

Inventory Mapping of Institutions Engaged in Best Practices in the Philippines

Background

Nineteen years after the implementation of the Local Government Code in the Philippines, a significant change by which local affairs are conducted can be observed. Ideas on the so called good practices in local governance which aimed at decentralizing power, increasing community participation in development processes and ultimately improving the lives of the people has undeniably continued to increase. This can be attributed to three major factors which include (1) existence of learning institutions where local governance is the primary thrust, (2) increased participation of government and non-government institutions in programs that promote the very spirit of local governance and (3) establishment of award giving bodies that recognize and promote the replication of the identified best practice models.

In the Philippines, the University of the Philippines, particularly the National College of Public Administration and Governance-UPNCPAG (formerly Institute of Public Administration established in 1952) is considered the pioneering institution on governmental management which later expanded to governance. It has produced a significant number of alumni who now serve in various government offices holding administrative posts while other have found their way to direct community service as elected local leaders. Later in 1986, Ateneo de Manila University established its Center for Social Policy and Public Affairs (ACSPPA), as its socio-political arm. It was later merged with the Ateneo School of Government (ASoG) in 2005. The Center envisions a Philippine society characterized by authentic political democracy, social equity, economic growth, sustainable development, global competitiveness, and international cooperation; supported by informed, vigilant, and socially responsible citizens, a strong and pluralistic civil society, and government institutions which are efficient, responsive, and transparent; all reflective of the basic principles of local governance. Other major learning institutions also contribute to the development of local governance as a principle in terms of its research thrust as well as its participation in the so called community extension programs. Here we can also mention the Association of Schools of Public Administration, La Salle Institute of Governance, De La Salle University Social Development Research Center, University of Santo Tomas-Research Cluster on Culture, Education and Social Issues, the Asian Institute of Management, Naga Institute of Governance, the Development Academy of the Philippines, the Philippine Institute for Development Studies, the Department of the Interior and Local Government (DILG), and Local Government Academy which was created as a national training institution of the DILG that would coordinate, synchronize, rationalize



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A Project implemented by the consortium: Konrad-Adenauer-Stiftung e.V., Thailand Environment Institute (TEI), Local Government Development Foundation Inc. (LOGODEF), United Cities and Local Governments for Asia and Pacific (UCLG-ASPAC), Association of Indonesian Regency Governments (APKASI), Association of Cities of Vietnam (ACVN), and National League of Communes/Sangkats of the Kingdom of Cambodia (NLC/S).

and deliver training programs for local governments. It is composed of representatives from the Academe, NGO, business sector and local government leagues.

With the increasing number of people oriented into the principles of good governance, various programs and services were formulated and implemented at local government units in the country. Alongside with government institutions' initiatives were the contributions of the non-government organizations which literally mushroomed after the restoration of democracy in the country in 1986, calling for more participation of the people in local governance. The Local Government Development Foundation (LOGODEF) is the pioneering non-government institution in the country which contributed significantly in the development and promotion of the principles of local governance since its establishment in 1989. In fact, LOGODEF worked for the enactment of what is now known as the 1991 Local Government Code of the Philippines and has continuously worked to further this end.

Awards/Recognitions and Monitoring of Best Practices

Further efforts of institutionalizing the practice of local governance has inspired various organizations, both government and non-government, to give due recognition of what later came to be known as best practice models in the country. Among the most prominent local awards is that of *Gantimpalang Lingkod Pook* which was started in 1993 by the Asian Institute of Management and the Local Government Academy with the support from reputable business organizations. It is now popularly known as the *Galing Pook Awards*. Other local government units have also initiated systems of giving recognition to best practices in local governance in their localities. There is also the Local Governance Performance Management System (LGPMS) which serves as a on-line national information system which generates information on the state of local government performance through identified development indicators; making possible a local government's self-assessment. In 1996, LOGODEF established the Konrad Adenauer Medal of Excellence (KAME) Award with focus on the bureaucracy as compared to the *Galing Pook* which was more focused on the programs and services of a local government. The participation of international institutions in the search for best practice examples likewise followed with the coming in of the Konrad Adenauer Medal of Excellence (KAME). But basically, these set of awards all aim at inspiring other local government units to follow or replicate such practices to bring about significant changes in the lives of their people. It is further noticed that these bodies share almost the same kind of criteria in the selection of best practices which they all consider to have high level of sustainability, replicability in other local government units and significant impact on beneficiaries.

Categorized into either individual or institutional awards; almost all programs bear the following primary characteristics: greater participation of the people, improvement in



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people's lives, transparency in governance, cost affectivity in terms of program implementation and the likes. Thus, it is no longer surprising to discover that a local government unit or one of its projects is recognized by two or more award giving bodies as best practice.

Table 1 provides information on the purpose for which an award is given and the existing criteria utilized in selecting the best practices among the entries sent by the participating local government unit itself or the institution nominating it for the award. Meanwhile, the succeeding table (2) contains randomly selected programs of various local government units in the Philippines which have been recognized by the above mentioned award giving bodies over the last ten years or more; grouped into four categories based on the current thematic fields of the project. Additional best practice models could still be identified and added to the list as the final criteria in the selection of BPs is formulated and/or finalized during the Hanoi meeting on 21st April, 2010. Furthermore, other best practice models which have not yet been recognized by award-giving bodies but qualify as innovative and exemplary actions by a local government unit is explored.

Table 1. List of Local Governance Related Awards in the Philippines

Title/Name of Awards	Award / Monitoring System	Purpose and Criteria
Galing Pook (Gantimpalang Lingkod Pook)	Asian Institute of Management (Development Management Program) and the Local Government Academy	<p><u>PURPOSE:</u> A program to recognize and inspire local government initiatives that have effectively addressed the pressing social and economic issues in their communities with the end view of inspiring local officials to replicate or draw ideas from the successful programs.</p> <p><u>CRITERIA:</u> - At least one year in operation and have shown measurable results - Initiated, administered and operated by a local government unit in the municipal, city or provincial levels.</p> <p><u>INDICATORS:</u> 1. Effectiveness of Service delivery 2. Positive Socio-Economic and/or Environmental Impact 3. Promotion of People's Empowerment 4. Transferability</p>
Local Governance Performance Management System		<p><u>PURPOSE:</u> The LGPMS serves as a robust on-line national information system on local governments. It generates information that are useful in policy and program development, both at the local and national government levels.</p> <p><u>LGPMS is for:</u> 1. LGUs – to monitor their performance and to assess their state of development for the purpose of influencing local and national decisions or actions essential in the provision of quality basic services to the constituents, and in addressing development gaps in the locality.</p>



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		<p>2. DILG – to link the information generated from the system to Department plans and programs that impact on local governments as it pursues its mandate of supporting the capacity development of LGUs towards self-governance, and development and its administrative oversight role in advancing in the interest of public accountability.</p> <p>3. Other Users, i.e., other national government agencies, development institutions, investors, NGOs, academe and the general public – to facilitate research and the pulling of information about local governments as inputs to development studies, policy or project development.</p> <p><u>CRITERIA:</u></p> <ol style="list-style-type: none"> 1. Indicator based system 2. Web based system <p><u>ELEMENTS/INDICATORS:</u></p> <ol style="list-style-type: none"> 1. Valuing fundamentals of good governance: Transparency; Participation; Financial Accountability 2. Administrative Governance: Local Legislation; Development Planning; Revenue Generation; Resource Allocation and Utilization; Customer Service; Human Resource Management and Development 3. Social Governance: Health Service; Support to Education; Support to Housing and Basic Utilities; Peace, Security and Disaster Risk Management 4. Economic Governance: Support to Agriculture Sector; Support to Fishery Services; Entrepreneurship, Business and Industry Promotion 5. Environmental Management: Forest Ecosystem Management; Freshwater Ecosystem Management; Coastal Marine Ecosystem Management; Urban Ecosystem Management
<p>Konrad Adenauer Medal of Excellence (KAME)</p>	<p>LOGODEF KAS</p>	<p><u>PURPOSE:</u> To give recognition to the best managed provincial, city, municipal and Barangay government in the Philippines.</p> <p><u>CRITERIA:</u></p> <ol style="list-style-type: none"> 1. Accountability 2. Responsiveness 3. Management Innovation 4. Public-private sector partnership 5. local government-citizen interaction 6. Decentralized management 7. Networking 8. human resource management

Table 2. Tentative list of Best Practice Models in the Philippines

Thematic Fields	List of BPs in the Philippines
<p>1. Peoples participation in planning and decision making</p>	<ol style="list-style-type: none"> 1. Calbayog City: People’s Committee (2006 KAME) - Visayas 2. Naga City: People Empowerment Program (Galing Pook 2002) - Luzon 3. Opol Zonal Assemblies (KAME 2006) - Mindanao 4. Gonzaga, Cagayan Dap-ayan: Innovative Approach to Development (Galing Pook 2003) – Luzon 5. Malaybalay City Integrated Survey Sytem (Galing Pook, 2009) – Mindanao 6. Paranaque City: Health Services for the Youth (Galing Pook 2009) - NCR



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<p>2. Institutional governance: transparency, efficiency, accountability, access to administrative procedures</p>	<ol style="list-style-type: none"> 1. Iligan City Anti-Red Tape and One-Stop Shop Program (KAME 2003) – Mindanao 2. Nueva Vizcaya Province: Revitalizing the Health Sector: Quality Service Improvement Program (Galing Pook 2000) – Luzon 3. Batad Ilo-ilo: Pahayag sa Banwa (Galing Pook, 2002) – Visayas 4. Naga City: I-Governance: Putting Power the Hands of Naguenos 5. Guimaras Participatory Urban Planning (UN Habitat) – Visayas 6. Tabuk City, Kalinga: Resolving Tribal Animosities (Galing Pook, 2009) – CAR
<p>3. Inclusive urban public services with focus on urban environment</p>	<ol style="list-style-type: none"> 1. Calbayog City Coastal Zoning Project (KAME 2006) – Visayas 2. Southern Leyte Silago Bay Integrated Coastal Resource Management and Bufferzone Mgt. Project (KAME 2006) – Visayas 3. Bayawan City Ecosan Principle (Galing Pook 2009) - Visayas 4. San Carlos City: Water Levy for Watershed Development (Galing Pook 2007) Visayas 5. Marikina City: Eco Savers (Galing Pook 2007)- NCR 6. Makati City: Solid Waste Diversion and Reduction Program (Galing Pook 2009) – NCR 7. La Trinidad, Benguet: Enhanced Climate change adaptation Capacity of Communities in Contiguous Fragile Ecosystems in the Cordilleras (UN) – Luzon 8. Palawan City: Bantay Puerto Program (Galing Pook, 1994) 9. Olongapo City: Creation of Disaster Coordinating Council (National Gawad Kalasag Award, 2009)
<p>4. Fiscal Management and Investment Promotion Strategies</p>	<ol style="list-style-type: none"> 1. Carmona, Cavite CRIS Program (KAME 2003) – Luzon 2. Opol Economic Development Advisory Council (KAME 2003) – Mindanao 3. Muntinlupa City Real Property Tax Computerization and Administration Technology (Galing Pook, 2000) NCR 4. La Union Medical Center: An Economic Enterprise for Sustainability and Development (Galing Pook 2004) – Luzon 5. Nueva Vizcaya: Tree for Legacy: Tree Resources for Education, Enterprise and Legacy 6. Pasay City: Bayanihan Bangking Program (Galing Pook, 2002) – NCR 7. Trinidad, Bohol: Trinidad Agricultural Production Development Program (Galing Pook, 2002) – Visayas 8. Quezon City: Effective Fiscal Management (Galing Pook, 2003) – NCR 9. Guimaras Province: Private-Public Partnership in Tourism Program (Galing Pook, 2004) – Visayas 10. San Fernando City: Public Governance System (Galik Poong, 2008) – Luzon 11. Marikina City: Centralized Warehousing Management System (Galing Pook, 2008) NCR 12. Tubigon, Bohol: Mariculture Project (EU-funded Project with LOGODEF) 13. Bohol Province: Bohol Investment Promotion Center 14. Guimaras Province: Community Based Rural Tourism 15. Bocaue Bulacan: Business Permit Program



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