.
- Shared growth, through redistributive measures and local responsiveness to diverse interests, can help legitimize democracy.
- Local democracy can promote governmental effectiveness by creating feedback channels to policy makers.

Alex Brillantes Jr. (Philippine local governance experience)

- Decentralization without financial decentralization is meaningless.
- Capacity building should be a high priority in the local governance agenda.
- Through the Leagues, local governments have become more assertive and effective in articulating LGU concerns over the past ten years.
- Local governments have recognized the value of inter-local cooperation.
- Local governments have increasingly entered into partnership with civil society.
- Governance in general, and local governance in particular, has generated interest among international donor agencies.
- Awards programs are instrumental in disseminating and encouraging good, and best practices at the local level.
- Urbanization should be increasingly addressed at the local level.
- Globalization issues are being increasingly addressed by local governments.
- It is critical to develop performance indicators and benchmarks for good governance.
- Experience shows that decentralization has contributed to poverty reduction.

Continuing Challenges for Effective Devolution and Local Autonomy

- Decentralization has provided the context for entrepreneurial local governments.
- Decentralization of financial resources is critical to the success of devolution.
- Decentralization has encouraged citizen participation in local governance.
- It has encouraged intergovernmental cooperation.
- It has provided the opportunities for National Government Agencies to rethink, reorient and reinvent. The Center should be able to hold before embarking on massive devolution.
- It recognizes the impact of globalization on local governance.
- Local governments must harness Information and Computer Technologies.
- The need to develop performance standards and indicators.
- Recognition of international organizations of the role of local governance in the country's development strategy.
- Local governments have become more assertive and critical of the ecology of local governance.

Lessons Learned

1. There is no one-size fits all formula:
 - Each country should design its own decentralization strategy;
 - Top-Down or Bottom-Up: Bottom-Up as the more proper approach? The Paradox of Top Down and driving decentralization from the center.
2. Decentralization is a mechanism for good governance.
3. The experiences of other countries can serve as a guide to:
 - Designing tax mechanisms: what are truly local taxes?;
 - Designing fiscal transfers;
 - Designing the formula: population, land area, distance from the center, a poverty index, performance;
 - Revenue mobilization and resource mobilization: taxation schemes, users fees, innovations such as BOT, joint ventures, bond float.
4. Other Imperatives
 - Formula should be transparent;
 - Finance follows function (theory) vs function follows finance (reality); how to reconcile the two.
5. Sequencing Decentralization
 - Political vs. administrative; big-bang vs pilot approach;
 - Identify where you are and jump in;
 - Decentralization takes time: you cannot fast track the process;
 - Philippines' Master Plan for the implementation of Decentralization and Phases: Changeover, Transition and Stabilization.
6. Decentralization is an Intergovernmental / Inter-Institutional System: national-local; local-local; government-civil society
 - Encourage inter-local cooperation: identify areas of cooperation: environment, coastal resources management, protection of watershed;
 - Encourage inter-institutional cooperation: Local government-civil society cooperation: monitoring and evaluation of project; participatory budgeting.
7. Develop Capacities
 - Develop capacities at the national and local level;
 - Develop capacities of civil society, e.g., if they will be part of budgeting process, then they should be made aware of the process and its intricacies;
 - Augment capacities: private sector, NGOs.
8. Specify Role of National Government
 - Equity and redistribution;
 - Statistics: availability of *reliable and accurate data* especially at the local level;
 - Globalization issues and concerns: role of information technology;
 - How to make local governments "globally competitive".
9. Decentralization and Poverty Reduction
 - Developing methodologies to determine the impact of decentralization on poverty reduction, on economic growth;
 - Decentralization and its contribution to the attainment of the Millennium Development Goals.

10. Will decentralization hold the state together or will it pull the state apart?

- Is the state weak because of too much centralization? Will decentralization lead to a stronger state? Will decentralization strengthen the weak state or will it further weaken it and cause fragmentation?
- In the Philippine case, good and best practices at the local level give us hope: *decentralization is the way to go! It is irreversible.*

SESSION ON COUNTRY AND CASE STUDY PRESENTATIONS ON LOCAL GOVERNANCE:

The following are summaries of the country and case study presentations of the participants.

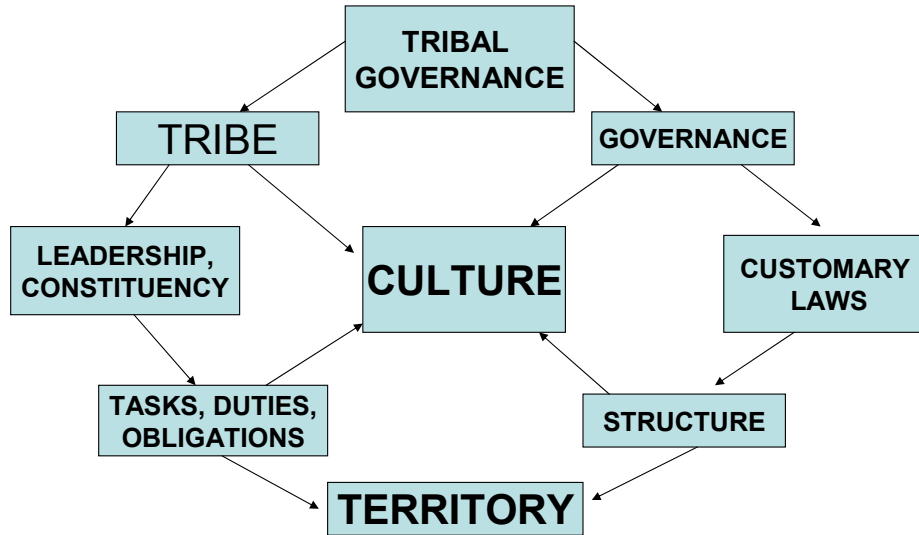
PHILIPPINES

Tribal Governance: The Mindanao Experience

Mindanao is home to many of the Philippines' Indigenous Peoples (IPs). The Arumanen-Manobo, B'laan, Bagobo Tagabawa, Dulangan, Lambangian Manobo, Matigsalog, T'duray and T'boli are found in Central Mindanao. The Agusan-Manobo, Ata-Manobo, Dibabawon, Langilan-Manobo, Mandaya, Mansaka, Tagabawa, Tagakaolo and Ubo-Manobo are found in Southeastern Mindanao. The Banwaon, Bukidnon, Higaonon, Subanen, Tagolohanon, Talaandig and Umayamnon are found in Northwestern Mindanao.

Mindanao's IPs have long been practicing tribal governance within their respective territories, even before the coming of the colonizers. The Philippine Government recognizes the legitimacy of tribal governance. The Indigenous Peoples (IPs)' right to ancestral domain and self-governance are enshrined in the Indigenous Peoples Rights Act (IPRA) and the tribal governance provision of the Local Government Code. But while there are enough legal bases for the IP's self-governance, its operationalization and mainstreaming in the country's political system has always been hampered by various factors. Among these factors is the predominance of mainstream governance systems which undermines indigenous ones. Also, very few non-Lumad (indigenous) people are aware that there exists a system of governance among the IPs, which has, since time immemorial, effectively and efficiently governed the Lumad communities. This system of governance has been structured in a way that complements the workings of their justice system as well as their observance of customary laws.

Tribal Governance in its broadest sense is the manner by which a tribe—through its *datu* or *timuay labi*, *bong fulong* or *gukom*, *bae*, *baylan*, *magsud*, and supporting tribal organs of authority—enforces its customary laws and manages its affairs.



In essence, tribal governance is expressed through traditional concepts. It is a symbol of power. Its material expression is the political structure. Tribal governance is synonymous to territory. It is based on shared responsibility and collective decision. Customary laws embody the set of principles, values, concept of justice and peace and policies.

Indigenous culture is the wellspring of Tribal governance. It reflects the indigenous peoples’ belief in the attributes of the *Manama*, *Magbabaya* and in the natural harmony and balance of the universe. As *Manama*, *Magbabaya* is just and not at all iron-fisted or dictatorial, so must the tribal leader. This is the reason for the existence of a council of elders and advisers whom the tribal leader consults on matters of justice, defense, and other serious concerns. The tribal leader tries to emulate the benevolence, benignity, and magnanimity of *Magbabaya* by making himself accessible to his constituents for consultations, by being a good provider of the tribe, and by being compassionate even to those not of the tribe.

As the universe is governed by the principle of balance of relative opposites, so must relations between men and women in the tribe. Leadership of the tribe may by custom and tradition lie with the men, but it is the women who make that leadership possible. The important roles of women are duly recognized by the tribal community as mothers, teachers, healers, birth attendants, midwives, mediators for conflict resolution and they stand as the last line of defense against aggressors. These are the basis of women power in respect to governance.

Advocacy in the economic, political and socio-cultural spheres is imperative to ensure the survival of the IPs.

POLITICAL	ECONOMIC	SOCIO-CULTURAL
<ul style="list-style-type: none"> • Putting into practice their indigenous/tribal governance • Strengthening traditional structure and defining their respective 	<ul style="list-style-type: none"> • Opposition to the entry of big plantations within ancestral domain • Enforcement of FPIC • Protection of environment and natural resources • Self-reliance 	<ul style="list-style-type: none"> • Schools of living traditions • Documentation of the governance practices

<p>genealogy</p> <ul style="list-style-type: none"> • IEC to IPRA Law to other IPs. • Peace forum and dialogues with armed groups 		
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Empowering the Mangyans to Reclaim their Ancestral Lands: The Paitan Mangyan Reservation Project

The Mangyans of Mindoro were the first inhabitants of the Province of Oriental Mindoro and of the Island of Mindoro. They occupy more than half of the total land area of the province, which is around 427,000 hectares. Most of them have settled in the interior and mountainous areas. Their livelihood is mainly subsistence. Almost all of them practice a form of swidden cultivation. For the Mangyans, LAND IS LIFE.

Unfortunately, their ancestral domains are classified as undeveloped and unclassified lands. Migration and influx of “development” projects by the government and the private sector are the primary reasons why the Mangyans are slowly but continuously losing their lands. The right of the Mangyans to utilize their lands is not fully recognized by the government.

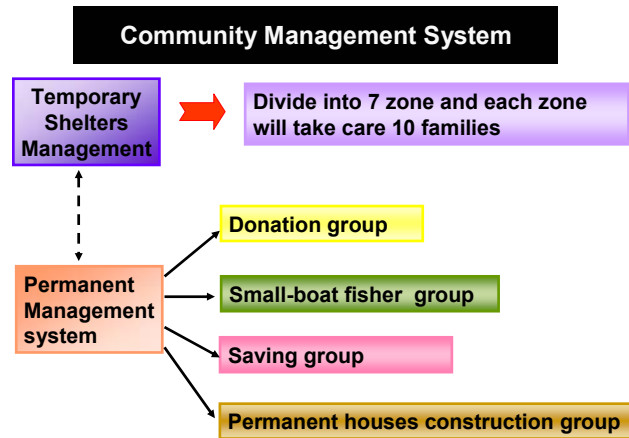
This is the case of the Paitan Mangyan Reservation that covers a 220 hectare land owned by the Alangan tribe. The government declared it as a MANGYAN RESERVATION in 1935. During the Japanese occupation, the Mangyans fled to the mountains. After the war, they returned but most of their lands were already occupied by non-Mangyan/lowland people. Part of the reservation was declared alienable and disposable by the national government in 1952. The Catholic Missionaries supportive of the plight of Mangyan tribes made a request in 1955 to stop the issuance of titles for the non-Mangyans. They later formed the Mangyan Mission together with the SVD priests.

The tribal organization was formed with support from the Mangyan Mission committed to their struggle to reclaim their ancestral land. Incidentally, an Inter-agency Committee was formed through the initiative of the Catholic Missionaries. The committee was composed of the Provincial Government and agencies/offices like DENR, DAR and Assessor’s Office.

The government realized that it committed a mistake by implementing conflicting policies on land. The government agencies are now taking steps to correct that mistake.

THAILAND
People-Centered Tsunami Relief and Rehabilitation

The case study is about the formation of a People-Centered Tsunami Relief and Rehabilitation program in Thailand. On 26 December 2004, a Tsunami created by an earthquake hit the Indian Ocean. It was the greatest natural disaster in Thailand’s history. The Tsunami affected six provinces along the Andaman Coast of Thailand, leaving more than 8,000 dead, a third of them foreigners. It impacted 418 coastal villages, and at least 3,676 houses were destroyed or badly damaged.



The day after the tsunami, CODI¹ organized a meeting with some NGOs, civic groups and community networks in southern Thailand to see how they could work jointly to assist the Tsunami victims in the six provinces. They agreed to establish the networks to use every aspect of the relief process to organize and strengthen these damaged communities. The people-driven relief and rehabilitation process that followed consisted of the following:

- Surveying the damage area;
- Providing relief assistance ;
- Providing relief camp ;
- Building temporary housing;
- Setting up committees to manage cooking, camp hygiene, water supply, medical care, visitor, children’s activities, lost people, registration of newcomers and temporary house construction;
- Promoting income generation activities ;
- Designing the permanent houses; and
- Building a more secure future.

Lessons learned from implementation

- Link support groups to create a support and relief operation with a common direction.
- Information gathering is an important intervention and an important tool for informing all subsequent activities.
- Setting up relief camps or temporary housing to link the victims back to their villages.
- Using the temporary housing to organize the community development process.
- State people-driven pilot rehabilitation projects to lead the rehabilitation process
- Collective relief activities of all sorts can become a kind of *group therapy*.
- Link the affected communities together, to share ideas, learn from each other's experiences, to support each other.
- Collaboration with government (to understand what people are doing, and to find proactive ways to link people's initiatives with government processes).
- The rehabilitation process should include all the affected people and communities.
- The people's sector as an active development partner, the most effective and efficient way of handling the huge scale of need and running development process.

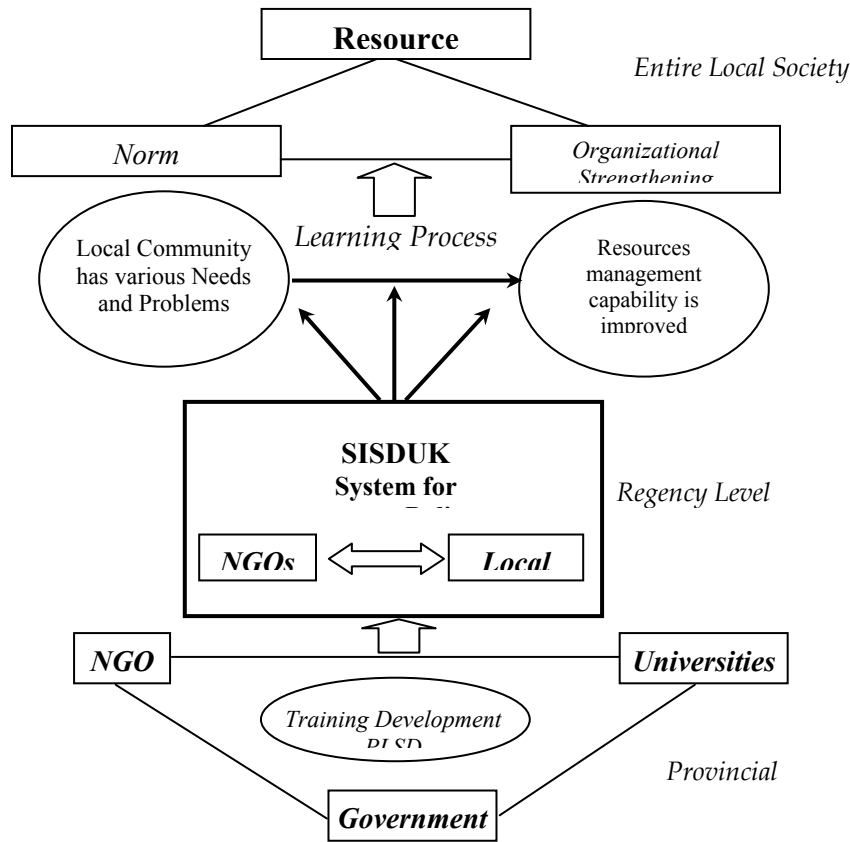
¹ The *Community Organizations Development Institute (CODI)* is a Thai government agency, an independent public organization, under the Ministry of Social Development and Human Security, formed in 2000 through the merging of The Urban Community Development Office (UCDO) and The Rural Development Fund.

INDONESIA

**Support System (SISDUK) for Participatory Rural Development:
Strengthening Community Participation in Takalar Regency, South Sulawesi**

SISDUK was conceptualized in response to the economic crisis in Indonesia. SISDUK was designed and formulated based on the socio-economic characteristics and uniqueness of local communities. It was legalized in January 2000 by decree of Takalar Regent. SISDUK was pilot tested in four villages located in two districts.

Framework of Participatory Development Model through SISDUK



Within this new framework, proposals for community activities can be put forward all year round. After considering the proposals, the local government will provide resources and services needed by the community. The selected proposals are those that meet a number of criteria like community experience, decision making process based on the pursuit of norms and agreed outcomes, mobilization of internal resources, sharing of the costs of development by the community (at least 1/3 of the total cost). These criteria are based on the knowledge, experience and capacity of community members to solve their problems and improve their managerial capability.

NGO Field Officers (FOs) help the community members to prepare their project proposals, starting from problem identification, conceptualization and designing feasible projects. The FO carries out social preparation like awareness raising, community organizing and mobilization.

The concept behind SISDUK became an important basis for decentralization. The implementation of regional autonomy at the Regency level through Law No. 22/1999 was started in 2001. After three years of prototyping, a model of supporting system to participatory development or SISDUK was fully developed. These decentralization efforts were supported by the Japan International Cooperation Agency (JICA).

In essence, SISDUK is a response to the need to reform, i.e., decentralize, local administration. SISDUK seeks to complement the existing bottom-up planning system that promotes participatory development.

CAMBODIA

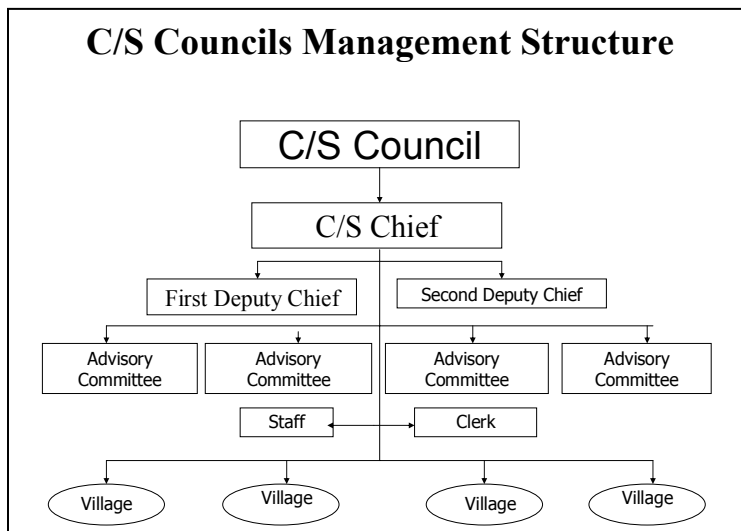
Commune/Sangkat Governance in the Context of Decentralization in Cambodia

Cambodia’s commune elections in February 2002 marked the beginning of a new political process in which popularly elected officials of 1,621 commune/sangkat councilors (CCs) have undertaken roles and functions relating to public service delivery, promotion of local social and economic development, protection of natural resources and meeting citizen’s overall needs.

Since the election, CCs have been involved in preparing their respective long term commune development plans as the basis for future local development activities and service delivery. The proposed activities relate to infrastructure development, such as the building of roads, culverts, wells, irrigation systems, schools and health centers. The other activities are literacy programs, income generation projects, cow, seed and rice banks, public awareness building on land issues, domestic violence, children’s issues, gender, HIV and protection of natural resources, and matters relating to law, order and security.

Commune plans must be strategic, involving all citizens from project identification and prioritization of their local needs. The CC development planning process is meant to provide a mechanism for all actors, including government departments and NGOs, to coordinate and avoid duplication of efforts and resources.

To ensure wider public participation, each CC must establish a planning and budgeting committee (PBC) with representation from each village within the commune. Throughout the planning process, facilitative assistance is provided by provincial facilitation teams and district facilitation team (PFTs and DFTs) as well as by provincial departments.



However, the understanding of CC officials about their role and functions varies. CC officials tend to understand their roles more in the context of local development planning than of broad local governance. They can describe the planning process, elaborate how they complete related forms and collect people's contributions to projects, but they have difficulties, for instance, in relating their roles to local problem-solving, opening local decision-making processes to citizens, or representing citizens' collective interests at higher levels.

In most cases, CCs follow the lead and advice of PFTs and DFTs rather than taking up their own initiatives. This is due not only to low capacity but also to lack of clarity in their respective roles. In the area of natural resource management, for instance, CCs say they are constrained from taking initiative because their authority is unclear.

Nevertheless, governance of the Commune/Sangkat in Cambodia has been positively changed in the following aspects:

Before CS Elections	After CS Elections
One political party	Multi-political party
CS chiefs and other members appointed by the Government	CS Council members elected by the people
Commune chief made decisions according to central command	CS council decides and approves on commune matters and commune chief is the implementer
Accountable to the upper level government	Accountable to the people and the government
Top down planning approach	Bottom up planning approach
Lack of people participation in CS development	People participation in planning process and other commune matters
Lack of participation from civil society and private sector in development of the commune	Encourage and promote participation of civil society such as NGOs and private sector in CS development
No commune fund, not able to implement local projects	Commune funds and revenues, able to implement local projects and services
Limited capacity	Improved capacity through training provided by NCSC and on the job training

CHINA

Township Governance for Rural Development

In China, the township government is the smallest and lowest government unit (like the barangay in the Philippines). It is closest to the villagers and therefore the appropriate structure to implement a decentralization program.

Basically, there are two crucial factors for a township government decentralization model to become successful, namely: (1) a well-developed village comprehensive development blueprint; and (2) integration of all resources from different departments.

Usually, a township government forms a poverty alleviation team composed of local leaders, an agriculturist, forester, environmentalist experts, among others. The blueprint is developed based on the participation of village representatives, government officers and professionals. In practice, the township government is in charge of coordination and allocation of the resources. The Poverty Alleviation Office is responsible for organizing, coordinating, monitoring and evaluation of community projects as well as advocacy and mobilization. The agriculture officer is responsible for project design, technical instruction and training for agricultural development. All the funds and resources must be available to ensure that the program is implemented properly.

Gansu province was successful in its poverty alleviation program. The average income increased to 584 yuan (RMB) per head within two years and per capita food consumption increased to 126kg. It was observed that decentralization facilitated the accessing of funds and project management.

The “Eight Steps Leading [to] Villagers’ Participation Module” is a concrete example of promoting participatory local governance towards rural development in China. The core value of this methodology is democracy and villagers-orientation. It motivates the villagers to actively participate in rural development. Assign government officials and villagers in the right positions and let them play their roles is the core principle of the methodology.

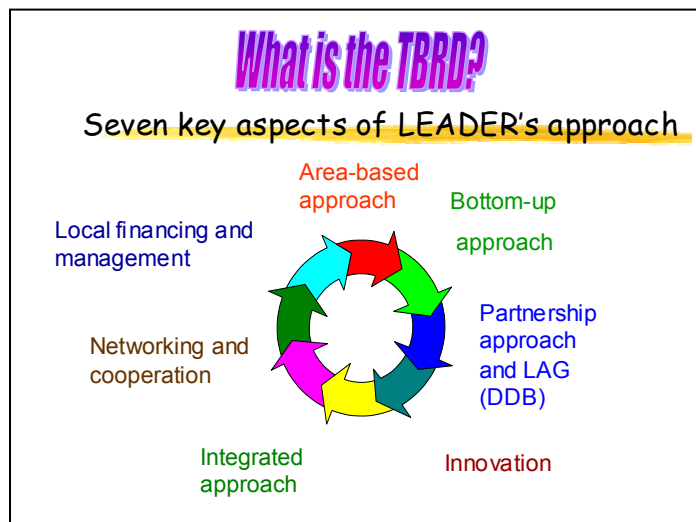
China’s on-going land reform program, through 30-year land use contracts, has strengthened the farmers’ commitment to participate in the development process. Because of land ownership, farmers have incentives to improve their farm lands and their lives for the better.

Decentralization solves the problem of poverty caused by government disintegration. Transparency is a powerful tool to prevent many problems, such as graft and corruption. Transparency secures poverty alleviation funds in China. Equally important is the people’s participation in rural development programs. Compared with other countries, China may have less democracy. However, the foregoing cases seem to prove that participatory local governance towards rural development could be attained in spite of the political issues in China.

VIETNAM
Territorial Based Rural Development Approach in Vietnam

Territorial Based Rural Development (TBRD) is a system that has been implemented in the rural areas of Europe and Latin America in the last 15 years with excellent results. The basic concept behind the TBRD approach is that it is not possible to eradicate hunger and reduce poverty in a rural territory without generating income and employment in a feasible and sustainable way in the same area. Hence, the territory must be able to compete, as a territorial unit, in the context of world markets while maintaining its traditional cultural and social values that reflect its characteristics and identity.

In Vietnam, the District level is the best territorial unit for TBRD implementation. To develop the territorial unit, it is imperative to use the territory’s own resources (materials and non-materials) as well as the opportunities available outside it. The TBRD approach can be analysed according to seven key aspects, as shown in the diagram below:



The TBRD experience in Thai Nguyen could become an important contribution by the Thai Nguyen province and its provincial authorities towards the national problem of finding a suitable approach to promoting rural development in rural areas of the country. Of course, this contribution would only be possible if the Thai Nguyen experience is carried out correctly and with the utmost rigor.

Participatory Local Governance: The Vietnam Gardening Association

The paper is about the Food Security Project implemented by the Vietnam Gardening Association in four provinces of Vietnam, namely: Bac Kan, Son La, Hai Duong and Ha Tinh. After two years of implementation with satisfactory results gained from the assistance provided to the citizens in improving their income and reducing poverty, the Project Management Unit has found visible changes in the locality. The citizens have become aware of their responsibilities towards the community while the local government officers have improved their capability with regard to community development.

BANGLADESH

Promoting Local Governance in Rupantar

Rupantar is an NGO that has been operating since 1997, mostly in the southwestern region of Bangladesh, to promote democracy and governance, human rights, women's empowerment, disaster management and mass awareness on specific issues. It has been implementing projects to strengthen local government institutions and initiating a process of decentralization that would ensure people's participation for greater transparency and accountability in local governance.

Rupantar and a few other NGOs are working with Local Governments on the following aspects:

- Providing technical support to the LEBs for their capacity building;
- Developing Citizens Committees/Forum to get them organized and able to participate in local government activities;
- Initiating the political empowerment of women towards their involvement and participation in LG activities;
- Mass awareness building to inform the people of their roles and responsibilities in supporting and strengthening the local government.

Lessons

- The local tax collections by the Union Parishads (UPs) have increased due to people's cooperation with the local government.
- Women's participation and coordination have improved due to local government activities.
- Training, workshops, seminar and mass awareness campaigns are effective tools for increasing citizens' awareness and organization.
- Local governance institutions are emerging as strong support institutions for the local people.
- The local governance institutions are showing pro-people attitudes through their accountability and transparency and thus, have achieved a better public image.
- People's participation has been instrumental in the strategic strengthening and resource mobilization of UPs.
- Information dissemination is an effective tool in getting people to support UP activities and other developmental activities.

INDIA**A Case Study of Local Governance in Kerala**

India has a strong democratic setup and traditions. Yet, a semi-feudal order persists in the northern states. The worst forms of caste discrimination and social inequality still exist. Despite the constitutional mandate that promotes people's participation, the center and states are not willing to decentralize their powers. Thus, the idea of democratic decentralization at the lower levels continues to elude the Indian democratic setup despite the recent constitutional changes. It is in this context that a unique experiment in extending and strengthening the grassroots level democracy and empowering the local bodies was initiated in the State of Kerala.

Distinctive features of the decentralization experiment in Kerala

1. Kerala decided to earmark 35 to 40% of the 9th Plan outlay of the state for projects proposed by local bodies.
2. The state government gave maximum authority to the local bodies in drawing up the development programs. This is unprecedented in the rest of India.
3. Each local body prepared a comprehensive area plan before claiming grant-in-aid. The plan outlay was not merely intended to claim grant-in-aid, but was to be integrated with different state and centrally sponsored schemes and projects that were to be implemented using the revenue surplus of local bodies or other resources that could be mobilized, such as volunteer work, donations, loans from financial institutions, contributions from beneficiaries, etc.
4. The state government has given strong support for administrative recognition and statutory changes in order to institutionalize the local level planning and plan implementation. The recommendations of the committee headed by S. B. Sen regarding necessary changes to existing laws and statutes, re-deployment of employees and related administrative recognition have been accepted by the government.
5. The institutional changes for successful devolution, such as training of personnel and creation of a local data base, etc., will require a few years to become fully operational. *Campaigns for decentralized planning* were launched to rally elected local bodies, officials, experts, volunteers and the common people, so that the impediments to local level planning could be overcome. The campaign is also expected to generate enough political will to institutionalize these new values generated by the movement. In short, *the preconditions for successful decentralization were to be created in the very process of decentralization.*

Kerala has approached decentralisation as a process of extending and deepening the system of political democracy. The extension of parliamentary democracy from central and state levels to the district and lower levels would open up possibilities for more direct participation of the masses in day-to-day governance. Such grassroots level democracy is favourable to the mobilization and defense of the interests of the exploited and weaker sections of the society. To develop a program like people's planning, a number of scholars and leaders have taken many initiatives. The key roles go to Kerala *Sasthra Sahitya Parishat* (Kerala Science and Literature Society), the Kerala literacy campaign, the International Congress on Kerala Studies and the political will of the left-led Kerala government.

The people's planning program in Kerala has been very successful. The systematic evaluation and monitoring of the processes have helped to institutionalize the campaign. Practical, not theoretical, solutions have been proposed for the issues raised. Kerala's 10-year experiment with decentralization is a landmark in the annals of Kerala's history as well as in India's history of participatory planning and good governance.

NEPAI

Introducing Decentralized Local Governance Program for the Improvement of Local Governance

The Decentralized Local Government Support Program (DLGSP) being implemented by the Ministry of Local Development with the assistance of the United Nations Development Programme (UNDP) and the Norway government is designed to support the poverty alleviation efforts in Nepal. How to achieve decentralized governance with enhanced capacity to plan, finance and implement development programs in an accountable and transparent manner remains a perennial problem in Nepal.

In this context, the focus of DLGSP is on decentralization and the socio-economic empowerment of disadvantaged groups. DLGSP is currently being implemented in 60 districts and may be expanded to 75 districts during the Program period (2004-2007). Its over-all goal is to enhance effective and meaningful participation of people in the local governance process, ensuring improved access to socio-economic services by rural poor, particularly women, Dalit, and other disadvantaged groups. The program interventions are focused on the following:

- Decentralized governance with enhanced capacity of local government to plan, finance and implement development programs in an accountable and transparent manner;
- Support for conflict affected groups and areas, and restoration of livelihoods;
- Capacities created for an expanded response to the HIV/ AIDS epidemic, including integration into poverty reduction strategies;
- Uplifting the socio-economic status of rural people, particularly women, Dalits, and disadvantaged groups through social mobilization ;
- Strengthening the efficiency and capacity of local bodies (DDCs and VDCs) to deliver basic services through decentralized governance as envisaged in the Local Self-Governance Act (LSGA);
- Supporting HMG/N in preparing and implementing necessary Acts, policies, and guidelines on decentralized governance and poverty alleviation.

Despite the conflict situation in Nepal, the DLGSP has promoted good governance in terms of uplifting the socio-economic condition of the people and strengthening the capacity of local bodies to effectively deliver basic social services to the community.

PAKISTAN

Citizen Community Board Projects

Citizen Community Boards (CCBs) are voluntary, non-profit associations of local people whose main purpose of these bodies is to encourage community participation in local government to ensure that planning and development are carried out in accordance with local needs, and to provide citizens with a chance to monitor service delivery and promote transparency and accountability.

To be eligible for funding, a CCB must first prepare a project proposal. Projects may include:

- Developing, installing, managing, owning and maintaining public facilities;
- Identifying development needs and mobilizing resources;
- Helping the handicapped, destitute, widows and families in extreme poverty;
- Establishing farming, marketing and consumers' cooperatives;
- Forming stakeholder associations (eg parent-teacher associations) for community involvement in the improvement and maintenance of specific facilities;
- Reinforcing the capacity of monitoring committees, as required by the concerned council.

For each project proposed, CCBs contribute 20 per cent of the total project funds. The remaining 80 per cent is to be provided by local governments, which are required to reserve 25 per cent of development funds for CCB projects. This allocation cannot be diverted to any other use, and must be carried forward if it is not spent in the relevant financial year.

Any group of at least 25 individuals can form a CCB, and it may appoint members without elections. The CCB must be registered with the Executive District Officer responsible for Community Development (EDO CD). There is no limit to the number of CCBs that can register in a single district. Local government officers are expected to provide assistance with the preparation of project proposals, and in particular with the preparation of cost estimates.

CCBs submit their project proposals to the EDO CD, the Tehsil/Town Officer (Planning), or the Union Secretary. Local government officers rank the proposals (according to published CCB Guidelines) and incorporate them into the Annual Development Plan. The projects are then submitted to the council for approval. Once approved, the local government and the CCB sign an agreement for the implementation of the project. The CCB has to submit satisfactory progress reports in order to receive subsequent funding installments. Monitoring is carried out by the CCB, the council monitoring committees and local government offices dealing with CCBs. A final report must be submitted on project completion.

There are number of difficulties with both the concept and the operation of CCBs under the new local government system:

- There is widespread lack of awareness or knowledge among the population about the concept of CCBs and how they are to work.
- Some CCBs have been set up to serve special interest groups rather than the needs of the population as a whole, or to achieve real development objectives.
- There is a lack of capacity within communities and within existing CCBs for management, conceptualization and planning of good development projects and for project implementation.
- There is resentment among some local elected officials that a significant proportion of the local development budget is to be channeled through CCBs.
- Systems and procedures within local government for receiving, assessing and approving CCB proposals and for disbursing funds to them are lacking. Officials do not have the necessary experience or capacity to make these systems function properly.

The provincial governments promulgated the 2001 Local Government Ordinance to install a new integrated Local Government System effective August 14, 2001 to function within the provincial framework and adhere to the Federal and Provincial laws. The new system, which may be best described through the 5Ds Local Government System 2001 in Figure-1, reorients the administrative system to allow public participation in decision-making. The essence of this system is such that local governments are accountable to citizens for all their decisions. It enables the proactive elements of society to participate in community work and development related activities. It has also removed the rural-urban divide.

The new system provides for a three-tier local government structure in which there is only one line of authority in the district, and the district bureaucracy is responsible to the elected representatives. More operational autonomy is ensured to the district level offices. Administrative and financial powers of the defunct divisional offices have been, by and large, delegated to the District level.

SRI LANKA

Participatory Integrated Area Development Strategy (PIDS)

The Participatory Integrated Area Development Strategy (PIDS) in Sri Lanka is expected to bring about the following benefits:

- People's participation towards rural development;
- People's involvement in decision making;
- Shift from a top-down to bottom-up planning approach;
- Transparency and accountability;
- Convergence of resources from all stake holders;
- People's empowerment;
- GO/ NGO/ PO collaboration;
- Decentralization;
- Efficient and effective delivery of basic social services;
- Protection of basic human rights in the area.

Tissamaharama Pradesiya Shabahava

The case of Tissamaharama Pradesiya Shabahava (TPS) shows that despite poverty, powerlessness and marginalization of the people, positive change is still possible.

The newly elected Chairman and councilmen of TPS started by naming Tissamaharama as the "The City of Determination." Throughout the process of problem identification, analysis, and recommending solutions, they displayed great commitment. From 2002 to 2006 they mapped out a three pronged development strategy, which they targeted to implement in four years. These strategies are grouped as follows:

A. Internal Affairs Development

- Abolition of corruption and corrupt practices;
- Increasing worker productivity;
- Enhancement of workforce welfare;
- Efficient tax collection;
- Improving the wealth of the **TPS**;
- Improvement of public relations.

B. External Affairs Development

- Road development;
- Drinking water projects;
- Town development;
- Waste management;
- Utilities development;
- Non-taxed village fairs for farmers;
- Restoration of 550 km of roads within the TPS;
- Purchase of road construction equipment.

C. Multi-People Development

- Zero, One, Two – Kindergarten education;
- Vana pasa mal – Rural youth exposure to technology;
- Vishwa computer center – exposure of school children to computers, video and photography;
- Suwa pela hada – regular health clinics;
- Kiri ethiliyen obbata – rejuvenation of the pottery industry;

- Kirindi Oya rubble dam – stoppage of sea water moving upriver;
- Purawara pubuduwa – active local participation in local development;
- A market place and showroom to display their wares.

This strategy has brought about a shift in the people's attitude, namely, that people can do anything short of miracles. The authorities realized that planned development is not difficult when the locals who are to benefit from the development, are incorporated into the plan at the earliest stages, with their physical and intellectual participation encouraged, valued and appreciated. The Sri Lankan Government is actively studying and monitoring the progress of the **TPS** and plans to present it as a role model for most Local Government Bodies in Sri Lanka.

Day 4, August 31, 2006

BUILDING SOCIAL CAPITAL IN LOCAL GOVERNANCE

Ms. Maria Faina L. Diola of the Asian Community Trust (*Philippine Desk*) discussed the evolution of social capital and its relation to local governance.

Etymologically, the term "social capital", as it is used currently, could be traced to a West Virginian school superintendent, *Lyda J. Hanifan's* writing in 1916 (Woolcock and Narayan). The term subsequently disappeared for several decades, and then was reinvented several times in the 1950s, '60s, and '70s, as in the works of Jane Jacobs (1961) and Glenn Loury (1977).

There is growing consensus among the writers that social capital has emerged since the 1980s in the work of three figures: Pierre *Bourdieu*, James *Coleman*, and Robert *Putnam* (Field, 2003, cited in *Policy Research Initiative (PRI)-Social Capital Workshop 2003*).

Pierre Bourdieu, a French sociologist, in his 1985 article, "*The Forms of Social Capital*", argues that social capital is *the aggregate of the actual or potential resources which are linked to the possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition or, in other words, to membership in a group*(p. 249 cited in *PRI 2003*).

James Coleman (1988), on the other hand, a leading American sociologist, argues in "Social Capital in the Creation of Human Capital" that social capital...is not a single entity but a variety of different entities, with two elements in common: they consist of some aspect of social structures, and they facilitate certain actions of actors within the structure. Like other forms of capital, social capital is productive, making possible the achievement of certain ends that in its absence would not be possible. Like physical and human capital, social capital is not completely fungible, but may be specific to certain *activities*...

Robert Putnam sought to explore the concept as a property of large aggregates in his original, seminal study of social capital examines the comparative effectiveness of regional government in Italy – "*Making Democracy Work*" (1993). In that volume, he defines social capital as "*features of social organization, such as trust, norms and networks that can improve the efficiency of society by facilitating coordinated actions* (p. 167)."

The case studies presented by the Social Capital Initiative (SCI) of the World Bank as well as the studies done elsewhere (Australia, U.K, and other U.S. studies) all suggest that the focus should be on three types of proxy indicators:

- Membership in local associations and networks;
- Indicators of trust and adherence to norms; and
- An indicator of collective action.

Local Governance

Ms. Diola then cited some notable work in the area of local governance. Legaspi (2002) has listed some practical guidelines, particularly, *developing partnerships*, in developing enabling local governance. He said, "Working collaboratively with other existing public, private and voluntary organizations or agencies could help ensure the development of a more enduring kind of working relationships between the local government and other organizations."

Blunt (2003) on the other hand studied the development roles of the main governance actors – (government, civil society, and the private sector), particularly their governance roles, conditions and capacity-building needs in the rebel-held areas of Southern Sudan.

Blunt's study emphasized the importance of good leadership, institutionalized partnerships between government and national and international NGOs, and capacity-building for transparency and accountability.

Mediating Structures and Social Capital

Ms. Diola cited the works of Bebbington and Carroll (2000) on "*Induced Social Capital and Federations of the Rural Poor*" in Peru, Bolivia and Ecuador which focused on poor people's organizations and looked at the structural aspect of social capital.

A case study in a municipality in Ecuador showed that many years of organizational capacity building had yielded significant impacts on local development, first at *community*, then at *federated levels*, ultimately leading to the *transformation of the municipality* from one dominated by elites, to one where all land is now owned by indigenous people. The municipal government has become more accountable and relationships of synergy have been created between the government, the federations and the communities.

In all of the cases studied, *external intervention* was seen to have played an important role in building capacity. This social capital building role has been played by NGOs, the churches, the government and national peasant movements alike, but the most effective of these actors according to the study have been the NGOs and churches.

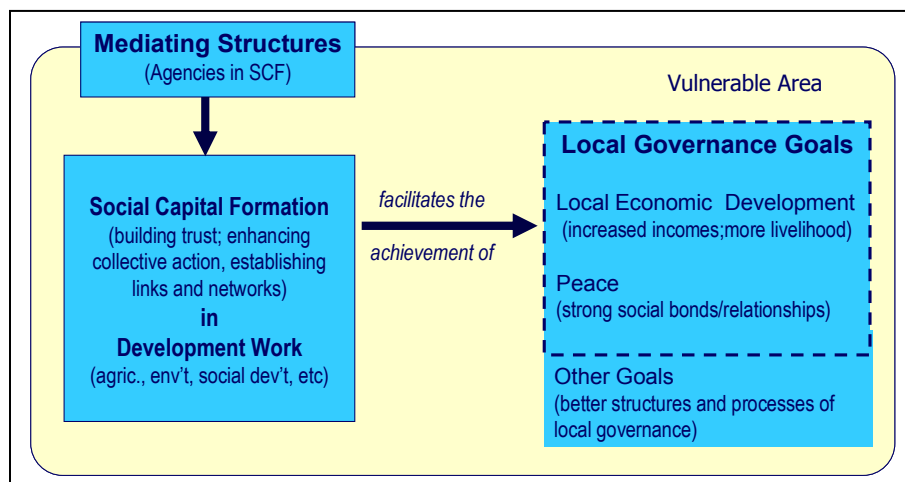
These external actors played several critical capacity building roles: they helped access resources and invested in the human and administrative resources of the second generation organizations or federations; they helped build external bridges with other actors, markets, etc; and (though this was found to take much more skill) they demonstrated the capability to build social capital within the federation.

Social Capital and Economic Outcomes

Ms. Diola related that in the political science, sociological and anthropological literature, social capital generally refers to the set of norms, networks, and organizations through which people gain access to power and resources, and through which decision-making and policy formulation occur. Meanwhile, the economists have added the focus on the contribution of social capital to economic growth. At the micro-economic level, this is seen primarily through *the ways social capital improves the functioning of the markets*.

At this point, Ms. Diola presented her Theoretical Proposition for social capital formation in local governance (F.L. Diola 2005). "Social capital formation in a (vulnerable) area, characterized by the presence or threat of recurring (vulnerabilities or instability), is facilitated by a mediating structure or process that first builds trust, establishes norms and then strengthens the resilience of a collective group. Social capital formation works more towards collective action rather than towards enhancing individual participation. The social capital formed is tapped by the local community to transform their original vulnerable situation and to achieve local governance goals. The product is an effective enabling local governance structure."

Below is the theoretical framework for social capital formation towards achieving local governance goals:



The table below shows the cases featured in Ms. Diola’s presentation (based on F.L. Diola’s study on social capital formation in local governance by mediating structures)

Lead agency initiating social capital formation	Building trust	Enhancing collective action	Establishing links, networks and connectedness outside the group
NGO - PO		Bgy, Chua, Bagumbayan, Sultan Kudarat (Tri-peoples) Case 3	
NGO-LGU ◊ PO	Nalapaan, Pikit, N.Cotabatao Province (Tri-peoples) Case 1		
PS - LGU ◊ PO	Datu Paglas, Maguindanao (Muslim beneficiaries) Case 4		
UNDP – NGO-LGU ◊ PO			Peace and Development (Muslims/MNLF) Case 2

Relationship between Social Capital and other Forms of Capital

Social capital: the missing link among the types of *capital* ?

- The three types of capital (natural capital, physical or produced capital, and human capital) determine only partially the process of (economic) growth because they overlook the way in which the economic actors interact and *organize themselves* to generate growth and development. The missing link is thought to be *social capital* (Grootaert 1998).
- Grootaert observes that countries with similar endowments of natural, physical and human capital may achieve different levels of economic performance – so have regions or cities within countries, and even communities within regions or cities. Some of the cases cited by Grootaert that need careful examination and which somehow demonstrate the difference social capital can make (that would also have relevance to governance) are the following (Grootaert 1998):

Case 1 Macro

- The high growth rates of the East Asian “miracle” economies, relative to other parts of the world, can only be partly explained by conventional factors such as investments in human and physical capital and technology.
- However, government policies were also said to have provided an *enabling environment*, characterized by institutional arrangements and organizational designs that enhanced *efficiency, exchange of information, and cooperation between government and industry* (World Bank 1993; Stiglitz 1996 cited by Grootaert 1998).

Case 2 Macro

- After the fall of Somalia’s government in 1991 civil disorder prevailed and incomes declined throughout most of the country. An exception was the port of Boosaaso where a local warlord organized a security force and a council of clan elders with support from local people. Trade flourished and incomes improved (Buckley 1996, cited by Grootaert 1998).

Case 3 Micro

- In Gujarat, India, violent confrontations between local people and government officials over the way forests were managed led to economic stagnation. Communities were mobilized and a joint forest management was instituted, reducing conflicts and increasing land productivity and village incomes. (Pathan and others 1993, cited by Grootaert 1998).

Case 4 Meso

- Another case showing the important relationship between social capital, voluntary groups or NGOs and local or community governance is that of the Toyama Bay Fishing cooperatives studied by Plateau and Seki (1999, and cited by Bowles and Gintis 2000).
- The fishermen were faced with variable catches as well as high levels and changing nature of skills required. The farmers therefore elected to share income, information and training. The coop’s income- and cost-pooling activities allowed its boats to fish in much riskier yet higher yield locations, and the skill- and information-sharing raised profits and reduced productivity differences among the boats.

Case 5 Meso

- The study on soil conservation practices in the Philippines (Cramb, 2004) published in the homepage of the University of Queensland: the formation of social capital enhanced collective efforts for soil conservation.
- The study showcased the Landcare Program in Southern Philippines, which promoted simple conservation practices in upland environments by supporting community landcare groups and municipal landcare associations, thus augmenting social capital.

Community as Source of Social Capital?

As with other trendy expressions, "social capital" has attracted so many disparate uses that we think it better to drop the term in favor of something more precise. "Community" better captures the aspects of good governance that explain social capital's popularity, as it focuses attention on what groups *do* rather than what people *own*.

Community defined

- By community we mean a group of people who *interact directly, frequently* and in *multi-faceted ways*.
- People who work together are usually communities in this sense, as are some neighborhoods, groups of friends, professional and business networks, gangs, and sports leagues.
- The list suggests that *connection*, not affection, is the defining characteristic of a community.

Case 6 Micro/Community

- In some of Chicago's neighborhoods studied by Felton Earls, Robert Sampson, and Steven Raudenbush (1997), neighbors express a high level of **collective efficacy**.
- Violent crime is markedly lower, controlling for a wide range of community and individual characteristics, including past crime rates.
- Chicago's neighborhoods illustrate the informal *enforcement of community norms*.

Types of disincentives/community norms

- Residents speak sternly to youngsters skipping school, creating a disturbance, or decorating walls with graffiti.
- Residents are also willing to intervene to maintain neighborhood amenities such as a local firehouse threatened with budget cuts.
- These are all examples of what the authors term "*collective efficacy*."

Community information

- Communities can sometimes do what governments and markets fail to do because their members, but not outsiders, have **crucial information** about other members' behaviors, capacities, and needs.
- Members use this information both to uphold norms (work norms among the fishermen in Toyama Bay, community behavioral norms in Chicago) and to make use of efficient insurance arrangements that are not plagued by the usual problems of moral hazard and adverse selection (the fishermen).

Community norms

- This insider information is most frequently used in multilateral rather than centralized ways, taking the form of a raised eyebrow, a kind word, an

admonishment, gossip or ridicule, all of which may have particular salience when conveyed by a neighbor or a workmate whom one is accustomed to call one of "us" rather than "them."

- Communities thus may make an important contribution to governance where market contracts and government fiat fail because the necessary information to design and enforce beneficial exchanges and directives cannot effectively be used by judges, government officials, and other outsiders.
- This is particularly the case where ongoing relationships among community members support trust, mutual concern, or sometimes simply effective multilateral enforcement of group norms.
- Communities, however, may solve problems that both states and markets are ill-equipped to address, especially where the nature of social interactions or of the goods and services being transacted makes contracting highly incomplete or costly.
- *Community governance* relies on dispersed private information often unavailable to states, employers, banks, and other large formal organizations to apply rewards and punishments to members according to their conformity with or deviation from social norms. An effective community monitors the behavior of its members, rendering them accountable for their actions.

Community Governance

In contrast with states and markets, communities more effectively foster and utilize the incentives that people have *traditionally deployed* to regulate their common activity: trust, solidarity, reciprocity, reputation, personal pride, respect, vengeance, and retribution, among others.

Case 7: Queensland : Local Gov't and Social Capital Action Research Project (2004)

Leadership

- No issue was arguably more important in promoting social capital in each Local Government than that of strong leadership. Considerable progress in capturing the key elements of social capital building was most evident where both the executive staff and elected members were working collaboratively to address social capital issues.
- Where this was occurring most noticeably in the Council, there was an equivalent level of active and skilled community leadership, both crucial to achieving sustainable social capital.

Communication

- Closely related to the issue of leadership, was that of communication and in particular, the importance of very clearly and continuously articulating the role that a Local Government had chosen to adopt in relation to social capital building.
- Here it is critical to note that articulating a clear message about social capital was not dependent on the extent to which any one Local Government was the key player in building social capital but instead on how *transparent* they were in articulating their role.

Recommendations by the LGSCARP

The LGSCARP has submitted the following recommendations for consideration by the stakeholders involved and strongly encourages their support.

1. Corporate/strategic planning

- 1.1 Local Government establish a *vision* for its community via a thorough process of community consultation that culminates in a Social Capital Statement of Intent integrating social, economic, environmental, and cultural considerations. This is to be included in all Council corporate, operational and budgetary planning documentation.
- 1.2 Local Government policies be reviewed to assess the extent to which they might be enhancing or inhibiting levels of social capital.
- 1.3 In recognizing the importance of establishing a social capital vision and objectives, Local Government adequately resource the achievement of these objectives and in doing so, each funded policy or project explicitly state the benefits in terms of social capital outcomes.

2. Community engagement

- 2.1 In acknowledging the fundamental importance of community engagement as both a cause and effect of social capital, Local Government develop and clearly articulate a process for engaging with their constituent communities.
- 2.2 The engagement processes to be clearly included and prioritised in the key performance indicators for appropriate Council officers.
- 2.3 The social capital objectives and/or community engagement processes align with recommendations from the Inventory of Community Consultation Practices in SEQ Councils (LGAQ) social capital objectives and/or community.

Local Government's Multifunctional Role

The areas relevant to Local Government in a social capital context are numerous and they include (but are not limited to): Environmental management, Community safety, Social planning, Rural revitalization, Free library services, Cultural diversity appreciation, Arts and cultural development, Festivals and celebrations, Water supply and sanitation, Recycling, Information and Technology, Accessibility, Urban and community renewal, Community grants, public and open space development

Under Local area planning, we have Community development, Community engagement, Community capacity building, and local economic development projects

Conclusions

While there are many commentators in the area of social capital, and the commentary on this work is building, there are very few documented examples of practice at an international or national level that relate to Local Government. Yet anecdotal evidence indicates that there are countless examples of this work.

It is important to acknowledge at the outset that Local Government and community groups like NGOs and POs are *already* delivering on many aspects of development albeit not often articulated as such. Herein lies the gap between the rhetoric and the day-to-day practice. It is thus necessary to document that after all we have already started the work of social capital building but were not conscious of it, and to mainstream or upscale it in the context of local governance.

SESSION ON NGOS' ROLE IN LOCAL GOVERNANCE: THE CAPP-SIAD EXPERIENCE

Mr. Bulatao presented the COCO BREAD as a development framework. He said that achieving results in key concerns of the rural and urban poor is as important as participatory processes. The development effort will be sustained only if the people themselves pursue it by using institutions available to them, including the barangay government, and securing gains for themselves that improve the quality of their life.

For the countryside, the Philippine Community Organizers' Society (PhilCOS) and other civil society organizations have developed the acronym COCO BREAD which puts together empowering processes and sustainable results as follows:

- *C*ollective Critical Creative Consciousness-Raising
- *O*rganization Development and Leadership Formation
- *C*oalition Efforts and Advocacy Work
- *O*vercoming Gender and Other Biases

- *B*asic Services and Infrastructure
- *R*esource Tenure Improvement
- *E*conomic Self-Reliance Strengthening
- *A*gricultural Development and Ecological Nurturance
- *D*emocratic Participation in Governance

For Metro Manila barangays with significant urban poor communities, it was necessary to make some adjustments. In regard to sustainable results, taking out agriculture and putting in housing, livelihood and security against crime and drugs. Several LGCNet members developed the Tagalog acronym **M+O+K+N** ⇒ **BaHaGI Ka SA Demokrasya** (*You Are Part of Democracy*).

- *M*ulat ang mamamayan (*The citizenry is Aware*)
- *O*rganisado (*Organized*)
- *K*umikilos / lumalahok (*Involved*)
- *N*aigpawan ang mali o kontra-pag-unlad na pananaw sa kasarian, relihiyon, edad, lahi, atbp. (*Against anti-development perspectives on sex, religion, age, race, etc.*)

- *B*a hay -- katiyakan sa paninirahan (*Home—security of tenure*),
- *H*a napuhay -- trabaho, kabuhayan (*Employment/livelihood*),
- *G*awaing panlipunan -- edukasyon, kalusugan, nutrisyon, atbp. (*Social involvement—education, health, nutrition, etc.*),
- *I*mpastruktura sa pamayanan -- kalsada, drainage, inumin, atbp. (*Community infrastructure—roads, drainage, water supply, etc.*),
- *K*a paligiran -- kalikasan, kalinisan ng hangin, kalupaan at katubigan (*Environment—air quality, land, water*),
- *S*eguridad kontra krimen (*Security against crime*),
- *A*nti-droga (*Anti-drugs*),
- *D*emokrasya -- kalayaang sibil, karapatang pangtao, pakikilahok sa pamamahala (*Democracy—civil rights, human rights, participatory governance*).

One lesson while working in urban barangays in Quezon City is that it is important to try to blend the concerns of the community and those of their elected barangay officials, rather than to insist that the officials should be altruistic and set aside their own concerns. Often the poor are concerned about basic health and education services, livelihood and social housing; the middle class and wealthier, security, traffic and cleanliness; and the barangay officials, improvement of the barangay hall and the facilities of their center if they are fortunate to have a place for these.

In allocating resources, it is enough initially for the poor people in the community to insist that their interests be included. They can also be on the lookout for possibilities for supplying the needs of the comfortable and affluent and the barangay officials in ways advantageous to themselves. For instance, security work requires more Barangay Tanods who can be drawn from the barangay's poorer sections; cleanliness drives may provide employment for street sweepers or create business opportunities for junk recyclers. Likewise, thinking about their possible re-election, it is important to the barangay officials to be perceived as responsive to the real needs of the entire barangay community.

At this point, another speaker was introduced--Ms. Mayette Alto-Senga, who is the project manager of the Consortium for the Advancement of Peoples' Participation through Sustainable Integrated Area Development (CAPP-SIAD). She began her discussion by citing the different implementing member-NGOs under CAPP-SIAD. They are the Balay Mindanaw Foundation Inc., Quidan-Kaisahan Negros Occidental and Rural Development Institute-Leyte.

The CAPP SIAD is now on its Phase 2 implementation (2002-2007) and is funded by the Christian Aid, Irish Aid, The European Commission, NZAID and TROCAIRE.

The project is called "*Strengthening of Democratic Processes in Local Governance and the Promotion of Sustainable Integrated Area Development for Marginalized Sectors in Negros Occidental, Biliran and Misamis Oriental*". Its goal is to improve access to and control over resources among community sectors most vulnerable to marginalization. Its two-pronged specific objectives are: (1) to develop the capacities of the marginalized groups in identifying their development agenda clearly and measurably, and (2) to develop communities' access to social services, information and mechanisms of justice.

Basically, the project has five major components, namely:

1. Participatory Processes in Good Local Governance;
2. Para-legal Formation for Barangay Justice;
3. Support for Livelihood and Small infrastructure projects;
4. Resource Tenure Improvement;
5. Delivery of Basic Social Services.

Ms. Altosenga said that CAPP-SIAD employed the following participatory processes in good local governance:

- Barangay Entry and Conduct of Local Governance Seminar;
- Situational Analysis;
- Participatory Barangay Development Planning and Budgeting;
- Resource Mobilization Activities;
- Participatory Project Implementation Activities;
- Participatory Monitoring and Evaluation.

According to Ms. Altosenga, there are various forms of resource mobilization activities which the participants can utilize. These are as follows:

- Pledging sessions (local, national and international donors);
- Conduct of project proposal write-shops and linking POs and self-help groups to donors (directly);
- Development of new proposals (by partner NGOs) and funding for community projects;
- Counterpart arrangements for livelihood projects (including households) and small infrastructure projects (using barangay development funds);

- Conduct of fund-raising activities;
- Improving the revenue collection of the barangays.

She reminded the group that it is very important to install Implementing and Monitoring structures at the barangay level.

CAPP-SIAD implementers strive to work closely with the grassroots organizations through collaboration and partnership building at the barangay and municipal levels. All their efforts are meant to influence the existing LGUs that will institute democratic and participatory governance. They also ensure that the marginalized sectors of society are educated on their basic human rights from civic, political as well as economic and social rights. This way, they can defend themselves against human rights violations and abuses. Likewise, education would increase the people's capabilities to actively participate in the decision-making processes of the community.

Gains from Participation – Community Development

- Democratization of decision-making at the barangay level;
- Good local Governance: accountability and transparency;
- Active citizenship;
- Increased awareness of existing laws that can help them improve their resource tenure and advocacies;
- Opportunities to increase the household income through participation in livelihood projects;
- Improvement of rural infrastructure and other basic services such as water, sanitation and health facilities;
- Additional knowledge and skills related to their livelihood through attendance in seminars and training provided;
- Venue for broader participation of women in community decision making.

Gains from participation - Paralegal Formation

- More meaningful and technically sound legislation;
- Innovative project implementation by the barangay;
- Transparency and accountability;
- Community awareness of existing laws and their rights.

In the afternoon, representatives from the farmers, women, IP and youth sectors discussed how their respective sectors participated in local governance by relating some real life stories highlighting their insights and learnings.

SESSION ON BASIC SECTORS' PARTICIPATION IN LOCAL GOVERNANCE

Farmers Participation in Local Governance

Mr. Oscar "Ka Oca" Castillo is the executive director of the Center for Agrarian Reform and Rural Development (CARRD). He is also the former president of the Pambansang Kilusan ng Samahang Magsasaka (PAKISAMA), a national federation of farmers' and fisherfolk organizations in the Philippines.

"Ka Oca" began by declaring that the farmers' major problem is poverty. They do not own the land they till. They have no control over the factors of production and the marketing of their farm produce. Hence they have low incomes.

Thus, farmers in the Philippines have tried to get their acts together to achieve their common goal of eradicating poverty. They organized themselves, resulting in the formation of the KASAMA. They were actively involved in the implementation of agrarian reform, particularly in advocacy work and legal battles that made them seasoned paralegal officers. They became leaseholders and somehow managed to raise their meager income by 50 to 75 per cent.

They continued their struggle at the national level and engaged in extra-legal actions, joining rallies and mass mobilizations to pressure the government to act favorably in their favor. Ka Oca shared that they joined a national movement under the Congress for People's Agrarian Reform (CPAR) in pursuit of genuine agrarian reform and rural development. The result of their struggle was the ratification of Republic Act (R.A.) 6657, otherwise known as the Comprehensive Agrarian Reform Law.

To augment their income and savings, they engaged in cooperative building and development. They organized trainings and capability building to consolidate their membership. They built up their capital and mobilized the savings of their members. Having established their track record, they were able to access financial capital from funding donors.

Through networking and linkages, Ka Oca related that they were able to tap technical support from the government and private sector for technology innovation and development. They established a credit program so that their members could avail of production loans. This way, they were able to increase their productivity and income.

Ka Oca said at this point their officers and members have gained community recognition. They actively participate in local governance (e.g., by joining PARCCOM) which gives them opportunities to facilitate agrarian reform cases and access support services from various government line agencies. They have fielded local candidates during barangay elections. Some of their officers and members have won and become barangay council officials. They have strong influence in formulating their barangay development planning for the construction of infrastructure, roads and a potable water system.

In retrospect, Mr. Castillo shared the following lessons and insights:

1. Small farmers should really get organized and be prepared if they are to achieve meaningful participation in governance and development; and assistance in this endeavor is necessary.
2. Their (i.e., farmers') perspective on local governance participation stemmed from their experiences in self-organization and governance.
3. Trial and error learning from actual experiences is a more effective educational tool for farmers.
4. Development programs should be clear and relevant to the farmers' daily lives for them to really get involved.

Women's Participation in Local Governance

According to Dr. Jeanne Frances I. Illo, _____, effective governance is characterized by transparency, accountability, and responsiveness. It is governed by the rule of law. It should make institutions and rules "fair" to all constituents, both male and female. Consequently, participatory governance should ensure that all people have a say in what rules and institutions are set, how they operate, and who can be made accountable.

She discussed the participation and distribution of power. She defined power as “*the capability of actors to secure desired outcomes in interaction with others*” (Giddens 1983).

Dr. Illo presented the following data on women’s political participation, particularly their role in local governance.

Women’s Political Participation (UNDP, HDR 2005)

Country	Year first woman elected (E) or appointed (A) in parliament	Women in government at ministerial level	Seats in parliament held by women			
			Lower house		Upper house or senate	
				1990	2005	
Bangladesh	1972	1973(E)	8.3	10	2.0	--
Cambodia	1955	1958(E)	7.1	0	9.8	13,1
China	1949	1954(E)	6.3	21	20.2	--
India	1950	1952(E)	3.4	5	8.3	11.6
Indonesia	1945	1950(E)	10.8	12	11.3	--
Nepal	1951	1952(A)	7.4	6	5.9	8.3
Pakistan	1947	1973(E)	5.6	10	21.3	18.0
Philippines	1937	1941(E)	25.0	9	15.3	16.7
Sri Lanka	1931	1947(E)	10.3	5	4.9	--
Thailand	1932	1948(E)	7.7	3	10.6	10.5
Vietnam	1946	1976(E)	11.5	18	27.3	--

Note: “Fair” Rules, Institutions and Political Processes and Gender*

Women’s Participation in Local Governance

Selected countries	Percent of women among				Comments
	Voters	Candidates	Elected officials	LG head	
Cambodia (2003)	50	16.4	9.0	2.1	1,621 communes decentralized in 2002; 977 women (9% of total council members)
Indonesia (Legislative)	53	32.3	8.8	3.7 (P) 2.4 (M)	
Philippines (Legislative; executive for LG head)	50.5	16.6	16.6 (P) 17.4 (M)	19.5 (P) 15.6 (M)	Decentralization in 1991; women sector representation provided for by law
Thailand—Total	51.1				
Bangkok Metro Council		12.5	16.7		
Bangkok sub-district council		14.6	11.9		

Source: SEAWWatch and FES, *Gaining Ground? Southeast Asian Women in Politics and Decision-Making. Ten Years After Beijing*. Manila: Friedrich Ebert Stiftung. 2005.

She cited the following issues concerning women's participation at the local and national levels:

- If the political system and the governance structure are unjust, won't "integrating women" in these be co-optation;
 - But governance as a contested space, with dual nature of women's engagement with the state: critical and collaborative;
- Gains in some places, losing numbers in others;
- Persistent biases that are mobilized against women;
- Biases that are mobilized against certain female sub-populations.

Moreover, there are biases against certain groups of females. Among those most especially discriminated against are the indigenous women (minority), migrant women (non-citizens), rural women (location or distance from center of power), lesbians (difference) and even girls (age; non-adult).

However, there are efforts to improve women's participation in local governance. There are initiatives to put rules in place such as recognizing the participation of women in the political processes and governance. The law now requires a certain number of seats to be set aside for women. Dr. Illo cited a number of laws and local ordinances promoting women's participation such as the Local Government Code 1991 in the Philippines, Local Government Ordinance 2001 in Pakistan, Decentralization Act 1982 and Local Self-Governance Act 1999 in Nepal.

Moreover, there are programs to encourage women to "take their seat at the table" (Ward and Upazila forums in Bangladesh). Some organizational policies recognize women's important roles in participation, including in gender based budgeting and auditing.

By and large, there are now efforts that enforce the rules redressing gender imbalances. It is imperative to have a Women Watch to hold the state/organizations accountable. To achieve this end, women should be organized so that they can claim their rights. They must be able to "change the rules of the game", towards creating a gender equal society. Women must create male allies to make governance more gender-sensitive. There should be gender mainstreaming to transform organizations and communities. Dr. Illo underscored the need to educate women about the law and their rights.

Dr. Illo cited the following as emerging challenges in promoting women's greater participation and empowerment:

- Strengthening women's capability to hold rulers (local and national) accountable;
- Broadening participation beyond elite women;
- Addressing gender inequalities created by new forces (or new manifestations of old forces);
- Developing women's voice in discourses about global issues that have very local consequences;
- Creating more inclusive political processes;
- Armed conflict.

Participation of Indigenous Peoples in Local Governance: The KASAPI Experience

Dr. Gilbert P. Hoggang gave a brief background of the Koalisyon ng Katutubong Samahan ng Pilipinas, Inc. (KASAPI). KASAPI, which was established on October 23, 1997, is a national coalition of Indigenous Peoples Organizations (IPOs) in the Philippines advocating the recognition of the Indigenous Peoples' inherent rights within ancestral territories.

At present, there are 16 Regional and Sub-regional IP Federations with about 240 IPO members. The KASAPI Networks are found at the municipal, provincial, sub-regional, and regional levels. Each regional, sub-regional or provincial network is represented in the national organization as a Consultative Body (CB) of KASAPI. The Consultative Body representative is the bridge of information between the network members at the local and national levels (and vice versa).

The unrelenting advocacy initiatives by their KASAPI members as well as of like-minded civil society groups resulted in the enactment of Republic Act 8371, otherwise known as, the Indigenous Peoples Rights Act (IPRA). Their guiding principles are bounded by the assertion of the Indigenous Peoples rights towards empowerment, self-determination and self-governance.

Dr. Hoogang said that the IPs belong to 110 ethnolinguistic groups, of which 14 are classified as Muslim. The IP population is estimated at 10 to 12 million, residing in areas classified as “public domain” in the Philippines.

IPs refer to a group of people or homogenous societies that:

- Have continuously lived as an organized community on communally bound and defined territory; have occupied, possessed and utilized such territories under claims of ownership since time immemorial;
- Share common bonds of language, customs, traditions and other distinct cultural traits;
- Have become historically differentiated from the majority of the Filipinos through resistance to political, social, cultural inroads of colonization, non-indigenous religions and cultures.

There are different types of IPs in the Philippines. The **Negrito Peoples**, oftentimes called *Aeta, Agta, Agay, Ati, Dumagat, Remontado, Ebukid, Sambal, Mamanwa and Umayamnon*, are IP tribes found in the northeastern, central and southern Luzon. Some reside in the Visayas Island and in Northeastern Mindanao.

The second group is composed of the **Cordillera Peoples**. They are oftentimes called *Ifugao, Kankana-ey, Ibalot, Kalanguya, Kalinga, Tingguian*, among others, and are located in Northern Luzon, specifically in the Cordillera and Caraballo Mountain Ranges.

To the third group of IPs belong the Island Groups. **The Mangyan Group** composed of the *Hanunuo, Buhid, Tadyawan, Iraya, Gubatnun, Alangan, and Tau-Buhid* can be found in Mindoro. Other island groups live in Palawan and in some parts of the Visayas islands. They are the *Tagbanwa, Batak, Pala'wan, Molbog, Ati, Sulodnon, Bukidnon, Kinaray-a*, among others.

The Lumad Peoples comprise the fourth group of IPs found in the Visayas Islands but mostly in Mindanao. They are traditionally called *Higaonon, Manobo, Bagobo, B'laan, Mandaya, T'boli, Mansaka, Teduray, Subanen, Manguanganon, Mamanwa*, among others.

Finally, there are **the Islamic Peoples** from selected islands of Palawan in Luzon and from the ARMM group of islands in Mindanao. They are called the *Sama Dilaut, Sama Jengeng, Badjao, Molbog, Jama Mapun, Maguindanao, Maranao, Tausug, Yakan, Sangil, Samal, and Kaagan*.

Dr. Hoggang cited some policies and laws which serve as the legal bases for the active participation and empowerment of IPs: the IPRA, the Social Reform Act (Republic Act 8425), the 1991 Local Government Code as well as the National Integrated and Protected Areas System (NIPAS) Law.

The IPRA, which was enacted in 1997, seeks to recognize, protect and promote the rights of Indigenous Cultural Communities / IPs, provides for a National Commission on IPs (NCIP), and establishes implementing mechanisms, appropriating funds therefore, and for others purposes.

IPRA recognizes the rights of ownership of IP communities over their ancestral lands/domains. Following the principle of "self-delineation", it respects the traditional Resource Management Practices of the IP communities in the identification of ancestral domains. IPRA also institutionalizes the important role of the NGOs in the delineation process.

Yet the approval of the IPRA into law is different from its actual implementation. Dr. Hoggang said that the NCIP has not yet lived up to the expectations and aspirations of the IPs. Insufficient funding, bureaucratic hitches, the NCIP's own inexperience and the delays in implementation are some of the problems they have encountered. The NCIP has yet to consolidate its specific role and leadership in the promotion of IP rights within the framework of the current Administration. In other words, it should be able to establish itself firmly as the lead agency protecting and promoting IP rights.

Moreover, Mr. Hoggang identified the following threats and challenges facing the IPs, namely:

- *Environmental degradation* – barely half a million hectares of forest are left in the country. As the forest cover dwindles, along with it goes an integral part of the IP way of life.
- *Development aggression* – intrusion of unregulated development projects and other interests continues to marginalize the IPs' access to and control of upland resources. Most of these projects bring alien value-systems with regard to the use of natural resources.
- *Oppressive government policies* that threaten the very survival of indigenous communities.
- *Sub-standard living conditions.* IPs' human development indicators are lower and poverty indicators are higher than those of the rest of society (Stavenhagen Report 2002). In 1997, the average income of the IPs in the Caraga region was 42 per cent lower than the national average.
- Meanwhile, the incidence of poverty among families in the Cordillera region was 55 per cent as compared to 14 per cent in urban areas. There are only 650 remaining Casiguranen-Agta in the Northern Sierra Madre.
- *Violence and human rights violations.* Human rights violations against IPs frequently occur when economic development projects are introduced in the ancestral lands of IPs. These include the construction of dams, mining and logging activities as well as commercial plantations.]

Given the aforementioned problems, issues and challenges confronted by the IPs, Dr. Hoggang said that KASAPI is actively involved in organizational strengthening, coalition building and networking with other stakeholders. Theheld made dialogues with Senators and Congresspersons on policies affecting IPs. Some of their members regularly attend Senate and Congressional hearings on IP issues. They have already identified allies within the government who regularly update them of developments.

Dr. Hoggang said that they have been able to push and recommend genuine IPs for appointment in strategic government offices. To date, there are six IPs appointed as Commissioners and two Regional Directors under the NCIP. A majority of the Sectoral Council members under the National Anti-Poverty Commission (NAPC) are KASAPI members. A majority of the appointed members of the Presidential Task Force on Ancestral Domains, which eventually became the Presidential Task Force on IPs, belong to the KASAPI network.

Dr. Hoggang shared some lessons they have learned from these engagements. He emphasized the need to always respect group decisions. It is best to practice consensus-building in decision-making after undergoing a consultative process. They also learned that even hard line community leaders can be eaten up by any system by too much exposure. He said that it is very difficult to sustain a coalition without any continuing activity or program. Doing advocacy work at the community level can only be sustained by sustaining the livelihood activities of the community.

Youth Sector Participation in Local Governance

Mr. Roy Cabonegro, executive director of Youth in Sustainable Development Governance (YSDA), a national youth organization, presented a 15-minute video presentation on his organization. The video presentation provided a brief orientation on YSDA's different programs and activities which are anchored on sustainable development framework and principles as defined by the Philippine Agenda 21 (PA 21). The major objective of YSDA is youth participation and development as well as environmental protection.

YSDA's partner at the local/community level is the KABALAI, which sits as a member of the Metro Manila Air Shed Governance Board that is tasked to implement the Clean Air Act. Another partner is the KKK which is part of the local Green Party in Cagayan de Oro.

At the national level, YSDA has been lobbying for the passing of Executive Order (EO) # 15. The said EO requires the creation of an environment program in all Sangguniang Kabataan (SK) in the Philippines. The EO also seeks to set aside 20 per cent of SK funds for environmental programs.

In addition, the officers and members of YSDA are pushing for youth-participation in the Philippine Council for Sustainable Development (PCSD) and for the enhancement of the Philippine Agenda 21 to include youth-related targets, such as youth participation in local sustainable development councils. They are actively involved in the UN Commission on Sustainable Development -Youth Caucus.

Mr. Cabonegro shared the following learnings. It is important to be open to various approaches depending on what works. But all options must be optimized. Likewise, mainstreaming is very important in targeting major programs, such as PA21, Green Brigade, SKs, among others. Youth advocacy for Sustainable Development is about community development. Hence advocacy for the youth is about building persons, building leaders along with community development.

Day 5, September 1, 2006

SESSION ON VARIOUS TOOLS AND APPROACHES TO LOCAL GOVERNANCE

Ms. Jing Lopez of LGSP was the sole speaker for Day 5. She started her session with an audio-visual presentation on "Hulagpos sa Kahirapan", a story of people's participation in local governance in order to get out of the vicious cycle of poverty in the Philippines.

According to Ms. Lopez, people participation is about taking the initiative to change systems independently of external institutions. It involves mobilizing the community to influence others in the environment to initiate change. It is about building macro and micro linkages. In this sense, participatory approaches are meant to influence macro-level policy formulation. However, she reminded the participants that the use of participatory methodologies should recognize the complexity of socio-cultural-economic contexts to maximize learning and applicability of these tools.

Ms. Lopez discussed the typology of people's participation toward catalyzing social change. She said that a sustained commitment to the participatory learning approach would trigger an iterative process, enabling the progression from lower to higher levels of participation in the community.

1. Passive participation

- People are told what is going to happen or has already happened.
- A unilateral announcement is made by the administration or project management without listening to people's responses.
- Information belongs to external professionals.

2. Participation in information giving

- People answer questions posed by extractive researchers using questionnaire surveys or similar approaches.
- People do not have the opportunity to influence proceedings, as the findings are neither shared nor checked for accuracy.

3. Participation by consultation

- People are consulted and external people listen to views.
- External professionals define both problems and solutions, and may modify these in the light of people's responses.

4. Participation in material incentives

- People participate by providing resources such as labor, in return for food, cash or other incentives.

5. Functional participation

- People form groups that are externally initiated to meet predetermined objectives related to the project.
- Involvement of the community is solicited after major decisions have been made.

6. Interactive participation

- Joint analysis that leads to action plans and formation of new local institutions or the strengthening of existing ones.
- Involve interdisciplinary methodologies that seek multiple perspectives.
- Groups take control over local decisions.

7. Self-mobilization

- Initiatives to change systems independent of external institutions.
- Control over how resources are used.

8. Catalyzing change

- Involvement and stakes of community members in influencing others in the environment to initiate change.

Ms. Lopez explained that there are strategic phases of participation in local governance which could be maximized by forging partnerships with different stakeholders.

Strategic Phases of Participation in Governance: LGSP Experience

1. Getting started by defining the context of participation

- Analysis of local context; knowing the cultural uniqueness of the area;
- Assessment of various stakeholders;
- Consensus on strategies to participate;
- Understanding and clarifying roles.

2. Mobilizing the constituency for participation

- Crafting a common CSO Agenda;
- Defining a common vision for development;
- Establishing standards for feedback and evaluation.

3. Interfacing and linkaging with the LGU

- Maximizing opportunities for participation;
- Identifying allies or champions in the LGU;
- Establishing links for facilitative action.

4. Forging and sustaining partnership

- Sustained consultations and dialogues among and between the stakeholders;
- Formalization of partnerships through various means such as MOUs, MOAs;
- Passage of executive and legislative issuances;
- Keeping track of commitments.

5. Replicating good practices and celebrating gains

- Documenting experiences and good practices for replication;
- Recognizing contributions and small successes to sustain initiatives;
- Tapping institutions to carry on the role of dissemination and popularization;
- Celebrating small wins and/or big victories.

To summarize the abovementioned points, Ms. Lopez presented the following matrix:

Phases				
Getting Started by Defining the Context of Participating	Mobilizing Constituency for Participation	Interfacing and Linkaging	Forging and Sustaining Partnership	Replicating Good Practices and Celebrating Gains
Description				
This phase sets the stage for engaging local governments and the areas for CSO participation. Analysis of the local context includes an assessment of the various stakeholders and a study of relevant strategies to participate	Involves getting various stakeholders, CSO groups of networks, to craft a common development thrust that will provide a framework for participation. By having a clear and shared vision, it enables concerned stakeholders to refocus when things go wrong, raise issues when needed and establish standards for feedback and evaluation	Critical at this point is building on the second phase by maximizing opportunities for participation and identifying allies or champions in the LGU or local area who can help sustain collaborative efforts	The fourth phase brings the participation steps to a more critical level where key stakeholders, CSOs and LGUs begin to sustain their common initiatives or development thrusts. This phase is often accompanied by sustained consultations and regular dialogues between and among stakeholders and formalized through various means such as MOAs, MOUs, executive and legislative issuances	Documenting experiences and good practices can help CSOs and LGUs in their advocacy and replication efforts. Recognizing contributions and small successes can help sustain initiatives. Existing mechanisms such as the LGU leagues, CSO networks and institutions that can carry on the role of dissemination and popularization in a more systematic manner should be looked into

Situating Participation in Local Administration and Governance

Ms. Lopez defined *Governance* as sovereignty that resides in the people. Those public officials whom citizens elect and to whom they delegate power and responsibility are merely stewards of this power and are therefore accountable to them. It also pertains to the development of processes and mechanisms through which people can articulate their concerns and interests, and exercise their citizen's rights and responsibilities.

The 1992 Local Government Councils clearly defined these spaces for participation, as follows: (a) Representation in the LSBs, (b) Local sectoral representatives in the legislative bodies, (c) Taking the lead in making operational the recall and initiative provisions of the Code, and (d) Engaging in the delivery of basic services through joint ventures and related cooperative agreements.

The Executive and Legislative Agenda (ELA) is an instrument for local governance and development. The ELA is a public document that contains the governance program of a province,

city or municipality for a three-year period, usually subject to the term of office of elected officials. It is a participatory process that promotes partnerships between the local executive and legislative branches and the involvement of multi-stakeholders in the identification and programming of three-year LGU development priorities. It is an implementation instrument that strengthens the utilization of LGU information, other plans and stakeholder agenda; and that builds on the resources and capacities required to carry out the priorities.

What Does it Take for LGUs to do the ELA Successfully?

1. LGU commitment is expressed in the allocation of resources.
2. The ELA team is convened, committed and effectively working
3. Availability of LGU Plans (CLUP, CDP, LPRAP, IRAP, GAD, etc.) and information (LPPMS/LGPMS, updated SEP, etc.).
4. Local Special Bodies have been properly convened, especially the Local Development Council.
5. Consultative practices are observed (involving the LDC; soliciting sectoral/community agenda, etc.).
6. There is a leader (LCE, Vice-LCE) who will champion the ELA and see it through.

Ms. Lopez cited the ELA as a tool for exacting accountability from the LGU in terms of certain goals such as poverty reduction or poverty responsiveness of projects. Towards the end of her session, she identified the various tools for local governance, such as the Appreciative Inquiry Approach, Participatory Rural Appraisal, Alternative Analysis in Prioritizing Projects, Stakeholder Analysis, among others. She thereafter facilitated two group workshops on two of these tools-- Stakeholder Analysis and Alternative Analysis in Prioritizing Projects.

Day 6, September 2, 2006

STUDY TOUR - MARIKINA CITY

The participants together with ANGOCC staff left the Innotech for the scheduled study tour in Marikina City. They arrived in Marikina City, where they were welcomed by Mr. Mario Villanueva, tourism officer of the Marikina LGU. The participants went to the conference room of Mayor Marides C. Fernando. Each participant was given souvenir items.

Mr. Mario Villanueva facilitated the meeting. He asked the participants to introduce themselves after introducing his two colleagues – Mr. Gil Munar, chief of PESO/WAO and Mr. Jun Aguilar, Chief Planning Officer.

Mr. Villanueva presented a video presentation about the evolution of Marikina City as a model city for good governance. Then Mr. Aguilar and Mr. Munar gave inputs on urban and regional planning.

The development of Marikina City started with the vision of former Mayor Bayani Fernando, who concentrated on the physical reconstruction, social re-orientation and moral reformation of the city from 1992-2001. Mayor Fernando started by restoring order in the sidewalks of Marikina City, applying the principle, *"A man maybe king on his domain but once he sets foot on the sidewalk he has to bear in mind that he is bound by the norms of society and has to live by them."* Today, Marikina takes pride in having pedestrian-friendly sidewalks, hassle free roadways, a clean and orderly public market and a high garbage collection efficiency rate of almost 100 per cent.

The leadership of the former mayor exemplified a new paradigm in community management. He focused on the do-ables and not on constraints or excuses. He addressed the problems of

squatting, developing 115 hectares of in-city resettlement where former squatters now enjoy humane living conditions. He provided housing lots for the indigent families to amortize for 25 years.

Twelve years after, Marikina River is now squatter free and has been transformed into a sports and recreational center. The once dying river has been resuscitated and has now become a center of commerce and trade as well as of ecotourism. Marikina was able to develop mini-parks by constructing malls and food chains in a natural setting—what is now collectively known as the Riverbanks Center.

The World Bank extended US\$1.3M for the construction of 66-kilometer bicycle lanes. The WB supports Marikina City's vision of becoming the country's environment-friendly community model, as exemplified by the improvement of its air quality and its promotion of biking and walking.

The legacy of Mayor Bayani Fernando was sustained by his wife, Mayor Marides C. Fernando (MCF), from the year 2001 to date. A new vision was adopted by the incumbent Mayor to transform Marikina into a little Singapore through sound environmental management, economic dynamism, culture of discipline and corrupt-free government.

Under MCF, Marikina has 2,000 dedicated and highly professional employees, a competent engineering department equipped with competent men and equipment. It has an annual budget of P1.1B to keep the bureaucracy fully operational. They have improved the Marikina City Hall with glass dividers to get every employee working 10 hours a day. They do not rely on the Internal Revenue Allotment but have developed a number of economic enterprises to raise additional revenues, such as Teatro Marikina - a venue for arts and cultural shows, the Marikina Hotel for billeting and international convention purposes, the World of Butterflies, the Shoe Museum for eco-tourism. In 2005, they received a total of 55,000 tourists in Marikina City.



MCF issued Marikina Citizen's First Privilege Card so that real property owners would get a 10 per cent discount if they paid their taxes on time. This initiative has solved the delinquency tax problem of Marikina and improved efficacy of tax collection.

Meanwhile, the programs for creating job opportunities and livelihood is complemented by the launching of the "Invest in Marikina Campaign" through which they were able to generate P5B worth of business investments. They hope to reach their revenue target of P20B by 2015.

Just recently, they embarked on the "Speak English Campaign" to promote global competitiveness. They were inspired by the experiences of Shanghai and Singapore, which adopted English as their business language.

MCF is now aiming to transform Marikina City into another Vancouver, inspired by the latter's mixed land uses, green areas interspersed with gray areas, greater access to major transport channels, fewer cars and more walking. MCF envisions Marikina City to become a model of a competitive city in South East Asia by 2015.

The participants then went to the Riverbank Center for the opening of the Marikina Shoe Festival. The Mayor of Marikina acknowledged the group's presence at the ribbon-cutting ceremony marking the opening of the Shoe Festival. Picture-taking followed suit.

After lunch, the group visited a shoe factory in Marikina; the Shoe Museum to take a look at the shoes of former First Lady Imelda Marcos as well as the Doll Museum to appreciate the culture of the Marikenos.

Days 7 to 13, September 3 - 9. 2006

STUDY TOURS - NAGA CITY AND INFANTA, QUEZON



There were 17 participants assigned to Naga City and 8 participants deployed in Infanta-Quezon. The participants followed almost identical schedules. They arrived on the same day, September 3 (*Sunday*), at their respective areas of assignment. All the participants paid courtesy calls to the Mayor's office and underwent an orientation on local governance. They were able to dialogue with NGOs and POs, particularly about their community development programs related to good

governance. They went through one and a half days of community immersion to gain an understanding of the present situation of the basic sectors, such as the urban poor, rural poor, women, and farmers. The organizers of ANGOC and the local NGOs/LGUs ensured that the participants enjoyed their study tour by balancing work with leisure. The participants were given time for individual reflection, rest and recreation. The following matrix presents a summary of the activities conducted during the study tours.



Schedule of Activities for the Study Tour

Date / Day	Naga City-Camarines Sur	Infanta-Quezon
Sept.3, 2006 (Sunday)	A.M. Arrival of Participants Registration and Billeting Rest and Recreation P.M. Orientation/Presentation of Schedules Tour around Naga City	A.M. Left for Infanta-Quezon P.M. Arrival of Participants Registration and Billeting
Sept.4, 2006 (Monday)	Dialogue with Government at the Bicol Science Centrum (Whole Day) <ul style="list-style-type: none"> • Dialogue with Mayor Robredo, Vice-Mayors and Councilors • Orientation on Local Governance Programs by the LGU Staff • Dinner with Mayor Robredo 	Dialogue with NGO and LGUs A.M. • Dialogue with ICDAI Staff P.M. • Dialogue with Mayor America and LGU staff
Sept.5, 2006 (Tuesday)	Dialogue with the NGOs/POs at the Bicol Science Centrum (Whole Day) A.M. • Dialogue with the Naga City People’s Council • Mr. Dave Bercacio and Sectoral Reps <ul style="list-style-type: none"> • Women – Ms. Joy Capiral 	Visit to Local Institutions A.M. • Visited Mayor’s Office • Visited Claro M. Recto District Memorial Hospital

	<ul style="list-style-type: none"> • Urban Poor – Ms. Noemi Bien • NGOs – Ms. Jo Angeles / Ms. Salve Ladag • Brgy. People’s Council – Ms. Nelia Sapalicio <p>P.M.</p> <ul style="list-style-type: none"> • Briefing on Community Immersion by Mr. Dodge Quitangon • Field Trip to Material Resource Recovery Facility • Dialogue with Women’s Group 	<p>P.M.</p> <ul style="list-style-type: none"> • Briefing on Community Immersion • Prepared Research Questionnaires
Sept.6, 2006 <i>(Wednesday)</i>	<p>Community Immersion (Whole Day)</p> <ul style="list-style-type: none"> • Dialogue with the Community / Data-gathering 	<p>Community Immersion (Whole Day)</p> <ul style="list-style-type: none"> • Dialogue with the Community / Data-gathering
Sept.7, 2006 <i>(Thursday)</i>	<p>A.M.</p> <p>Community Immersion</p> <ul style="list-style-type: none"> • Education • Urban Poor • Rural Poor • Farmers <p>P.M.</p> <ul style="list-style-type: none"> • Individual and Group Sharing • Group Planning & Outlining of Report 	<p>A.M.</p> <p>Community Immersion</p> <p>P.M.</p> <ul style="list-style-type: none"> • Individual and Group Sharing • Initial writing of Report
Sept.8, 2006 <i>(Friday)</i>	<p>A.M.</p> <p>Bonding Session</p> <p>P.M.</p> <p>Witnessed and experienced the <i>Traslacion</i> of Blessed Mother</p>	<p>Trip to U.P. Los Banos (Whole Day)</p> <p>Dialogue</p> <ul style="list-style-type: none"> • IRRI • Phil Rice
Sept.9, 2006 <i>(Saturday)</i>	<p>A.M.</p> <p>Trip to Legaspi Aiirport</p> <p>Group Picture Taking: Mayon Volcano</p> <p>P.M.</p> <p>Left for Manila / Rest</p>	<p>A.M.</p> <p>Bonding session</p> <p>P.M.</p> <p>Left for Manila / Rest</p>

Day 14, September 10, 2006

SESSION ON SOCIAL MARKETING

Fr. Francis Lucas, chair of ANGOC, declared the fundamental premise of all marketing activities as follows: (1) *Offer the right product*, (2) *To your targeted customers*, (3) *At a price acceptable to them*, (4) *Based on their perception of value*, and (5) *At a cost that allows you to be profitable*.

He cited the framework called CUSTOMER VALUE PROPOSITION (CVP) within which the business should be oriented toward production, pricing, placing and promotion. Basically, it is knowing what the customer needs and wants, then producing and deliveriing them. He gave the following tips:

1. Define customer needs that the product is trying to meet.
2. Identify the target.
3. State why the product is different from the competition.
4. Explain the benefit of this difference to customers.
5. Indicate how the product will fulfill its promise.

Selling vis-a-vis Marketing

<p>Introverted</p> <ul style="list-style-type: none"> • Inward looking • Starts with the product • Shorter time horizon • About immediate revenue 	<p>Extroverted</p> <ul style="list-style-type: none"> • Outward looking • Starts with the customers • Longer time horizon • About profit this year
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<ul style="list-style-type: none"> • Focused on one aspect of your service 	<ul style="list-style-type: none"> • Ethos of the organization
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Fr. Lucas explained the 4 P's of Marketing, which he said are driven by the CVP.

PRODUCT: The properties of your service

PRICE: The right price and value

PLACE: Availability of the product/services

PROMOTION: Informing customers in a manner they understand

Product development takes into consideration customer benefits, quality, design, technical features, branding, packaging, service and training.

Price involves not just the costs incurred and the profit earned but considers offering the greatest customer value. Pricing can be long-term or short-term to maximize opportunities. Pricing can incorporate any of the following schemes:

- Bundling of items or pricing separately;
- Giving discounts;
- Charging a lump sum or piece rate;
- Rebates or loyalty schemes;
- Underselling the competition.

Place is about getting your product in front of your customers. Simply said, they are your distribution channels or supply chains.

Promotion is vital to communicating and popularizing your product and knowing where to get your product. One classic example of promoting your products is through advertising in the form of TV, radio, broadsheets, hand-outs, posters/tarpaulin, cinema and videos/electronic billboards

Fr. Lucas enumerated the 4 Cs of Advertising, as follows:

1. Cost: more than financial, must reflect value.
2. Convenience: easy for the customers to avail of the product. People are lazy and willing to pay more for convenience.
3. Communications:
 - Message stands out
 - Is stated in terms the customer understands
 - The target of communication target is specific
 - Is appropriate
4. The Customer is always right: do research to understand the flow of the tide and be ready to anticipate changes.

Some examples of ways to promote goods and services are personal selling, advertising and sales promotion. Below are some important matters to consider in promotions and ad planning:

1. Budget capability as micro enterprise;
2. Product to be promoted;
3. Target market, clout;
4. Promotional mix needed; and
5. Availability of promotional/media resources.

Radio Spots and Promotions

Fr. Lucas said that radio still has the greatest potential in terms of market reach. It is considered as the medium of the masses, ideal for marketing goods and services with the least or minimum cost. Radio is the most personal of all media. It is a one-to-one vehicle of information, entertainment and company. It keeps the culture alive given the local orientation of its programs and formats.

According to Fr. Lucas, the language of radio consists of words, music, sound and silence. It is the entertaining mix of these elements that makes up an effective message that creates emotional impact. To achieve this end, a good radio script is one that is simple, clear, coherent, able to establish rapport with the audience, pleasant, believable, distinct, and interesting enough to keep the audience listening.

Advertising is the communication arm of marketing. An effective advertising must take the customer's view and must be needs-oriented. Promoting a product or service is part of the functions of communications marketing. There are four elements of communications marketing: personal selling, advertising, sales promotion and public relations.

Fr. Lucas suggested the following action points for convergence. First is the need to conduct research on your target audience because it is important to know your clients. Secondly, install a media plan and secretariat. Third, implement productions using different media formats. Lastly, monitor and evaluate impact.

Professional marketers agree that the listening process, operationalized through communication research, is pivotal to product/brand success. It helps to gather enough information about its target audiences that can influence the proper strategy customization.

Using the key word "A.U.D.I.E.N.C.E" as an acronym, we could determine some general market analysis categories that could be included in a survey:

Analysis:

- **Who are they?**
- **How big are they?**

Understanding:

- **What is the level of their knowledge of the issues, knowledge, information, data, thought?**

Demographics:

- **What is their age, sex and educational background?**

Interest:

- **Why are they predisposed to the product?**
- **Who introduced them to it?**

Environment:

- **Where will the product get exposed?**

Needs:

- **What are their needs?**
- **What are your needs as marketing communicator?**

Customized:

- **What specific needs should be addressed?**

Expectations:

- **What do they expect to learn or hear from the product?**

Fr. Lucas introduced another acronym - **P.A.S.S.I.O.N.** - which outlines a formula that could help us communicate our PRODUCT story "with unbridled passion". It could very well be the foundation of our PRODUCT strategy:

- P** – be proud of the **PRODUCT** we advertise. And ask, if we are not proud of what we are doing for the brand, then why are we doing it?
- A** – master the **ART** of sharing or propagating what we know about the PRODUCT. It can spell the difference between success and failure.
- S** – connect **SOUL-TO-SOUL**. Every action, however discrete, and every thought, however brief, impact on the essence of the PRODUCT
- S** – write down and **SPEAK** our unique stories frequently. The journey of our PRODUCT and the benefits it brings has the power to pull the target markets in.
- I** – light the **IMAGINATION** of our PRODUCT's target. Challenge them to imagine what positive changes it can do.
- O** – participate in **ON-GOING RESEARCH** and development. Rather than resting on yesterday's laurels, anticipate the next change and get there first.
- N** – **Never** give up on the PRODUCT. Never settle for mediocrity. Never let fear hamper it from taking risks. Above all, never let a cynic stand in the way.

KNOWLEDGE MANAGEMENT FOR DEVELOPMENT NGOS

Fr. Lucas began his discussion by asking the participants: What's happening with the world today? This is the age of information highways and satellite gateways. Internet conquers time and space. The rapid change of development has virtually changed social relationships. The few have amassed wealth while the majority struggle to survive.

After World War II, the United Nations took on the magnanimous task of DEVELOPMENT lest more nations end up in dire poverty at the expense of productivity and trade. International agencies focusing on particular needs of people were established, such as the FAO, UNDP, IFAD, UNICEF, among others.

Under the Bretton Woods agreement, the IMF-World Bank was tasked to oversee world economic growth and development. Since then development funds both bilateral as well as multilateral were created to help governments and private agencies to uplift the poverty situation of peoples in underdeveloped nations.

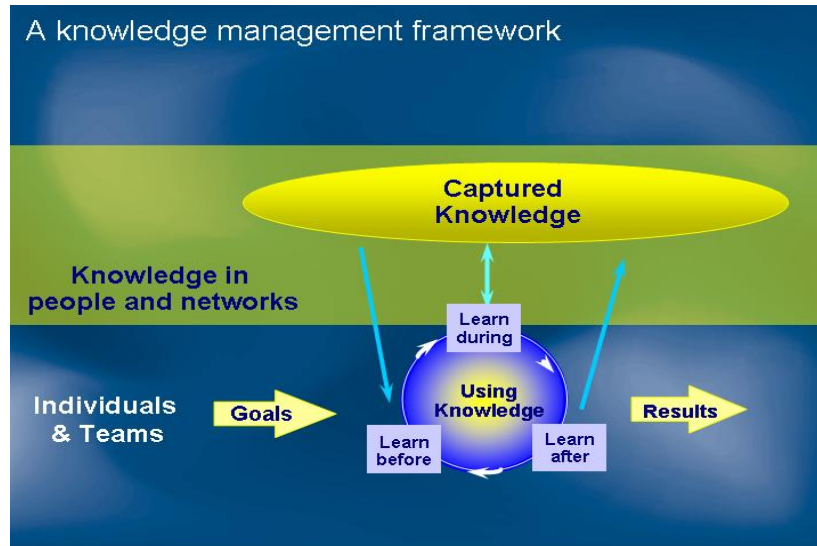
The United Nations declared the 1960s as the "Decade of Development", targeting a massive change in the poverty situation within 10 years. Until now, poverty persists. It is sad to note the following global trends: (1) Modern slavery, (2) Destruction of natural resources and biodiversity, (3) Cancerous growth of urban centers of power and prestige, (4) Disintegration of families and communities, (5) Generation without parents, (6) Digital age, (7) the Third Wave Civilization, and (8) Loss of spiritual values.

Fr. Lucas explained the significance of knowledge management to development. He said that there is a huge amount of knowledge, experience and voluminous write-ups and reports regarding strategies, tools and technologies for development which are left untouched, unshared, and unused by development workers. It seems that sharing has not yet entered into the culture of development agencies.

Fr. Lucas defined *knowledge management* as the sharing and re-use of information and knowledge within a given system. It is a shift from mere information generation, storage and retrieval to information processing, integration, synthesis, and packaging. It is a set of strategies

and approaches to the creation, safeguarding and use of knowledge assets (people and information) which allows the right knowledge to flow to the right people at the right time in order to create more value for the organization.

Furthermore, knowledge management involves managing the *Intellectual Capital* of an organization. People make up the organization. People and their intellectual capital are the key resources of any organization, especially today. Thus, the worth of an organization is very much dependent on its intangible assets, such as knowledge, rather than on its material assets (see framework below).



Fr. Lucas underscored the importance of Knowledge Management, as follows:

1. The culture of capturing knowledge, codifying, analyzing, filing, distributing, sharing and utilizing for competitive advantage, adding value towards successful outputs, depends very much on building up Knowledge Management in organizations and across organizations.
2. Knowledge management can become a culture of organizations for development. In today's complex, fast moving world, organizations need to draw on, learn from and share its people's knowledge, expertise, capabilities and networks.
3. Once Knowledge Management becomes a culture in an organization it becomes a **"learning organization"** in which people continually expand their capacity to create the results they truly desire.
4. The value of Knowledge Management relates directly to the effectiveness with which the managed knowledge enables the members of the organization to deal with present day situations and effectively envision and create their future.

Successful Knowledge Management initiatives in development organizations can be achieved when the following factors are present: (1) Committed and supportive leadership, (2) With knowledge- sharing culture and with sense of ownership and accountability, (3) Clear structures, roles and responsibilities, (4) With solid IT infrastructure (system and people-focused), and (5) With measurable results – improving organizational performance and creating value for the organization.

Yet, developmental NGOs have some limitations in terms of Knowledge Management. These are limited funds, insufficient tools, systems and mechanisms (data warehousing, data mining, document management, Internet searches etc.), the lack of incentives and at times, structures and roles that are not well defined due to volunteerism and the multitasking nature of the organization.

According to Fr. Lucas, some of the challenges for development NGOs today are as follows: (1) how to access and leverage knowledge, (2) how to systematize operations and processes that promote Knowledge Management, and (3) how to institutionalize a culture of knowledge sharing in all activities.

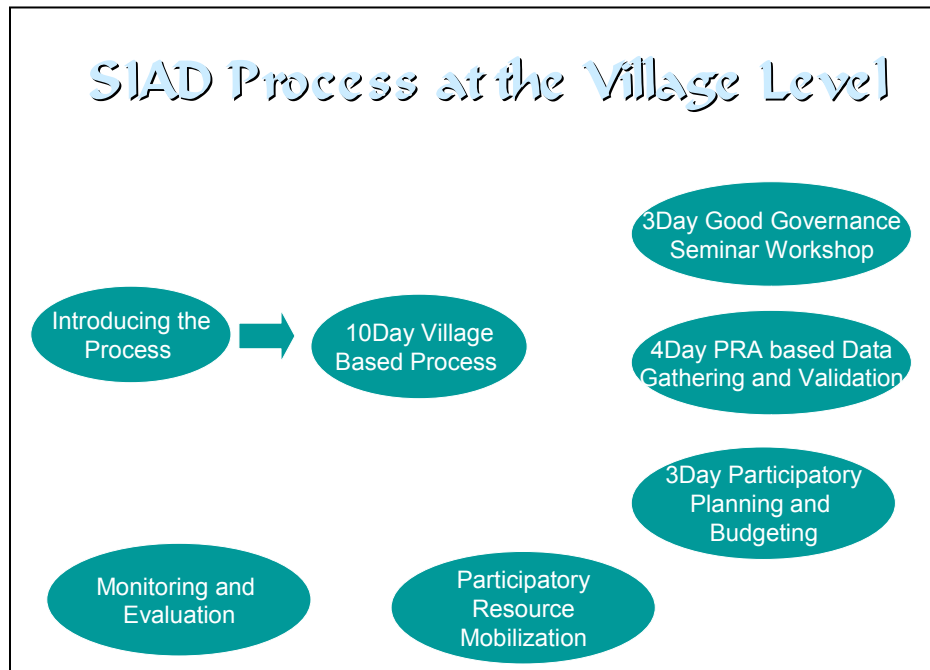
Day 15, September 11, 2006

SESSION ON SUSTAINABLE INTEGRATED AREA DEVELOPMENT PLANNING FOR PARTICIPATORY LOCAL GOVERNANCE

Mr. Ariel C. Hernandez, executive director of Balay Mindanaw Foundation Inc. (BMFI), first gave a brief introduction about BMFI. He then presented a profile of **Barangay Lawaan**, one of the 50 rural barangays of Gingoog City.

Barangay Lawaan is one of the original homes of the Higaonons, a native tribe in Mindanao. It has a population of 1,053 with 173 households. It is 18 km away from the *poblacion* of the city. Rice, coconut, root crops, corn, and coffee are the major crops of the farmers. Aside from farming, the other sources of income are carpentry, cottage industry (broom making) and dress-making.

Barangay Lawaan had a Barangay Development Fund amounting to P87,000.00 when BMFI started helping them. At this point, Mr. Hernandez introduced the SIAD process at the village level. He emphasized *process over program*, saying that the people must commit themselves to the *process* of community development. They should be willing to contribute their financial resources, aside from their time, labor and food during community activities.



Mr. Hernandez then enumerated the Core Programs of the Barangay Development Council in Brgy. Lawaan, Gingoog City, as follows:

1. Livelihood Project Development (livestock, poultry, crops and cottage industries);
2. Irrigation System in Sitio New Bohol, Minlanag and Domagooc;
3. Farm to Market Road (all sitios);
4. Electrification Expansion to Sitio Domagooc, Monte Suerte and Talupa ;
5. Expansion of Water System to Sitio Monte Suerte and Domagooc;
6. Road Concreting;
7. Construction of Spillway in Sitio Domagooc;
8. Installation of Four Box culvert for Sitio Domagooc;
9. Construction of Hanging Bridge in Sitio Domagooc;
10. Organizational Strengthening.

He then cited the major accomplishments of their partners in Barangay Lawaan in terms of infrastructure development, agriculture and economic land use development, human resource development and development administration.

Under infrastructure development, the community members were able to facilitate the construction of a concrete farm-to-market road, a warehouse, a box culvert, a community center, the Lawaan Libertad circumferential road, completion of the school building, fencing and painting, electrification, rehabilitation of the irrigation system and installation of a broom-making project for women and children. At least Php 4 million worth of funds were mobilized from Congressman Oscar Moreno, the LGUs, the Barangay Internal Revenue Allotment, the Provincial Government, and BMFI, aside from the local counterpart of the community.

Under Agriculture, Economic and Land Use Development, four groups were formed, each with an average of 60 members composed of men and women. These organizations are the Barangay Development Council, the Lawaan Multi-purpose Cooperative (LAMPCO), the Lawaan Women's Association and the Lawaan Farmer's Association. These groups are currently implementing various community development programs and projects ranging from small income generating projects to raise their meager incomes to environmental protection through Community Based Forestry through which 305 hectares were awarded to 64 upland farmer beneficiaries.

Under Human Resource Development, a series of trainings and seminars were conducted for the organizational development of people's organizations and multi-purpose cooperatives. Backyard cleaning and herbal gardening along with peace and order maintenance are currently being implemented at the grassroots level.

Impact and Outcome

1. Active Citizenship of partner POs and responsive barangay government; a good sample of democracy at work
 - Organized and strengthened the Expanded Barangay Development Council;
 - Institutionalized participatory Barangay Development Planning and Budgeting;
 - Proper utilization of 20 per cent barangay development fund for priority projects;
 - Strengthened cooperative and women's organization, with a total membership of 110 and 40, respectively;
 - Trained and functional Community Development Advocates;
2. Livelihood projects at the household level and presence of strong and financially stable cooperative;

3. Improved delivery of basic social services, such as a concrete farm to market road, solar drier, warehouse, community centers, irrigation system, water system and health and sanitation services.

Towards the end of his lecture, Mr. Hernandez shared the following reflections and insights:

1. **Process introduction, process based intervention vis-à-vis project introduction?**
 - Longer explanation needed, won't work if organizer will not live, eat and "waste time" with the community;
 - Involves the stakeholders at the start of the process;
 - Defies the logic of fast and easy intervention.
2. **Accompaniment vis-à-vis political organizing?**
 - Basis of relationship is the agreed village integrated plan;
 - Accompanying them rather than imposing what we think is right for them;
 - On equal footing rather than dictating;
 - Issues are not only discussed but are strategized and acted upon in a more constructive manner.
3. **Real co-ownership vis-à-vis the dole-out mentality?**
 - Co-ownership at three levels: cost of participation, capacity building cost and project cost;
 - Myth: poor people don't have enough money to put up a local cash counterpart;
 - Leveraging vis-à-vis begging: key to co-equal relationship;
 - 30-70: 40-60: 50-50 ratio.
4. **Transition from participatory governance to sustainable enterprises?**
 - First challenge : active citizenship;
 - From culture of silence to culture of participation;
 - Second challenge: active and responsible citizenship;
 - From culture of governance participation to governance co-ownership;
 - From participatory governance to wealth creation;
 - From LGU partnership to Business Partnership.

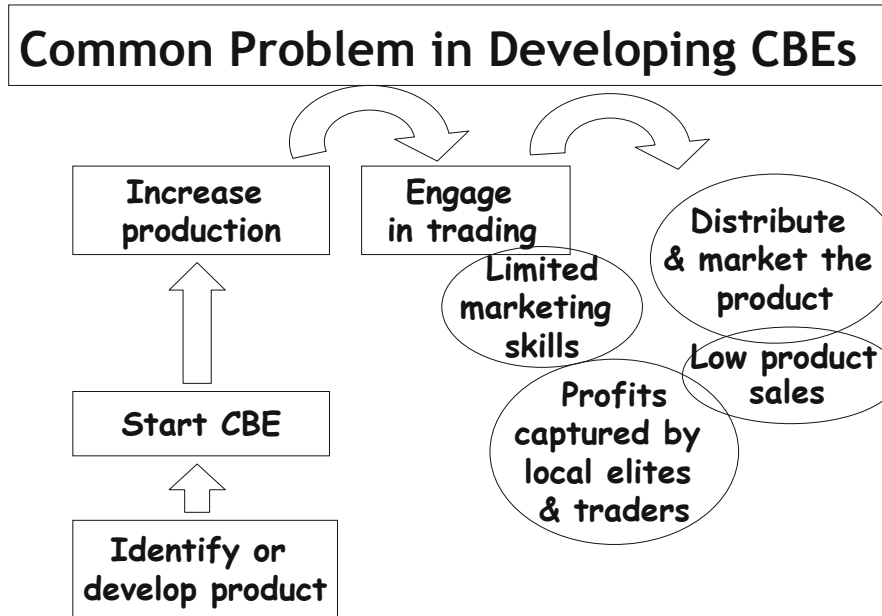
SESSION ON ORGANIC RICE MASTER PLAN: NEGOTIATING A COMMUNITY-BASED ENTERPRISE FOR VALENCIA CITY, BUKIDNON

Mr. Antonio Quizon of the Center for Agrarian Reform and Rural Development (CARRD) gave an overview of Community Based Enterprises (CBEs).

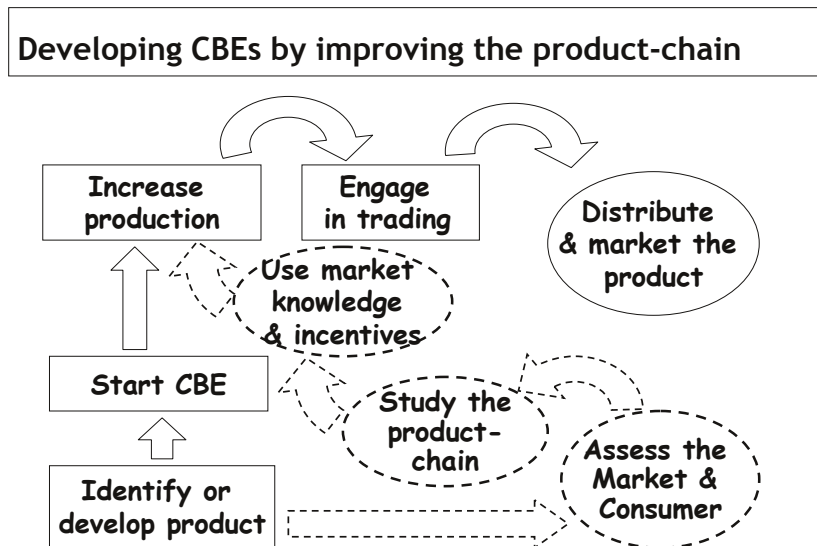
Overview/Introduction

- Community-Based Enterprises are businesses anchored within the community, owned and managed by people's organizations, and engaged in the trade or processing of local raw materials or products.
- In the Philippine context, most CBEs were the result of:
 - An abundance of local produce or material (*e.g., handicraft*);
 - Introduction of a new production or processing technology (*e.g., mushroom-growing*);
 - The result of an advocacy on an issue (*ex: organic products, NTFPs or non-timber forest products*).
- Common Problems among CBEs
 - unable to grow and operate beyond the project period of development programs;

- Usually production-oriented, but unable to link up with the market;
 - Unable to see the business vis-à-vis the market or the industry;
 - Once the business grows, profits are captured by a few within the CBE, or by other sectors in the product-chain;
- Below is a Diagram showing the interrelationship of the multi-layered problems encountered by the farmers and farmworkers in developing CBEs.



- The thesis of Mr. Quizon’s presentation is, improving the product chain would lead to the development of the CBE.



Local Context

Mr. Quizon then focused on the current situation of farmers and local agricultural workers in Valencia City, Bukidnon, Southern Philippines. Mr. Quizon discussed the Local Policy Context in the Philippines, as follows:

- Since 1990: Sustainable Agriculture initiatives in 10 out of 31 barangays
- 2001: Start of organic rice trading
- August 2004: Declaration as "Organic Rice Capital of the Philippines"
- Feb 2005: *Ordinance No. 03-2005*, creating a *Task Force* for formulation of SA Master Plan
- March-May 2005 : Formulation of the Organic Rice Master Plan (ORMP)

Mr. Quizon presented the province map of Bukidnon and Valencia City. He also gave a brief Profile of Valencia City.

- Population: 147,924
- Land Area: 63,126 hectares
- Major Crops: Primarily agriculture with corn, rice and sugarcane
- Good irrigation system, favorable climate and good soil characteristics

Valencia City is a Rice Industry

- *Rice as major crop*: It covers 10,370 hectares of lowland irrigated lands and 510 hectares of rainfed farms and uplands
- *Major rice producer*: It produced 108,000 metric tons of rice annually, the largest surplus rice producing area in Northern Mindanao
- *Conventional agriculture*: Uses hybrid seeds, chemical inputs
- *Poor farmers*: There are 6,073 rice farmers tilling an average of 1-3 hectares each; their income levels remain at poverty threshold
- *Over 2,000 farmers trained* in organic & LEISA rice production over 12 years, via farmer field schools
- *Several support institutions*: farmer organizations, coops, NGOs, university extension working in the area
- *Yet, organic rice production still with limited coverage*: only 66 hectares (2004), down from 205 hectares (in 1995)

Yet, a survey of the local *Organic Rice Industry* showed:

- *Generally higher net incomes* for organic farmers compared to conventional farmers
- *Lower production costs* by 20%
- *Comparable yields*: about 80 cavans per hectare
- *Higher net profit-cost ratios* (organic farming ratio of 0.48, compared to conventional farming at 0.10)
- *Creates jobs*: 20% increase in labor needs
- *Higher farmgate prices* (P0.30 to P0.70 per kg higher at farmgate price)
 - Consumer willingness to pay premium price

Mr. Quizon posed the following key questions to the participants as a case study:

- If organic agriculture brings lower production costs and higher incomes, why is there a low adoption rate of organic rice farming among poor farmers?
- Where are the bottlenecks in developing the local organic rice industry? What strategic interventions are needed?
- Where should the key investments be made, and who should provide them?
- How do we ensure equitable sharing of benefits and risks, especially for farmer-households?

Process Involving Stakeholders in Local Planning and Negotiation of a CBE

At this point, Mr. Quizon discussed the process involving stakeholders in local planning and negotiation of a CBE through “product-chain” analysis. He stressed the need to develop an Organic Rice Plan as:

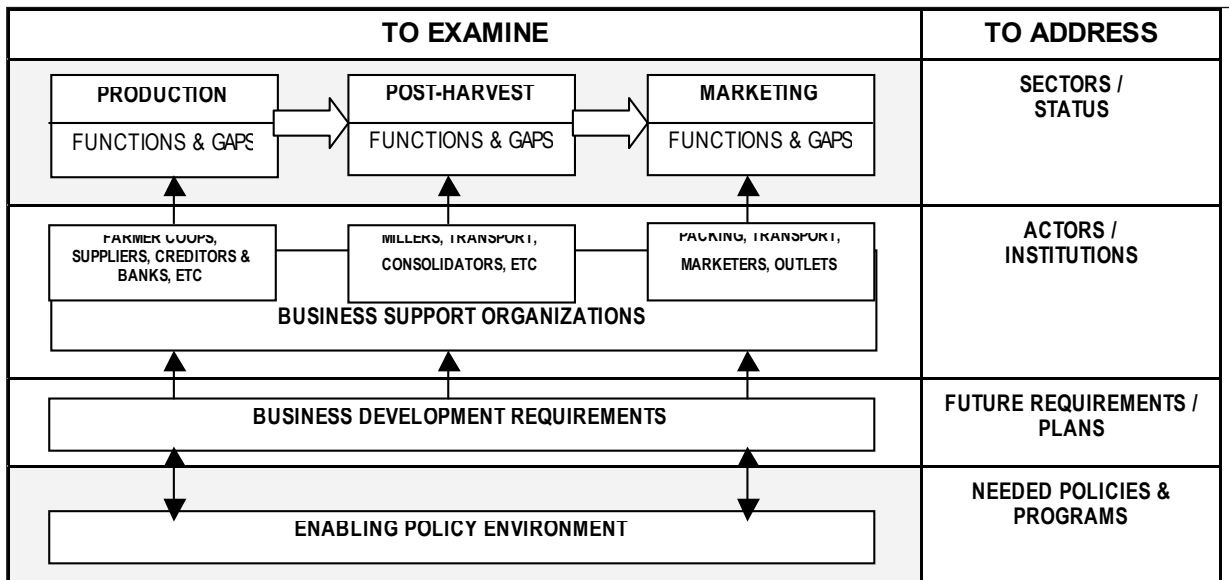
- A *policy and program* to be adopted by the City Council;
- A *strategic direction* for city budget planning & for developing the agriculture sector;
- A *common platform* for working partnerships between the local government, communities and POs, NGOs, R&D institutions, and the private sector;
- An *investment plan* to seek possible involvement of external support agencies, financial institutions.

Mr. Quizon emphasized the importance of the research and planning process:

- Review of secondary data;
- Community-wide consultation;
- Key informant interviews and focused group discussions with different sectors;
- “Product-chain” analysis workshop with representatives of all concerned sectors;
- Separate workshops with each “sector” in the product-chain (production, post-harvest and marketing);
- Workshop and feedback.

Mr. Quizon presented the Negotiation and Planning Framework whose overarching theme is “Cooperate in order to Compete”.

Negotiation & Planning Framework



Overall Framework: “Cooperate, in order to Compete”

Product Chain Analysis

Mr. Quizon presented the results of the Product Chain Analysis involving 30 participants composed of farmer and producers.

1. Why the low adoption rate of organic rice farming among poor farmers?
 - Land tenure issues;
 - Reduced farm yields during period of "conversion" to organic farming;
 - Lack of assured sources of planting material and organic fertilizers;
 - Longer gestation periods of traditional varieties (e.g. 100-120 days, from 90 days);
 - Risk factors associated with pest control;
 - Marketing "tied" to credit: farmers are forced to sell to their creditor-traders who dictate prices;
 - Lack of assured organic rice buyers: not all production absorbed by buyers; forced to sell at lower prices;
 - Low market classification of organic rice products in conventional market: same as "broken rice";
 - Farmer discipline, and the lure of short-term solutions. (e.g., some farmers have found that M-9 can yield as much as 100+ cavans/ hectare even on the first cropping shift with the use of chemical fertilizers.

2. Decisive factors for farmers to go "organic"
 - Increased and assured profits;
 - Assured farmgate (higher) prices for produce;
 - Assured buyer;
 - Cash basis;
 - Reduced risks
 - Production inputs;
 - Post-production;
 - Non-factor
 - Technical training.

3. Post-harvest bottlenecks
 - Consistency of supply volume from farmer-producers;
 - Lack of separate post-harvest facilities for organic products, raising issues of contamination and low quality milling;
 - Ensuring product quality;
 - Lack of organic certification and classification system for produce.

4. Organic Rice Marketing concerns
 - Consistency of supply; need to maintain product visibility year-round;
 - Strict product quality;
 - Lack of working capital: Capital is tied up by 60-day credit line arrangements with outlets;
 - Need to educate consumers on organic products (product vs brand marketing; different systems of rice classification).

The Organic Rice Master Plan

Mr. Quizon identified the strategic areas in preparing the Organic Rice Master Plan.

A. Overall Strategies:

- Build from existing practitioners (130 ha, 4 villages), then target 2,500 hectares certified as fully organic by 2010 (need for 3 yrs conversion period)
- Use an industry-oriented, market based approach (organic standards, pricing, etc); use higher pricing (market incentives) as the drive to expand farmer-production;
- "Cooperate, in order to compete in the larger market"; particularly, ensure benefits- and profits-sharing for farmers.

B. Production support

- Product consolidators that would purchase rice (palay) from farmers at premium price
- Organic fertilizer: Coop organic fertilizer plant; and new organic waste facility
- Varietal testing; organic seeds production and certification
- Production credit through links with Quedancor
- Institutional strengthening of farmer and community organizations

C. Post-harvest support

- Local product consolidators, with separate "organic" post-harvest facilities
- Rice product classification system, and pre-negotiated pricing agreements
- Packaging and branding (*brand ownership by whom?*)

D. Marketing support

- Linkages w/ external marketers & Business Service Providers (BSPs): Metro Manila markets
- Organic standards certification of local products, producers and systems
- Consumer awareness and education on "organic" and "Valencia" rice

Lessons and Insights

Some lessons and insights were shared by Mr. Quizon at the end of his lecture-discussion.

1. Major problems/ questions met:
 - Opportunism by local officials/ businessmen eager to corner the market (trading, seeds supply), even while the Plan was being formulated;
 - Premature release of production loans directly to farmers by Quedancor;
 - Difficulties in pricing negotiations;
 - Questions on the role of local government in establishing CBEs, or supporting a local industry.
2. When establishing CBEs, study the market first, rather than focus on production.
3. Focus on the market, then work out the backward linkages.
4. Unlike micro-enterprise, establishing CBEs requires negotiation and cooperation among different stakeholders.
5. Take on a wider industry focus: "Cooperate, in order to compete".
6. Product-chain analysis (PCA) is a useful tool for negotiating and building cooperation among different sectors.
7. What to analyze in the product chain: value-added, pricing and profits, risks and requirements.
8. Use the "market" to motivate: it can be a powerful motivation for production.
9. However, ensure benefit-sharing and equity especially for poor sectors: the market is not an equitable system.

10. Do not force the CBE to engage in direct marketing; rather, work with market partners as this requires different skills.
11. What is the role of local government? Supportive policies, infrastructure and facilities, and overall good governance. However, be careful in using govt funds for direct investments.
12. The objective is not just to build CBEs, but to see how poverty & social concerns can be pursued through community enterprises.
13. What makes our methodology *different* from other existing planning systems?
 - *Different from DTI's OTOP planning*, we incorporate "localization" and LGU role in the planning process;
 - *Different from the usual LGU planning*, which tends to focus on short, three-year terms of office of political administrations & only on visible impact projects. We look for what is "viable", not just "visible";
 - *Different from usual NGO planning*, which builds participation and cooperation, but often shuns competitiveness and market issues.

SESSION ON LOCAL DEVELOPMENT PLANNING EXPERIENCES: THE CASE OF THE INFANTA COMMUNITY DEVELOPMENT AREA INTEGRATED

Infanta is one of the municipalities of Quezon Province. It was founded in 1696, making it one of the oldest towns in the province. It has a total land area of 34,276 hectares which is divided into 36 barangays or villages. The town is blessed with five ecosystems, namely; upland or forest, alluvial plains, mangroves, river system and marine and coastal areas. This shows that Infanta is a rich town in terms of natural resources. However, these geographical conditions and location of Infanta make it prone to different natural calamities. In fact, on November 29, 2004, the town suffered from the wrath of nature when floods and landslide occurred, destroying almost all of the rice fields and infrastructures in its 34 barangays.

Infanta has a total population of around 59,000 (NSO Survey, 2000). The main sources of livelihood of the people are farming and fishing. However, due to the destruction brought about by the calamity to the rice fields, many families lost their main source of livelihood, farming. Many have shifted to other forms of livelihood, like carpentry, construction work and factory work in Laguna and Metro Manila.

According to Fr. Francis Lucas, President of the Infanta Integrated Community Development Assistance, Inc. (ICDAI), one of the most active NGOs in the town, Infanta had relied heavily on rice farming and copra production during the 1970s. However, these agricultural activities did not provide opportunities for the people to rise from poverty because of very low production and frequent occurrence of typhoons. Moreover, the people then did not have the proper knowledge and skills to increase their production. When ICDAI was established in 1971, its primary concern was to assist the farmers to increase their production through community organizing and continuous capability building. However, after several years, ICDAI noticed that no visible or tangible impact has happened in the life of the farmers economically. This was primarily due to the high cost of inputs that the farmers had to shoulder. Because of this, ICDAI through consultations with the farmers, modified its approach in undertaking community development process with the people. From then on, ICDAI has given emphasis on organic farming and diversified crop production. Furthermore, it has moved from simply community organizing to critical mass formation and critical collaboration with the government, both at the national and local levels. Through this approach, ICDAI has successfully assisted in the formation of sectoral people's organizations that are now operating in Infanta, namely:

- SAGIP-BUHAY;
- BUKID;

- BFARMA;
- KANLUNGAN.

These organizations are actively working to protect and develop the natural resources of Infanta that can be found in the lowland, upland and coastal/marine areas. Before the calamity, the primary concern of these organizations and ICDAI was poverty alleviation. After the calamity, environmental protection has been added to their concern. The challenge now is to balance people's development with environmental protection. They are jointly working together towards sustainable development to ensure better future for the younger and coming generations.

According to Fr. Francis Lucas, the civil society organizations should have a final say in the policies, plans and implementation of community development programs. He cited the 1987 Philippine Constitution, the 1991 Local Government Code (Republic Act 7160) which devolved political power from the Central Government to Local Government Units.

In the context of globalization, the Sustainable Integrated Area Development, or SIAD, can be considered as a countervailing approach to addressing poverty, marginalization, and unemployment, anchored on the principles of sustainability and integrated development.

SIAD stresses a holistic, people-oriented approach to development in order to ensure people's empowerment and the sustainability of the development process. This can be done by following the SIAD framework which starts from community organizing, community planning, resource tenure improvement, sustainable agriculture, rural financing and partnership/linkage building. SIAD presupposes participatory governance in a multi-stakeholder and multi-stakeholder approach.

Fr. Lucas enumerated and explained the following key components of SIAD:

1. Resource Tenure Improvement;
2. Social Infrastructure Building/Strengthening;
3. Productivity Systems Enhancement;
4. Partnership Building;
5. Gender and Reproductive Health;
6. Participation in Local Governance;
7. Provision of Social Services.

He noted that upscaling and integrating sectoral projects is part of SIAD's mainstreaming strategies. It has the following characteristics:

- Multi-stakeholder management;
- Barangay or Municipal Development Planning as entry point;
- Bottom-up planning (PO planning ◊ Barangay Planning ◊ Municipal Planning);
- Component Funding.

Public participation opens up problems of a legal and constitutional nature both for government and the public. The involvement of the public is crucial to the establishment and implementation of a fair and effective environmental and development agenda. In this context, he stressed the important role of NGOs in influencing government policy. NGOs have the right to meaningfully participate in local governance. They have the right to be informed and to be heard, as well as to propose viable and effective solutions to community problems.

Fr. Lucas shared to the group how ICDAI worked closely with the local government units of Infanta. They have a good Mayor committed to work with the people and the NGOs for

community development. He shared that ICDAI was instrumental in the formulation of the Comprehensive Land Use Planning (CLUP) which is very useful for the Infanta municipality.

Fr. Lucas described the process they had undertaken, starting from conducting barangay research to coming up with a vision for the community. Then they formed a Technical Working Group which served as stakeholders' representatives at the Municipal level. A series of barangay caucuses and consultations was held to actively involve various stakeholders in preparing for the Comprehensive Land Use Planning (CLUP) and the Medium Term Local Development Planning (MTLDP). One result of this process is that they were able to finalize zoning ordinances that are currently being implemented by the local government units and monitored by the civil society groups.

Fr. Lucas cited the *3 Ps* that led to the success of Infanta's CLUP, as follows:

- The in-depth *preparation* of the barangays/villages prior to Comprehensive Land Use Planning is crucial to the successful outcome of the whole CLUP Process. This is where the NGOs could play a vital role given their organizing skills and expertise in participatory action research, methodologies, etc.
- *Partnership* of the LGU with the private sector and civil society groups, like NGOs, helps in coming up with a more participatory approach to CLU planning. The same is true with the TWG's partnership with a consultancy team. Partnership is needed not only in the organizing or technical aspects but even in the financial aspect of planning.
- *Participation* is at the core, without which the citizens and its local officials will not "own" the CLUP outputs.
 - *Multi-stakeholder participation* presupposes government and non- government (civil society) participation. All sectors ought to have internal capability. The secret formula for the success of a multisectoral/multistakeholder approach is promoting a spirit of complementarity (inclusive of financial, material and human contributions within the spirit of transparency) as opposed to exacerbating conflicts and differences.
 - *Intensity of participation* of the basic sectors is dependent on how interested, and knowledgeable they are in the whole process of CLUP. When highly technical presentations are presented which are too abstract or demand highly technical background studies, the tendency is for them to slowly withdraw from the activities. But when they understand that their future is at stake then their participation becomes more intense and active. Internal capability is then a must for all stakeholders.

Fr. Lucas concluded by sharing the major findings of the case study concerning ICDAI in pursuit of participatory good governance:

1. The favorable policy environment for LGU and NGO partnership inspired and prodded the NGOs towards committing to participate actively in local governance.
2. The case of Infanta, Quezon was an NGO and PO effort to influence the LGU to become accountable to its constituents.
3. Such a partnership is a strong bargaining chip in negotiating with national agencies, both on programs and advocacies.
4. The partnership bloomed into subsequent joint ventures to guide local development plans and programs.
5. Cost and resources are shared equally.
6. Partners can contribute their talent, time, if not their cash.

Impacts of Partnership in CLUP

1. Improved LGU program priority (“from waiting shed to watershed”); sense of checks and balance; complementary and comparative strategies; understanding perspectives;
2. Other municipalities encouraged to take the same path and create new partnership venues such as MFARMC, MSWMC, TIPAN;
3. Development of new partnerships after the CLUP;
4. Maximization of resources of LGU and NGOs;
5. Sharing of time, talent and treasure for the good of the community.

SESSION ON PLANNING SUSTAINABLE DEVELOPMENT: THE SIAD FRAMEWORK

Mr. Jaybee Garganera, national coordinator of the Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHRRA), discussed the evolution of sustainable integrated area development (SIAD) in the Philippines and its implications on planning development.

Basic Assumptions of Social Development Work

- Development is necessary and thus, it is imperative that resources be utilized for this purpose.
- Development, to be genuine and meaningful, has to be planned.
- The current trends of development have been alarming both at the global and local levels, so much so that alternative models have been explored.
- There is a growing literature and movement of alternative development models, and most of these continue to be enhanced.
- The SIAD Approach is one of these models.

What is Tripartism?

- Coming together of NGOs, CBOs (POs) and Government;
- Delineation and complementation of roles of the different actors;
- The contribution of counterpart resources;
- Use of participatory tools and consultative processes in planning and implementing development.

Why Tripartism?

- There is a need for INTEGRATION.
- There is a need for FOCUS.
- There is a need for ASSERTION.

Tripartism by PHILDHRRA

- Tripartite Partnership for Agrarian Reform and Rural Development (**TriPARRD**)
- Tripartite Partnership for Upland Development (**TriPUD**)
- Tripartite Partnership for Marine and Aquatic Resource and Rural Development (**TriMARRD**)
- Governance and Local Democracy (**GOLD**) Project

Evolution of SIAD in the Philippines

- Integrated Area Development – IAD (1970s)
- Integrated Rural Development – IRD (1960s)

- Sustainable Development – SD (1992)
- IPSARRD strategy of PhilDHRRA (1994-1997)
- Sustainable Integrated Area Development – SIAD (1997 onwards)

Development Context in the Philippines

The State is the government and its primary concern is democratic governance and decision-making.

The Private sector is the market or the business sector. Its primary concern is the production of goods and services or the economic concerns.

The Civil society refers to those that are not part of government and not concerned with the distribution and production of good. Their main concerns are (1) the creation and advancement of knowledge, (2) clarity and coherence of values and (3) protection of the public interest.

SIAD is Sustainable, Integrated, Area-Based Development

It is SUSTAINABLE because it...

- Strives for a sound viable economy;
- Seeks to establish a socially cohesive society;
- Is ecologically sustainable;
- Is sensitive to culture and gender needs;
- Seeks to address the full needs of human beings in the community;
- Builds upon responsible governance;
- SIAD is long-term, continuous and inter-generational.

It is INTEGRATED because it...

- Incorporates the concerns of Agenda 21;
- Integrates the various dimensions of development;
- Facilitates economic linkages;
- Harmonizes potentially conflicting imperatives of society;
- Explores the link between rural and urban development;
- SIAD emphasizes integratedness in the time-element and the space element and how these elements affect one another.

It is AREA-BASED because it...

- Is rooted in a defined geographic area;
- Encourages area cooperation;
- SIAD planning is limited to a defined area, an area either being geopolitical-based or ecosystem-based.

7 Dimensions of Sustainable Development	Impact of Unbridled Development	Existing SIAD Efforts in the Philippines
1. Spiritual Development	• Species Extinction	• UNDP-GEF's MISP
2. Social Development	• Climate Change	• PRRM's SRDP
3. Human Development	• Rise of Global Temperature	• Convergence's CCAD
4. Economic Development	• Rise of Sea Level	• PBSP's ARM
5. Cultural Development	• Dessertification	• NEDA's PA21 (GOPA21 and MSD)
6. Ecological Development		• PhilDHRRA's IPSAARRD/SIAD
7. Political Development		• LGCNet's CAPP-SIAD

Lessons and Insights

1. Implications of SIAD on Development Planning

- Interfaces the seven dimensions of SD with growth targets;
- Emphasis on protection and managed utilization of resources rather than uncontrolled and unregulated growth;
- Preference for multi-stakeholder, participatory processes at all levels;
- Requires transforming the traditional mindset of society. Society not as passive recipients of development but proactive actors and stakeholders in the development process;
- Attempts to rationalize the identification & prioritization of programs, projects and activities at the local level.

2. SIAD works best...

- If there are organized groups;
- If there is consensus and levelling off on concepts and principles (V-M-G);
- When entry points and areas for convergence are identified early (planning? implementation?);
- In a decentralized (localized) form; basic capacities are established;
- When initially focused on a theme (e.g., poverty reduction, agrarian reform, coastal resource management, etc.).

Day 16, September 12, 2006

WORKSHOP ON PLANNING TOOLS: THE LOGICAL FRAMEWORK

Prof. Benjamin C. Bagadion, Jr. of the Asian Institute of Management (AIM) started his lecture by presenting the log frame presentation structure.

Definition

- Log frame or logical framework is a management tool for designing, monitoring, evaluating projects
- Presents a cause and effect matrix where inputs lead to outputs and outputs lead to purpose which in turn lead to goals

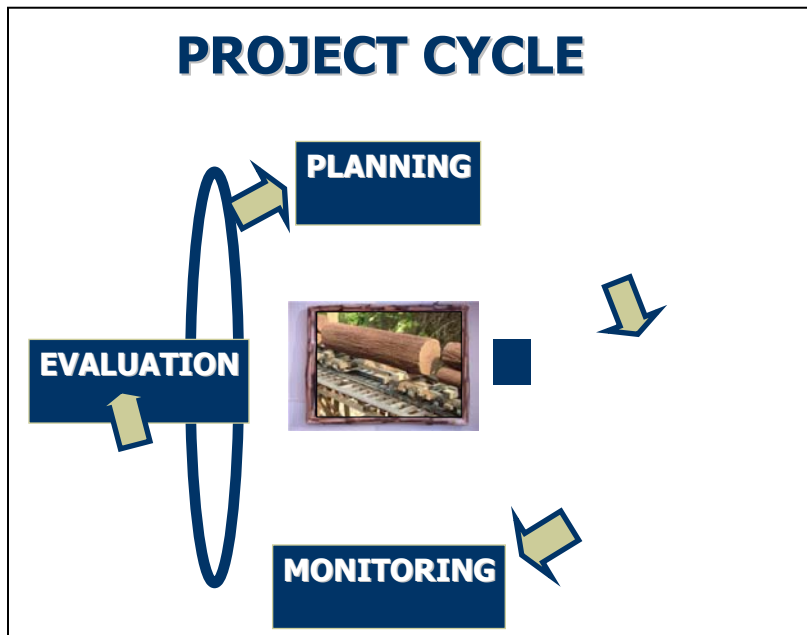
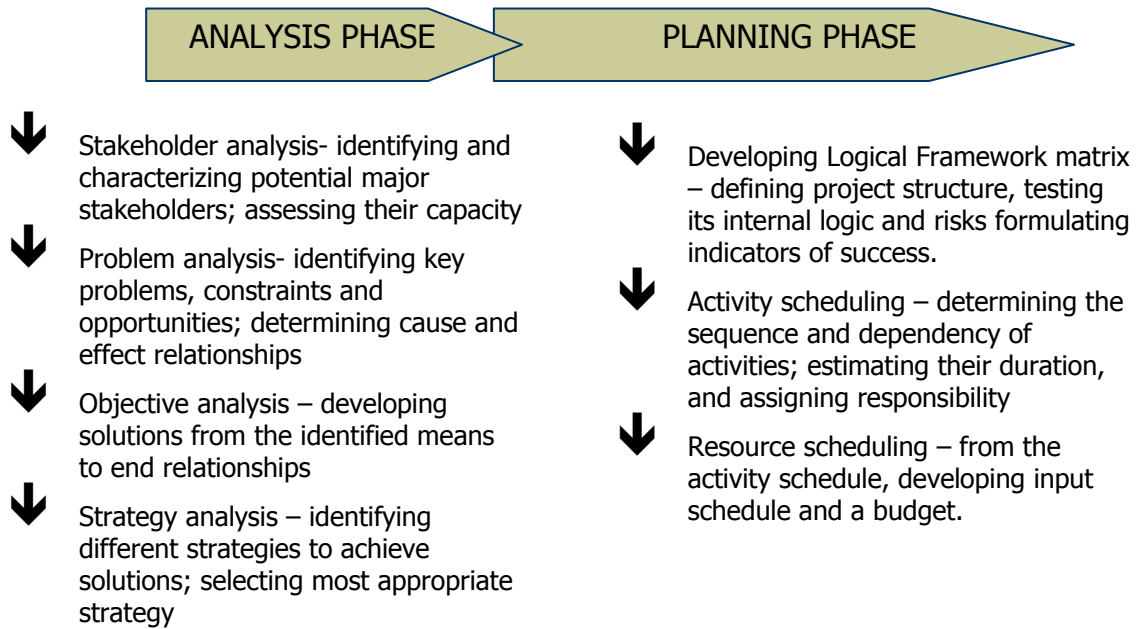
Elements

- Goals, purpose, outputs activities (inputs, impacts, components)
- Intervention logic, objectively verifiable indicators(OVI), sources of verification, assumptions

Logic

- log frame contains a matrix whose cells are connected or interconnected to each other vertically and horizontally(the vertical and horizontal logics)

The Logical Framework Approach



Goals

- Long term objective -Overall objective in terms of longer term benefit to society;
- Usually phrased in abstract and or lofty goals;
- Project alone will not accomplish this but will contribute to its attainment.

Purpose

- What the project expects to achieve by the end of the implementation period;
- Importance of having only one major objective.

Outputs

- Physical and tangible products resulting from the activities or inputs, the achievement of which achieves the purpose of the project and so on up the ladder.

Activities (Inputs)

- Steps or actions needed to achieve results or to execute the plan;
- Inputs include physical, financial, human;
- Going up the ladder achieves the objective and going down the ladder similarly gets things down.

Design Summary	Performance Targets	Monitoring Mechanism	Assumptions and Risks
GOALS			
PURPOSE			
OUTPUTS			
INPUTS			

Objectively Verifiable Indicators or Performance Targets

- Measurable and quantifiable signposts to indicate progress in the achievement of objectives;
- Preferably stated in time bound terms.

Sources of Verification

- Basis for the validation of project performance;
- Sources and method for data collection in monitoring performance;
- Must be specified because these may require the allocation of resources from the project.

Assumptions

- Implicit conditions for project success; for attainment of outputs, impacts and outcomes;
- Project manager has no immediate control over these but must be made explicit; risks inherent in enterprise.

Conclusions

- The logic horizontal and vertical;
- The project management cycle contains the logic of the log frame and is embedded in it.

After his lecture, Professor Bagadion presented a case study of the Kelola in Bunaken Marine Park written by Ma. Edna A. Soriano. The case study is about the transfer in 2001 of the supervision of the Bunaken Marine Park's management from the Ministry of Forest and Estate Crops to the newly formed Ministry of Sea and Fisheries. Bunaken Marine Park is located in North Sulawesi province. It is acclaimed as among the highest biodiversity places in the world. Bunaken was declared a national marine park in 1991. KELOLA is one of the NGOs promoting community

based coastal zone management in the province. It is instrumental to the formation of a self-help group called Kelompok Swadaya Masyarakat (KSM) in five of the 26 villages within the park's boundaries where about 21,600 people live.

After giving the salient points of the case study, Professor Bagadion divided the participants into five groups and asked them to answer the following guide questions:

1. Identify and discuss the elements of the log frame in Kelola i.e., goals, objectives, activities, outputs, performance objectives, assumptions, etc.
2. Exhibit 1 is a log frame constructed by a student based on the Kelola case:
 - Critique the log frame
 - In the light of your critique and discussions based on question # 1, construct a new log frame for Kelola.
3. In the light of the new log frame, do you think Kelola will do a better job? Why?

Prof. Bagadion asked the participants to present their case analysis to the big group. Then he argued and clarified some points with the participants. In the end, he stressed that the case study was prepared for the purpose of class discussion and is not designed nor intended to illustrate the correct and incorrect management of problems or issues described in the case. Hence, there is no single solution to the case understudied. It all depends on the analysis of the participants. What is important is how the participants will answer and defend their case analyses as well as the proposed plans and alternative courses of action using the principles and techniques of the log frame.

Day 17, September 13, 2006

PRESENTATIONS OF FIELD WORK CASE STUDY

Six groups presented their field work case studies. The Infanta team presented two case studies while four case studies focusing on the education, urban poor, rural poor and farmer's sectors were presented by the Naga group.

The Case of Kanlungan in Barangay Magsaysay, Infanta, Quezon

Barangay Magsaysay is the biggest barangay in Infanta, Quezon, and home of *Kaisahan ng mga Layuning Nakaugat sa mga Gawaing Nag-uugnay* (KANLUNGAN). Barangay Magsaysay has fertile rice fields which provide a stable source of livelihood to its people. Unfortunately, the floods and landslide destroyed all the rice fields. Because of the calamity, many of its residents looked for other means of livelihood, like carpentry, construction work within Infanta and factory work in Laguna and in Metro Manila. The calamity disrupted the simple yet contented life of the people in Barangay Magsaysay.

Because of the need to protect the watershed and to provide alternative livelihood to the people, KANLUNGAN was formed in 1998. Through the assistance of ICDAI, KANLUNGAN was officially registered with the Securities and Exchange Commission in 2001. It has over 100 members, of which 75 are actively involved in all its programs and activities. Basically, the main objective of the organization is to protect, rehabilitate and develop the watershed areas within the municipalities of Infanta and Real, Quezon.

Yet the need to protect the watershed areas does not only stem from the illegal logging being done by the local people, but also from possible development aggression that may happen due to the influx of business people into the locality.

The people are viewed as a significant part of the watershed protection and rehabilitation, so their well-being must also be ensured. This principle guided KANLUNGAN in venturing into various livelihood activities that can provide additional income to its members and at the same time, build their capabilities to chart their own development.

Nanay Luring and Mang Marcing along with other community members have become aware of their problems related to illegal logging. If the government is not doing its functions properly, especially in the delivery of basic services to the people, they can be critical and be actively involved in redressing environmental issues such as illegal logging. Essentially, these caselets have shown what participatory local governance can do to empower the people at the community level. People may be poor economically, but if they are involved in shaping the development of their community, they will eventually become key actors in the entire development process.

The Case of Sagip Buhay: Working with the Government to Promote Primary and Mental Healthcare in Infanta, Quezon

Primary health care services are under the office of the Provincial government with some collaboration with the LGUs. The Infanta municipality has one hospital, which caters not only to the people of Infanta but to those of other municipalities, such as Real, General Nakar, Polilio, Burdeos, Pankulan, Patnanugan and Jomalig. Though there is a government which caters to public health, there are several issues of concern that must be addressed squarely. Some of these perennial problems are the lack of manpower and infrastructure for health services, high cost of medicines and primary health care services, overworked staff, limited role of the LGUs in health care service delivery, low investment in health services and lack of a facility for handling mentally ill patients.

In this context ICDAI formed SAGIP BUHAY, which means 'Saving Lives'. This is a group of volunteers that provides the community with alternative health care facilities. There are 39 volunteers (25 to 30 Active members) from 15 barangays in this group. The group engages in different activities like preparation of herbal medicine for common illnesses, acupressure, acupuncture, among others. The group was formed in the year 1999 with the objective of providing alternative health care for people in these barangayes.

After the disaster of 2004, the group also provided counseling sessions for patients with mental illness. This is one aspect which was totally lacking from the government structure. There were no psychiatrists in the municipality to handle people who have experienced trauma from the disaster.

People who volunteered to join as a SAGIP BUHAY member attended a six-month training program consisting of 24 modules. The training program covered important topics like traditional medication, acupressure, acupuncture etc. ICDAI organized these training courses, in collaboration with an organization, AKAP – a medical specialists group. The other activities of the group include running a mobile clinic for people, production of herbal medicine, massage and acupuncture. The group is slowly becoming self-sustaining and has started meeting on a monthly basis to discuss the health issues in the barangay. The group conducts their activities with minimal guidance from ICDAI. Likewise, the group members have participated in the radio programs on health as resource persons. People in the village do acknowledge that this group exists and is working on the issue of providing primary and mental health facilities for the village.

ICDAI has responded to the health needs of the people by developing SAGIP BUHAY as an alternative health care system. However, there are still gaps that need to be filled aside from the lack of budget to sustain its programs and activities.

The Case of Camarines Sur National High School in Naga City

The Camarines Sur National High School in Naga City is one of the oldest and biggest public secondary high schools in the Bicol Region. It was established on July 15, 1902 as a provincial high school headed by Mr. Frank L. Crone as the first principal. As of s/y 2004-2005, it has 7,024 students and 224 teachers.

Its mission is to “provide quality basic education that is equitably accessible to all. It also seeks to lay down the foundation for lifelong learning and total development of man through the Basic Education Curriculum (BEC), Special Program in the Arts (SPA), Engineering and Science Education Project (ESEP), Special Program in Sports (SPS) and Family Farm School (FFS)”.

The Camarines Sur National High School has the following curricula programs, namely:

1. 2002 Basic Education Curriculum (BEC) (DepED Order No. 25, s. 2002);
2. Engineering and Science Education Program (ESEP) (Science & Technology-Oriented Classes);
3. DECS Special Program in the Arts (SPA) (DECS memo No. 202. s. 2000);
4. DepED Special Program in Sports (SPS);
5. Family Farm School Curriculum;
6. Five Year Night Curriculum for Working Students;
7. Special Education (SPED) Program.

In line with good governance, the school administrators of Camarines Sur High School is building partnerships with other stakeholders, such as the Department of Education, both at the National and Naga City level, the Parents Teachers Association (PTA), the Students’ Association, Students’ Clubs, Alumni Association, sponsors like supportive Congressmen and the mass media.

Partnership-building takes the form of a Knowledge Channel on Sky-ETV Channel, Youth Entrepreneurship and Cooperativism in School (YECS), War-On-Waste (WOW) Management, School In A Garden (SIGA), Population Education, National Drug Education Program (NDEP), Parental Educational Assistance to reinforce Learning (PEARL), Better Utilization of Instructional devices (BUILD), Daily Instructional Plan Preparation for Effective results (DIPPER), Livelihood Instructional Projects for Future Entrepreneur (LIFE), Youth Educators and Advocates for Health (YEAH), Clean and Green and Zero Waste Management.

According to the trainees, the people’s participation is very much visible in the areas of infrastructure improvement, curricula development, environmental protection and monthly meetings of teachers, PTA, Students’ Association, among others. The school administrators disclose financial reports and other budget information to their stakeholders. This is a clear indication that they are promoting accountability and transparency with their stakeholders.

The Case of Urban Poor in Triangulo, Naga City

Located within the outskirts of the railway station, Barangay Triangulo has a total land area of 141.79 hectares divided into seven zones. It has an estimated population of 6,996 with 1,362 households. A majority of the people lives below the poverty line.

The first caselet studied is about Mrs. Thelmo Berzo, 53 years old, a widow with three sons and one daughter living at the central Triangulo. She is dependent on her son, who is an overseas Filipino worker (OFW) in Dammam, Saudi Arabia. Her son sends her P 6000 monthly allowance which is enough to meet her family’s basic needs.

Mrs. Berzo regards the Naga City City Government positively, especially Mayor Robredo, due to his pro-people stand and consultative approach. She recalled the Mayor visiting her house to condole with her on her husband's death. In her opinion, the city in general and her locality in particular face the problems of lack of basic services and facilities, widespread unemployment, child labor and early marriages. Although she is happy with her life, she also dreams to see positive change in her locality, turning Triangulo into a fully developed urban center, where all have an access to the best that life can offer.

The second caselet concerns Mr. Innocencion Pachecho, 71 years old, a retired railway official, and currently a Barangay councilor at Triangulo. He is also the Chairman of the Senior Citizens Association, and Chairman of the Triangulo People's Council. He has five sons and four daughters who all are married. He gets P 4,000 regular pension, including P 8,000 monthly honorarium from the barangay. He has a grocery shop, which is run by his wife. He enjoys the benefits of a Privilege Card, which gives him 20 per cent discount on most of his purchases.

Mr. Pacheco said that there is a problem of poverty and unemployment among the landless and homeless people. His wife is also committed with the Barangay Familia Federation, an organization working for women's rights and empowerment. He claimed that there is no sex discrimination with regard to wages. He said he appreciates the Barangay governance system including its services and the active participation of the people. He is personally acquainted with Mayor Robredo, who consults him on their community affairs.

The researchers concluded that the dynamism of the communities, which is a result of working together, is very much evident and impressive. The process of people's consultation, leading to transparency, is very a part of the system, imbibed by the people. The researchers presented their learning and insights, as follows:

- There is a need to free people from the poverty-trap, by improving the services and putting up more establishments for the further benefit of the people in the area.
- As the Central Business District (CBD) takes most of the resources, so there is an urgent need is to make it more equal and equitable for the slums as well.
- The Barangay Establishment gets fees for providing services to citizens from P 5 to P 100. The fees structure should either be subsidized more or scrapped entirely.
- There is a crucial need to strengthen women's participation in elected and non-elected institutions at the barangay level.

The Case of Rural Poor in Barangay del Rosario in Naga City

Barangay Del Rosario is less than an hour's drive from the Naga City *Poblacion*. It has an estimated population of 6,000 and 1,000 households residing in an area of 223 hectares. Poverty and unemployment persist in the community, with 90 per cent of its households lacking a stable income. This is true in the case of 27 Gawad Kalinga mothers/owners. They have no regular sources of income except from cooking, baking, laundry service and backyard gardening. Women are mostly engaged in unpaid work, such as taking care of children and doing household chores.

The researchers observed that women in the community are effectively working together. They have their regular consultations and meetings. They are disciplined, well organized and well managed. They tap the city government resources for their Botika-sa-Barangay project, which provides affordable medicines to their residents.

Unfortunately, and despite their access to the government through the local governance mechanism, the community remains poor community. The community members should get the commitment of other stakeholders to develop good governance in their community. How to

penetrate and break down the poverty cycle is the core issue and a challenge to most community members.

The researchers believe that good governance should not only provide venues for people's participation and ensure transparency but more importantly, the state should enable people to fight poverty and improve their material life.

Although health, environment and education aspects are important, the livelihood program is crucial to achieving economic empowerment. This can be done by creating job opportunities, improving the people's skills, developing women entrepreneurs and fostering participatory Local Governance as a gateway to economic empowerment.

The researchers affirmed the need to strengthen partnerships between government, NGOs, church/religious organizations and people's organizations for their housing program. The government must not only provide land to the beneficiaries under the Gawad Kalinga program but more importantly, facilitate the timely delivery of basic social services. The Barangay People's Council must be strengthened as a mechanism for people's participation. Housing policies must be reviewed to benefit the rural poor.

The Case of Farmers I Barangay Carolina and Panicuason in Naga City

Barangay Carolina is located at the foot of Mount Isarog. Carolina is bounded on the North by Barangay Sibao, Calabanga, Camarines Sur; Pili Camarines sur on the south; Panicuason on the east and Pacol on the west. It has the largest land area in the entire City of Naga.

Panicuason is the adjoining Barangay of Carolina. The barangay is bounded on the north by Lugasad Calabanga Camarines Sur; on the south by Tinagjs Plaestina, Pili Camarines Sur; on the east by Mt. Isarog National Park; and on the West by the adjoining barangay of Carolina. Panicuason is surrounded by beautiful farms and by Mt. Isarog National Park.

Below is an outline of the Geographic and Socio Economic Profile of Carolina and Panicuason:

Data	Carolina	Panicuason
No. of House Holds	838	389
Population	5378	2104
• Women	2679	Not mentioned
• Men	2699	Not mentioned
School Going Children	----	389
Household with very low income	----	95
Health Centers	1	1
Water Supply Sources	Nawasa 186 Deep Well 214 Spring 90 Electric w/pump 13	W/Pump 97%
Electricity	----	90%
Mobile	----	25%
Employment	Agri 80% Others 20%	70% 30%
Toilets	100%	100%
Main Source of Income	Agriculture	Agriculture
Land Area	1748 has	
Schools	3 elementary	3 Education Centers

	1 Secondary Vocational Training Center	2 Elementary Schools and one College
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Most of the people are poor and have no access to credit for the production and marketing of their farm produce. Some of the problems and issues of the community are the preservation and conservation of the Mt. Isarog National Park and the rampant land conversion from agriculture to real estate development. Land conversion threatens the loss of farmers' lands, and the displacement of their families. Another problem is the lack of access to primary health care services. There is also only a limited program for youth development. No wonder many of the youth indulge in excessive drinking and smoking.

The researchers recommend the following programs and activities to address these community problems, issues and concerns:

- Farmers should be provided with small grants or loans to purchase seed, fertilizers and other farm inputs. This will provide them a chance to grow more food and add value to the agriculture. Thus they will be able to get more crops/yields.
- Farmers should take an active part in local development planning to raise their problems and issues concerning land conversion. Farmers who do not own the land but are merely leasing it must be provided with some legal support to secure their tenure for a certain period against the possibility of land conversion.
- The Local Government and Civil Society groups should advocate and influence the policy makers to stop the conversion of agricultural land for industrial or housing purposes.
- The City Agriculture Development Department should stimulate agricultural extension through its partners already trained as agro technicians. NGOs and Farmers associations should advocate for Organic Farming rather than conventional farming methods.

Rodofo B. Bongapat is the Vice Chairperson of the City Farmers Association. He loves agriculture and has attended trainings in organic farming. In a meeting with local farmers, he shared his views that conventional farming is very costly and that he was not able to recover his money which he lent to his friends.

The first time he tried organic farming, his harvest and his income did not increase. But he did not give up easily. Instead, he turned his initial failure around. Mr. Bongapat is producing higher yields using his own PEST control spray formula, which is totally organic. He is also producing organic fertilizers by composting his farmyard manure and other materials, consistent with the principles and practices of sustainable agriculture.

- The local government unit may provide more staff and upscale the activities of primary healthcare and family planning at the local level. Adding more volunteer health workers means better primary healthcare delivery to the community.

PRESENTATION OF ACTION PLANS

Bangladesh

Issues/ Problems	Governance Strategies/ Approaches used	Gaps in the Strategies/ Approaches	Suggestions for improvement
<ul style="list-style-type: none"> L.G actors are not clear of the Roles and Responsibilities Bureaucratic control Political control Shortages fund Dependent on central sources Peoples lack of Confidence in L.G LEB's attitudes are self-centered & not yet pro-people 	<p><u>Rights based approach</u></p> <ul style="list-style-type: none"> Community organization GO-NGO networking Advocacy & lobbying with government 	<ul style="list-style-type: none"> Communication Information Relationship Participation Transparency Co-ordination 	<ul style="list-style-type: none"> Decentralization of L.G- this call for policy level advocacy towards decentralization & implementation Participation of grassroots male-female in local resources mobilization through L.G institutions

China

<i>Objective 1</i>	Promote local governance among Farmer's Technology Associations in Guizhou			
Expected Output	Major Activities	Who	When	Remarks
Strengthening FTAs and their roles in project processes.	<ul style="list-style-type: none"> Workshop on Tools and Approaches of PLG 	<ul style="list-style-type: none"> GIHD 	Early 2007	

<i>Objective 2</i>	Facilitating FTAs networking in Guizhou			
Expected Output	Major Activities	Who	When	Remarks
A FTAs network	<ul style="list-style-type: none"> Workshops and conferences of FTAs Establish and maintain contacts/linkages of FTAs 	<ul style="list-style-type: none"> GIHD FTAs 	Late 2007	

Cambodia

<i>Objective 1</i>	Support the enforcement of laws and good governance at the local level with special regard to natural resource management.			
Expected Output	Major Activities	Who	When	Remarks
Local NGOs, POs and Commune Councils are strong and skillful advocates for good governance and access to natural resources at the local level.	<p>Strategy 1. Capacity Building of SK partners at the local level</p> <p>1.1 TOT courses and echo training courses on good governance 1.2 Local study tour</p> <p>Strategy 2. Strong and effective partnership building between the authorities and the people at the local level.</p>	Star Kampuchea staff, partners, NGOs, POs and Commune Councils	2006-2007	On going

	2.1 Establish working groups of NGOs, communities, Commune Council members and authorities at the local level to solve natural resource conflicts in the area (pilot project) 2.2 Help to mediate between the parties to find peaceful solutions of natural resource conflicts.			
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Objective 2: Promote networking and capacity-building				
Expected Output	Major Activities	Who	When	Remarks
Participation of the citizens	Advertising through the media, Weekly meeting with the citizens	Central government officers, Local government councilors, NGOs	2006-2010	
Promote capacity building on the local governance	Training through top down method	Technical officers, NGOs	2006-2010	

India

Objective 1 Strengthen participatory planning				
Expected Output	Major Activities	Who	When	
Strengthening of Participatory Planning	Strengthening Gram Sabha	LSG with the help of NGOs	By March 07	
	Educating Public through gram sabha on Right To Information	LSG with the help of NGOs	By March 07	
	Mobilising women groups on Right to Information	LSG with the help of NGOs	By March 07	
Objective 2 Provide employment to people through Local Government Institutions				
Expected Output	Major Activities	Who	When	
Provision of minimum 100 days of employment to the families	Education of NREGA through Gram Sabha	LSG with the help of NGOs	By March 07	
	Awareness of youth organisations on NREGA	LSG with the help of NGOs	By March 07	
	Mobilisation of Gram Sabha for applying to the LSG for employment	Samarthan with Partners	Oct-Dec06	
	Orientation of Gram Sabha in Madhya Pradesh on the Scheme	Samarthan with Partners	Oct 06 - Sep 07	
Creation of long term sustainable infrastructure through NREGP	Implementation of Self employment programmes	LSG with the help of NGOs	By March 07	
	Capacity Building of Elected Representatives and officials on NREGA	Samarthan with Partners	Nov 06 - Dec 06	
	District level consultations on gaps/issues/problems	Samarthan with Partners	Jan 07 - Feb 07	

Objective 3 Improve the quality of education				
Expected Output	Major Activities	Who	When	
Provision of better	Awareness programmes through Schools and Parent Teachers Association and Gram	LSG with the help of NGOs	By March 07	

education facilities for people in the rural area	Sabha		
	Fund raising for quality education	LSG with the help of NGOs	By March 07
	Formation of LSG level education committee and institutional level education committee	LSG with the help of NGOs	By March 07
Objective 4 Engage citizens to use their Right to Information			
Expected Output	Major Activities	Who	When
Citizen and Citizen collectives use Right to Information for accessing information from public institutions	Mobilisation and orientation of Gram sabha on using Right to Information	Samarthan with Partners	Dec 06 - Jan 07
	Orientation of official and elected representatives on how to handle applications seeking information	Samarthan with Partners	Jan 07 - Feb 07
Objective 5 Promote participatory development and womens empowerment through LSG (Gram Panchayats)			
Expected Output	Major Activities	Who	When
Engaging women in development activities with LG	Organising women through SHGs	AVARD and partners	Sep - Oct 06
	Initiation of Micro Enterprise after thorough consultation with the target group and also building up on the existing expertise	AVARD and partners	Oct 06 - Sep 07
	Sustainable management of natural resource base	AVARD and partners	Oct 06 - Sep 07
	Health and Sanitation with specific focus on vaccination	AVARD and partners	Oct 06 - Sep 07
	Increasing enrolment in primary schools with the help of Gram Panchayats	AVARD and partners	April - May 07

Indonesia

Objective 1	Strengthen PLG Practice at village level to support the SISDUK Project			
Expected Output	Major Activities	Who	When	Remarks
Strengthening COs and their role in project planning	<ul style="list-style-type: none"> ▪ Small group discussion on PLG among COs ▪ Workshop on project planning with PLG approach for CO and village leaders ▪ Pilot project of implementing the concept 	<ul style="list-style-type: none"> ○ CESS ○ JICA-RDM ○ LG of Takalar Regency ○ PSKMP-Unhas 	April 2007	Assumption : LG of Takalar Regency agree to improve of SISDUK program

Objective 1				
Strengthen PLG Practice at village level to support the SISDUK Project				
Expected Output	Major Activities	Who	When	Remarks
Capacity Building in PLG for FO	<ul style="list-style-type: none"> ▪ Workshop on Tools and Approaches of PLG for PO ▪ Writing module on tools and approaches of PLG in project planning 	<ul style="list-style-type: none"> ○ CESS ○ JICA-RDM ○ LML 	June 2007	

Objective 2				
Disseminate good practice in PLG to improve regional development policy				
Expected Output	Major Activities	Who	When	Remarks
Series Book of Best Practice in PLG	<ul style="list-style-type: none"> ▪ Research and documentation on good practice on PLG ▪ Writing series book of best practice in PLG ▪ Disseminating of series book of best practice in PLG 	<ul style="list-style-type: none"> ○ CESS ○ JICA-RDM ○ DGRD-MOHA 	Start on May 2007	Part of Promoting Regional Development Policy Project – JICA-DGRD MOHA
Capacity Building in PLG for LG Officers and NGO	<ul style="list-style-type: none"> ▪ Workshop in PLG for LG officers and NGO 	<ul style="list-style-type: none"> ○ CESS ○ JICA-RDM ○ DGRD-MOHA 	January 2008	

Objective 3				
Promote and internalize PLG through a PLG Award				
Expected Output	Major Activities	Who	When	Remarks
Introduced PLG practice in indicator of Autonomy Award	<ul style="list-style-type: none"> ▪ Building indicator of practice in PLG ▪ Assessment of PLG practice in regional level as part of assessment in innovation in implementing Regional Autonomy ▪ Competition of practice in PLG 	<ul style="list-style-type: none"> ○ CESS ○ JPIP ○ UNDP-PGR 	December 2006	Improving assessment and indicator in annual Regional Autonomy Award by Jawa Pos Group

Nepal

Expected Output	Major Activities	Who	When	Remarks
Objective 1				
Create pressure for people participation in the Constituent Assembly				
Build a National Joint Coalition	Mass mobilization in all over the country	NGO Federation of Nepal and other federations	2007	In 2007 Constituent Assembly is going to held.
Capacity Building of CSOs ,CBOs and NGOs	Organize a national level workshop	NGO Federation of Nepal and other federations	March 2007	More than 12 Federations will be participant on that workshop
Objective 2				
Strengthen the capacity of local government officials and political leaders				
Effective functioning of day to day activities of the local government officials	Capacity Building Training	National Joint Coalition	Feb. 2007	

Objective 3				
Create pressure for greater Dalit participation in governance				
Political leaders and officials will be agree on reservation System for Dalits	Organize Dalit Parliament	RDN Nepal	Oct. 2006	Big solidarity will be created by political leaders, civil society leaders and others. After that in about 25 districts will be build alternative district councils.
Alternative peoples Land act will be made	Organize big national level demonstration	National Land Rights Concern Group, Nepal	March 2007	More than 90% Dalit community and other Landlessness people benefited by that initiation

Pakistan

Objective 1				
Expected Output	Major Activities	Who	When	Remarks
Advocacy and Awareness on Local Government Budget-tracking from People's Perspective	15 Workshops on Budget-tracking in 15 selected Districts of Pakistan	ActionAid – Pakistan in collaboration with the 15-District Governments and CSOs in Pakistan	Oct. 2006 Dec. 2007 (One workshop every month)	ActionAid's global campaign through the Economic Literacy and Budget Tracking Group (ELBAG) is giving very positive results within the governance domains in Pakistan.

Objective 2				
Expected Output	Major Activities	Who	When	Remarks
Integrated application of the model of participatory local governance of Asian Countries	International Conference on Participatory Local Government of 15 selected Asian Countries	ActionAid – Pakistan in collaboration with ActionAid International ELBAG	July 2007	The conference will provide a collective platform to the respective Asian countries and ActionAid's global campaign through the Economic Literacy and Budget Tracking Group (ELBAG), a participatory governance paradigm, with particular emphasis on economic literacy through people's perspective.

Objective 3				
Expected Output	Major Activities	Who	When	Remarks
CCBs are trained to document and process their community development projects to the Local Government	Three day Capacity Building Training of Citizen Community Board (CCB)	ALPA Foundation, Rawalpindi, Pakistan	Jan – Jul 2007	UNDP will be assisting Alpa to conduct this training for Strengthening the Local Governance
Objective 4				
Expected Output	Major Activities	Who	When	Remarks
Communities are awared and trained to dispose and utilize the solid waste management at local level with local resources	People-oriented Solid Waste Management collection and treatment	ALPA Foundation, Rawalpindi, Pakistan	2007	District Government, Rawalpindi will be assisting Alpa to install this solid waste management treatment for better environment and Strengthening the Local Governance

Philippines

Expected Output	Major Activities	Who	When	Remarks
To promote the inherent rights of the Indigenous People to govern their own territories in Arakan, North Cotabato. - Creation of Tribal barangay (provided in the LGC of 1991) - Putting into practice the indigenous tribal governance	1. Meeting and Consultation with IP members and leaders	IID (Mindanao Program)	October- November	On-going
	2. Data Gathering on Customary Laws	Panagtagbo IP Leaders	November - December	
	3. Drafting, critiquing and finalizing resolution on tribal barangay		Jan-Feb 07	
	4. Submission of Resolution to Brgy. Council, Municipal Council, DILG and NCIP		March 07	
	5. Lobbying, Dialogue with Brgy. & Municipal Councils and govt. agencies		April – June 07	
	6. Information Dissemination to the IP communities and barangay		July 07	
	7. Enforcement of Tribal		August - onwards	

	Barangaay			
To strengthen the claim of the Mangyans to the reservation. - A development plan for the Mangyan Reservation has been formulated.	1. Consultations and Meetings - tribal leaders and members - local government units (barangay, municipal and provincial)	Mangyan Mission and PO leaders	January 07	
	2. Workshop Design Formulation	Mangyan Mission	March 2007	
	3. Workshop on the Formulation of the Development Plan	MM and Resource Persons	May-July 07	
	4. Finalization and Validation of the Development Plan	MM and PO leaders	August or September 07	

Sri Lanka

Expected Output	Major Activities	Who	When	Remarks
Objective 1: Improve the maternal health of women				
Parents from 3 communities have more information on maternal and hospital support (Good health of mother and child reduce blue baby born)	Community assemblies to have education sessions (Maintain maternal health)	Pulse Srilanka Francis Thushara	2007 – first Quarter	Ongoing Invite other facilitators and get more resources (financial, equipment, etc)
Objective 2: Reduce the malnourished children and community/Increase income				
Farmers are following organic farming	Educate farmers in 3 communities on organic farming (Farming good seedling)	Pulse and Local Government Francis/NAF SO	2007 – the whole year	Ongoing
Objective 3: Promote participatory local governance				
Increased number of participatory local governance advocates – through maternal health programs or farmers' programs or through poverty eradication programs (Reduce home violence,	Coordinate and orient other local government officials and the bureaucracy in 3 communities/districts on participatory local governance	Pulse and Local Government Francis Thushara	2006 – 2007 year-round	Ongoing Invite other facilitators and get more resources (financial, equipment, etc)

decision making and taking, tapping Government)				
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Thailand

Objective 1: Raising awareness of the good governance strategy				
Expected Output	Major Activities	Who	When	Remarks
Country strategy adjustment	Sharing the Good governance	*WVFT's executive member *CODI's executive member *People Organization Committee	Fourth week of September.	CODI: Community Organization Development Institute.
	Sharing the Good governance understanding among the colleagues	The 20 northern project coordinators	First week of October	
	Sharing the Good governance lesson learned among the staff	*15 project staff *15 staff in Unit	Next week	Finding solution in adjust the annual project's plan after discussion
Objective 2: Share experiences in good governance with local administrators				
Expected Output	Major Activities	Who	When	Remarks
Finding partners in rural development	Sharing understand of Good governance with	*chairman of sub-district council. *director of schools *the project and cooperative committee *Local partnership	October-November 06	Finding solution in adjust the annual project's plan after discussion.
Objective 3: Disseminate lessons learned at the training to the public				
Expected Output	Major Activities	Who	When	Remarks
Public's understanding about Good governance	Sharing experiences in Good governance via website	Public	Fourth week of September.	www.codi.or.th

Vietnam

Expected output	Major activities	Who	When	Remarks
Objective 1: Share knowledge with colleagues and organisations' members				
- Raising awareness of LG and participatory approach of organisation members.	- Discussion groups. - Internal information sharing system.	Participants Other members	October – December	- Availability of resource materials

Objective 2: Share experience with partners at provincial level				
- Raising awareness and facilitating adoption of participatory local governance	- Workshops - Design and write reference materials and manuals.	Participants Local partners	2007 January – March	- Availability of funding. - Availability of resource materials. - Cooperation from local partners. - JICA/ANGOC support.
Objective 3: Integrate PLG into ongoing and future projects				
- Putting PLG in project activities. - Developing M&E of PLG in practice.	- Workshops with stakeholders. - Training courses with project officers and staff. - Dialogue with government agencies.	Participants Project officers and staff Government officials	2007	- Availability of funding. - Availability of resource materials. - Cooperation from local partners. - JICA/ANGOC support.

SYNTHESIS OF ACTION PLANS

Mr. Don Marquez, executive director of ANGOC gave the over-all synthesis, highlighting certain items in the country reports/plans prepared by the participants. He stressed that the collective sharing of the participants is a work-in-progress. The country plans can still be refined given more time. Indeed, he said, it was a challenge to work together considering that the participants came from different institutions (NGOs, CBOs, government) and different country contexts in terms of policy and legal environment, varying capacities of government and NGOs and different degrees of openness to collaborate. Consequently, this calls for greater cooperation and collaboration between and among partners by building on existing programs and resources (i.e., capacities, technical, financial).

As development workers, Mr. Marquez pointed out to the participants the following challenges that they have to face when they return to work in their respective countries, namely: (a) Lack of political will by government institutions to implement policies, (b) Lack of capacity of government leaders and communities vis-à-vis participatory governance, and (c) Funding that entails resource mobilization and human resources.

In this context, Mr. Marquez discussed the different strategies and major activities that must be done at the institutional, national and international levels to promote policies favorable to good governance through building the capacities of different stakeholders and networking. Below is a synthesis of the plan of actions.

Objective 1: Promote policies favorable to good governance

Strategy	Major Activities
Support implementation of policies in support of good governance	<ul style="list-style-type: none"> • Work/enhance existing mechanisms for participation (e.g., citizen's community boards) • Mainstreaming of participatory governance practices of NGOs • Conduct dialogue sessions with governments

Undertake research studies	Documentation of best practices on good governance
Monitoring	Budget tracking from people's perspective

Objective 2: Build the capacity of stakeholders

Strategy	Major Activities
Own institutions	<ul style="list-style-type: none"> • Re-echo sessions, sensitization (top management and colleagues) • Re-entry/integrate lessons to current programs
Partners and other NGOs: Areas on leadership, legal framework	<ul style="list-style-type: none"> • Training, workshops • Exposure visits • Produce reference materials, manuals on good governance
Heighten awareness on decentralization	<ul style="list-style-type: none"> • Newsletters/journals • Popularization of knowledge materials
Government: area on decentralization, participation	<ul style="list-style-type: none"> • Training, workshops • Exposure visits

Objective 3: Engage in networking to promote local governance

Strategy	Major Activities
Communities	<ul style="list-style-type: none"> • Basic education • role in decision-making processes, participatory local governance • formulation of village development plans
Local and national NGOs	<ul style="list-style-type: none"> • Mobilization activities • Information sharing
International NGOs	Information networking, sharing of best practices
Local governments	Information sharing/dissemination, dialogue

Moving Ahead/Next Steps

- Refine the country plans;
- Mobilize resources (bilateral, regional);
- Continue knowledge network;
- Monitor country plans;
- Establish a TCTP-PLG Alumni Association;
- Revise case studies/country papers.

Day 18, September 14, 2006

The Closing Ceremony started at around 10:40 a.m. Mr. Nathaniel Don Marquez, executive director of ANGOA gave the Closing Remarks. He thanked the organizers of the TCTP, especially JICA, NEDA and DFA representatives for their continuous support to make the TCTP successful. He also thanked the resource persons, local hosts and the participants for their active participation and patience to complete the training course requirements. He reminded the participants of their action plans which are a work-in-progress. He hoped that they will continue to communicate with each other and continue their networking activities to promote participatory local governance in the Asian region.

Mr. Sikandar Ali Hullio and Mr. Sharma Kisalay gave their responses on behalf of the participants. Mr. Hullio said that the training course really helped them a lot to gain knowledge and skills in participatory local governance. The resource speakers are experts in their respective fields of specialization. They did not only provide basic concepts and a theoretical framework in their

assigned topics but more importantly, they shared their real life stories and concrete experiences to the participants covering diverse topics ranging from participatory governance, organic farming, sustainable integrated area development, social marketing, knowledge-based management, women, micro-enterprise development, among others. The study tours in Marikina City, Infanta-Quezon and Naga City-Camarines Sur were very helpful, fun and enriching. Indeed, the training course tried to strike a balance between theory and praxis.

Mr. Sharma Kisalay added that the graduation of the training participants signifies the start of fulfilling their commitment to social development work, especially helping the poor and marginalized sectors get out of the poverty trap. The action plans they formulated would serve as their guide when they return to their countries of origin. He thanked his co-learners for their time, openness to listen and dialogue to enhance the learning process. He thanked his colleagues for their kindness and friendship.

On behalf of the participants, Mr. Hullio and Mr. Kisalay thanked the ANGOC training staff for taking good care of them during their stay in the Philippines. Special mention was made of Fr. Francis Lucas, Mr. Don Marquez, Ms. Teresa Agarrado, Ms. Catherine Liamzon, Ms. Cecille Trinidad, Mr. Dodgie Quitangon and Mr. Joseph Onesa.

The JICA, DFA, NEDA and ANGOC representatives awarded the Certificates of Participation to the participants.

On closing, Assistant Secretary Zenaida Rabago and Ms. Edith Abergas of NEDA gave their messages of solidarity with the participants. They congratulated the participants for a job well done, completing the three-week training course requirements. They hoped the participants would apply what they have learned in the training when they go back to their respective countries.