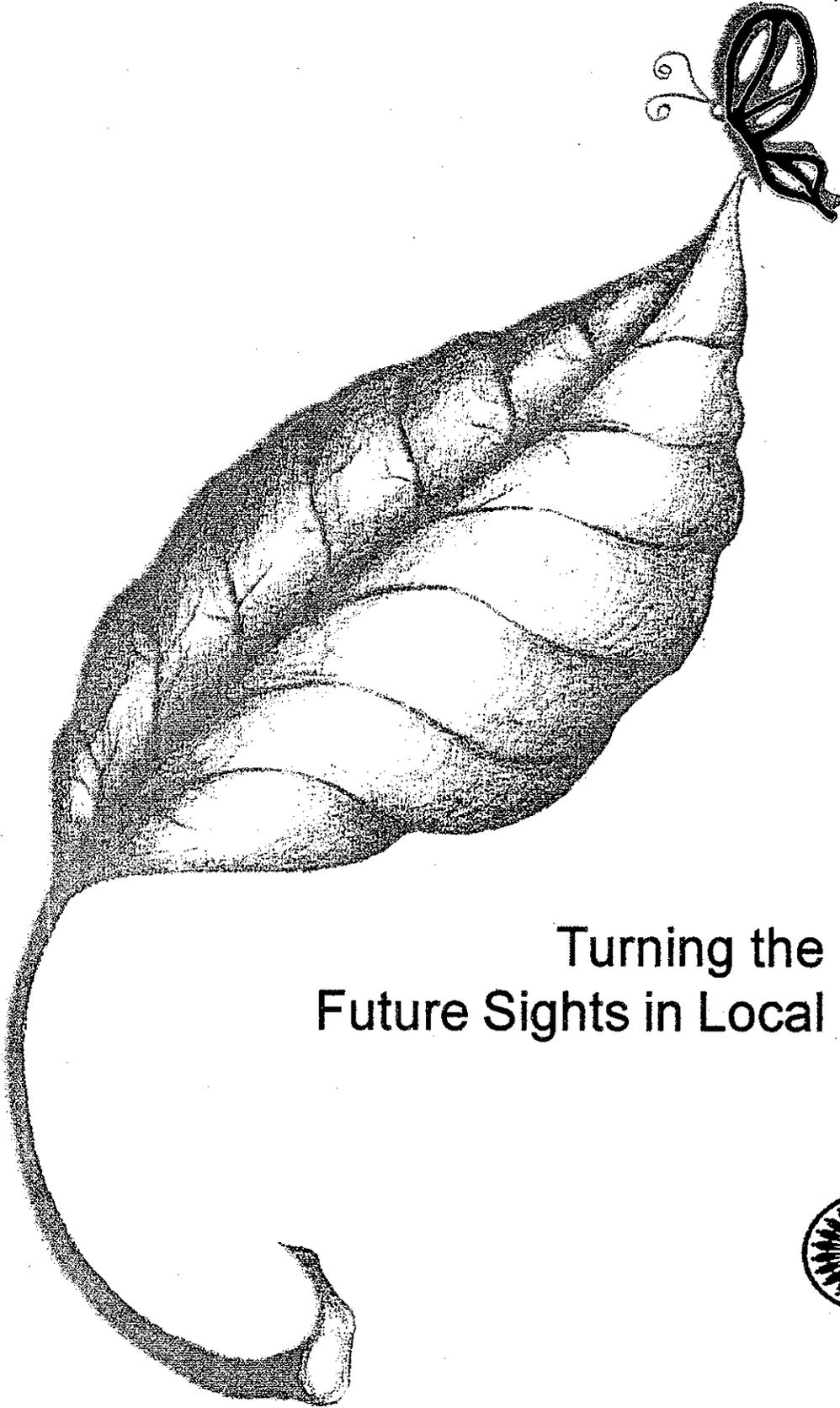


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Turning the **GOLD** Leaf: Future Sights in Local Governance



Final Report on the League Support Component of the
Philippine Business for Social Progress -
Governance and Local Democracy (PBSP-GOLD) Project

PD-ABU-140

PBSP-Gold Assistance to the Philippine Leagues
March 2001

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Turning the Gold Leaf:

Future Sights in Local Governance

Final Report on the Leagues Support Component of the Philippine Business
for Social Progress-Governance and Local Democracy (PBSP-GOLD) Project

**Turning the Gold Leaf:
Future Sights in Local Governance**

**Philippine Business for Social Progress-
Governance and Local Democracy Project
Project Completion Report**
March 2001
Metro-Manila, Philippines

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Table of Contents

Part I	Introduction The PBSP GOLD Project LDAP Assistance: Sub-Grant for Decentralization The Early Leagues The Local Government Code of 1991 League of Leagues to the Union of Local Authorities of the Philippines
Part II	The State of the Leagues of Philippine LGUs Provincial Leagues 1. League of Provinces of the Philippines 2. League of Vice Governors of the Philippines 3. Provincial Board Members League of the Philippines City/Municipal Leagues 4. League of Cities of the Philippines 5. Vice Mayors League of the Philippines 6. Philippine Councilors League Barangay League 7. Liga ng mga Barangay National Leagues 8. National Movement of Young Legislators 9. Union of Local Authorities of the Philippines
Part III	Future Sights in Local Governance Summary: Possible Areas of League Assistance Recommendations and Conclusions

**Turning the Gold Leaf:
Future Sights in Local Governance**

Message

Philippine Business for Social Progress



I take great pride and pleasure to present before program proponents, stakeholders, key players and funding donors, this Final Report on the Governance and Local Democracy Project of the Philippine Business for Social Progress.

The GOLD project lays rightful claim to have symbolically “turned the gold leaf” in the implementation of the various support components under it, in this particular case, the League Support Component, wherein technical and funding assistance was granted to the Leagues in identified program areas.

PBSP is submitting this Report not merely to document the activities that transpired. It does so in order to more importantly record the insights from the experiential learnings that were gathered for the purposes of replicating good performance, sustaining reforms, ensuring organic strength, and facilitating members’ exercise of governing powers under a democratic and fully decentralized structure. It is also made in the hope of making the process of transformation clear to both the Leagues, and identifiable to future agencies that might be willing to proceed with the initiatives that were carried out on the different LGU levels.

In closing GOLD, we hope to open windows of new program possibilities and prospects for the Leagues, under a new phase that will result in an interactive field where the Leagues, with their partners, could play their roles and develop into clear voices of local governments.

EUGENE M. CACCAMO
Program Director, PBSP-GOLD

Selected List of Abbreviations

CLG - Centers for Local Governance
DBM - Department of Budget and Management
DILG - Department of the Interior and Local Governments
GOLD - Governance and Local Democracy Project
IRA - Internal Revenue Allotment
IULA - International Union of Local Authorities
LCE - Local Chief Executive
LCP - League of Cities of the Philippines
LDAP - Local Development Assistance Program
LDC - Local Development Council
LGA - Local Government Academy
LGC - Local Government Code
LGSEF - Local Government Special Equalization Fund
LGU - Local Government Unit
LnB - *Liga ng mga Barangay*
LPP - League of Provinces of the Philippines
LVGP - League of Vice Governors of the Philippines
NEDA - National Economic Development Authority
NGA - National Government Agency
NGO - Non-Government Organization
NMYL - National Movement of Young Legislators
PBMLP - Provincial Board Members League of the Philippines
PCL - Philippine Councilors League
PO - People's Organization
SB - *Sangguniang Bayan*
SEF - Special Education Fund
SK - *Sangguniang Kabataan*
SL - *Sangguniang Panglungsod*
SP - *Sangguniang Panlalawigan*
TWG - Technical Working Group
ULAP - Union of Local Authorities of the Philippines
USAID - United States Agency for International Development
VMLP - Vice Mayors League of the Philippines

**Turning the Gold Leaf:
*Future Sights in Local Governance***

**Part 1
Introduction**

Turning the Gold Leaf:

Experiencing Metamorphosis in the Leagues of LGUs

The enactment of Republic Act 7160, the Local Government Code of 1991 (LGC) was a clear demonstration of the Philippine government's commitment to democratic processes, good governance and the decentralization of power and authority from the central down to the local levels, where local government units (LGUs) can govern with a greater degree of freedom and autonomy and bring about faster economic growth and progress in the countryside.

This turning point, that followed close upon the heels of first People Power Revolution of 1986 and the passage into law of the LGC, gave rise to a kind of **metamorphosis** in the provinces, cities and municipalities, the barangays, and the leagues of LGUs. Prior to this phase in Philippine political history, they were mere cocoons as the patron-client state of affairs persisted; after the coverings were shed, they had learned to take flight toward the free and open spaces of local autonomy, governance and development.

The Code was a legal instrument that opened doors for the exercise of local initiatives, that generated a wellspring of ideas for sustainable development from local players, and enabled the members of the community to take a more active role in decision-making and to directly share in the act of governance. Close to ten years after the implementation of this law, local governments and the people governed rose to the expectations of the code's aims and aspirations, resulting in significant gains for the locale.

As of this reporting, however, and with the considerable time that passed since the passage of the landmark legislation, many of the code's objectives and provisions have been overtaken by recent events. The continuing centralist practices of some national government agencies (NGAs), the executive-legislative-judicial branches, and many instrumentalities and special bodies have not helped at all in pushing the goals of local autonomy fully forward. Nor have the persistence of

Turning the Gold Leaf: *Future Sights in Local Governance*

certain political power blocs and traditional dynasties done much to push developmental agenda to their completion. So much so that many basic services in the different departmental areas are either halfway delivered, or still unsatisfactorily met.

The public and private sectors, chiefly LGUs and civil society, have mobilized resources, advocated for policy reform and revved up the congressional machinery through a series of consultations workshops aimed at coming up with amendments to the Code. This is in anticipation of the Code provision that mandates revision every five (5) years. As a result, many of the proposed amendments were incorporated to Senate Bill B 2064 and House Bill 7845 filed at the 11th Congress. Political developments and the slow grind of the legislative process have caused a drag that could take some time to overtake, before an amended LGC is in place to fast track local development.

The Governance and Local Democracy Project

The **Governance and Local Democracy Project (GOLD)** was conceived to help fuel the decentralized system of government so local communities can benefit much more quickly from improved services in the countryside that reforms in the legal framework can bring about.

The GOLD project is funded from a grant under a bilateral agreement entered into between the United States Agency for International Development (USAID) and the Government of the Philippines (GoP). This project was started in 1994 and would have ended in September 1999. The USAID agreed to an 18-month no-cost extension period of the project that should end by the first quarter of 2001.

The objective of the project is to support LGU efforts to promote local autonomy and decentralization in line with the implementation of the LGC. To accomplish this goal, the project implements a strategy of assisted self-reliance through the provision of technical support to target LGUs, a selection of NGOs, the various leagues of LGUs, and technical experts on a demand-driven basis. It takes into account the fact that LGUs should be free to develop on their own, given full access to the use of available resources.

The GOLD Project is implemented by participating LGUs. Service support is provided by one project contractor, the Associates in Rural Development, Inc. (ARD) and two NGO grantees namely the **Philippine Business for Social Progress (PBSP)** and the Evelio B. Javier Foundation (EBJF). The project is

PBSP-Gold Assistance to the Philippine Leagues
March 2001

managed by a Project Steering Committee with representations from the National Economic and Development Authority (NEDA), Department of Finance (DOF), Department of Budget and Management (DBM), the Leagues, ARD, PBSP, EBJF, and USAID.

Roots in the LDAP

Prior to PBSP's involvement in the GOLD project, it posted a track record as one of the NGO grantees of the **Local Development Assistance Program, (LDAP)** an earlier USAID-Philippine Government project that stood behind the decentralization process that followed close upon the heels of devolution in 1991. The LDAP project, as it were, nursed the birth of Philippine devolution by strengthening LGUs by helping them gain wider access to discretionary resources and gearing them up for the self-administration of devolved powers and services.

The LDAP-PBSP team-up set down to work on three schemes: strengthen local structures and systems, assist LGUs deliver basic services, and shepherd the people toward participating in local governance. PBSP's US\$2.85 million subgrant supported the following activities:

- Promote and popularize the Code and its basic concepts among LGUs and NGO networks;
- Form broad coalitions of NGOs and POs to familiarize the grassroots populace with the run of local affairs;
- Strengthen the advocacy role of the Leagues of local governments in promoting the decentralization process;
- Launch conferences where decentralization can be exhaustively discussed and platforms of action can be built; and
- Form advisory bodies to coach LGU leagues and NGO networks in the whole decentralization process

The LDAP-PBSP tandem resulted in the emergence of Centers for Local Governance (CLGs) in the person of local universities and learning institutions that helped local development players enhance their skills in participatory governance. The CLGs conducted the trainings and seminar-workshops for participants from a cross-section of the provincial, city and municipal government structures and communities.

On NGO levels, joint venture programs with LGUs resulted in multi-sectoral partnerships to catered to the delivery of basic health care, revenue collection,

Turning the Gold Leaf: *Future Sights in Local Governance*

disaster management, environmental conservation, and cooperative development, among other spheres of developmental action. Efforts reached barangay levels where the members of the Barangay Development Councils were trained in management skills as well as understand more broadly the implications of the codal provisions and the rights and responsibilities of local officials.

Under LDAP, the LGU-NGO-PO-CLG concert secured for decentralization a high score, wide latitudes and positive gains. For PBSP in particular, the handling of LDAP project reins became a prelude to its role as a conveyor of local development and a facilitator of LGU-NGO syndication. Shortly efore the LDAP eased toward completion, the era of Gold was to set in.

From League of Leagues (LoL) to the Union of Local Authorities (ULAP)

In the course of the LDAP implementation, PBSP touched base with the various Leagues of LGUs at a time when their early formation was in progress. Those years marked the early stirrings of associations of mayors and governors, when the leagues were recognized more as groupings of local chief executives (LCEs) and other personalities in local governments than as organic units of provinces, cities, municipalities, and barangays.

The state of the Leagues at this time reflected that of the LGUs: unskilled and frail in the craft of governance and in addressing the issues and problems confronting local development from a collective and collaborative standpoint. The activities organized by LDAP led to the articulation of critical needs of LGUs and the Leagues that should represent their congruent concerns. The LDAP engagement reversed the picture, led to flexibility and openness in NGO-LGU relations, and advanced the fruition of partnerships in local governance.

It did not take long for the various leagues of LCEs to convert from a person-based orientation to a unit-based projection, as the legal basis was drawn from the Local Government Code of 1991 itself. Toward the mid-90s, the gradually assumed a more corporate stance as Leagues of Provinces, Cities, Municipalities and the *Liga ng mga Barangay* - with a constituent membership whose activities were supported by internally-generated core funding as well as donor-given assistance.

PBSP-Gold Assistance to the Philippine Leagues **March 2001**

In addition to what came to be classed as "the major Leagues," more leagues began to prosper in other positions of governance: the vice governors, vice mayors, board members, councilors, and young legislators thought it best to organize and synchronize their separate acts in order to contribute more significantly to common gains under a devolved system of local governments.

From the onset of the PBSP-GOLD engagement in 1994 and onwards, the various leagues found it more logical to band together. The League of Provinces (LPP), then under the stewardship of Governor Roberto M. Pagdanganan who steered the organization for the duration of his three consecutive terms of office and a pioneering group of LCEs, laid the groundwork for a **League of Leagues (LoL)** together with Cities President Jesse Robredo, with funding and technical assistance from PBSP.

The constitution and by laws of the LoL, as well as an initial program framework were designed in a series of meetings of inter-league representatives and an informal core staff. This was to have become a league-driven assembly whose progress was cited even by NGO ranks at the time: *"The new League of Leagues works to achieve a common policy voice through consensus among other leagues . . . it has sponsored a coordinated package of 59 amendments to the LGC . . . and has a 75-item policy agenda"* that the NGO cluster believed should be backed.

Notwithstanding this movement, the Department of the Interior and Local Governments (DILG) stepped into the picture and announced the creation of a **Union of Local Authorities of the Philippines (ULAP)**, that "unionized" the leagues, taking cue, as expressed by the department, from a global pattern in the International Union of Local Authorities (IULA). The ULAP, historical records bear, assumed a top-down approach that the leagues had no recourse but to eventually accept, without compromising the leads posted in the context of devolution and the all-out effort to power-up and expand decentralization of services to the people.

Programs Under the PBSP-GOLD Project

From its inception, the programmatic goals of the GOLD project was to bring about responsive democratic institutions with greater citizens' participation in local government processes, directly fund a number of LGU learning activities, facilitate the flow of communications between LGUs and the people through technical support, and facilitate the replication of records of excellence in local governance. GOLD project activities thus fell under five program categories, namely:

Turning the Gold Leaf: Future Sights in Local Governance

- Strengthening of participatory mechanisms
- Strengthening local government action areas
- Supporting LGU Leagues and NGO Networks
- Rendering policy support and
- Institutionalizing communications, replication and feedback systems

Strengthening Participatory Mechanisms

This activity focused on community-based NGOs that mobilize communities to take active part in local government structures such as Local Development Councils (LDCs), Local Bidding and Awards Committees (LBAC), Local School Boards (LSBs), Local Health Boards (LHBs), and Local Peace and Order Councils (LPOCs); and community-initiated structures such as Bantay Palawan, Bantay Gubat and Bantay Dagat.

To these initiatives, the GOLD project rendered technical support to NGO efforts in team building, skills enhancement, information sharing, networking and advocacy.

Strengthening Local Government Action Areas

The Gold Project identified three LGU areas of action namely financial mobilization and management, development investment prioritization and promotion, and environmental planning and management.

Financial Mobilization and Management

This segment of the project sought to increase the amount of financial resources available to local communities and improve local technical and administrative capabilities. Technical support covered three key areas of local finance, namely public-private development financing, budgeting and revenue administration.

Development Investment Prioritization and Promotion

The GOLD project supported the setting of development priorities instead of traditional planning to facilitate the more effective use of community resources. The focus is on rapidly achievable assessments that can be

utilized to attract and manage private investments. The support is given to local government staff and members of special bodies.

Environmental Planning and Management

This area of the project assisted LGUs in understanding their environmental situation, develop and prioritize options and act them out. This activity yielded plans on land use, environmental management, monitoring and protection and other blueprints. Advisories were given to LGUs who needed guideposts for long-term sustainability in the management of natural and physical resources.

Rendering Policy Support

The project supported policy studies on areas of national interest upon the request of LGUs, the Leagues and NGAs. The subjects covered areas that impeded the process of decentralization such as administrative rules and regulations, the Internal Revenue Allotment (IRA), national wealth allocation formulas, NGA-LGU relations, and LGU systems.

Communication and Feedback System

The project sought to institutionalize the process of collecting, disseminating and feeding back information among LGUs and their NGO partners. It reinforced the Leagues' capability to carry on viable information and communication projects in spite of the constraints in funds and manpower they normally face.

PBSP-GOLD Project Support to the Leagues of LGUs

The institutional support extended by the PBSP-GOLD Project to the Leagues of LGUs forms the basic and main substance of this report. Under this component activity, technical advice and training were rendered to the different League secretariats. Systems that facilitated services to the members were installed, while attempts were made to improve the Leagues' role as advocates of local autonomy. The project helped organize sharing sessions among the leagues. Support was likewise given to NGOs that complemented action on the LGU level through the holding of roundtable discussions on the people's involvement in provincial projects. The GOLD Project assisted the following Leagues of LGUs:

Turning the Gold Leaf: Future Sights in Local Governance

- League of Provinces of the Philippines (LPP)
- League of Cities of the Philippines (LCP)
- *Liga ng mga Barangay* (LnB)
- League of Vice Governors of the Philippines (LVGP)
- Vice Mayors League of the Philippines (VMLP)
- Philippine Councilors League (PCL)
- National Movement of Young Legislators (NMYL)
- Provincial Board Members League of the Philippines (PBMLP) and
- Union of Local Authorities of the Philippines (ULAP).

Achievements of the GOLD Project

PBSP-GOLD support that was rendered from project start-up in 1994 to 2001 has exerted a pronounced influence on the Leagues, inasmuch as GOLD contributed substantially to their formation and the attainment of a considerable measure of stability. Specifically, the GOLD project supported activities in information exchange, provincial/city/municipal/barangay sharing exercises on best practices in local governance, institutional development efforts, and policy advocacy. Moreover, the project funded symposia, conferences, meetings, training series, and events that produced papers and modules, and served as springboards of discussion from which proposed amendments to the LGC arose.

Mid-term assessments that analyzed the quality of GOLD assistance to LGUs, NGOs and the Leagues, the project has sharpened the skills of the various Leagues as agents of change. A quote ran that *"GOLD efforts to strengthen League secretariats, especially their capacity to organize and manage sharing workshops have had an impact, but much more is needed to prepare the Leagues for their future role."*

Another mark that GOLD is leaving on the landscape of local governance is the spirited and dynamic networking that now transpires among NGOs and people's organizations currently at work with LGUs in several project sites. The GOLD assessment continued that *"with varying degrees of development in different sites, GOLD has produced tools and mechanisms for systematizing NGO and PO involvement at the provincial and municipal levels where maximum impact for meaningful and sustained citizens' participation can be achieved."*

The same Paper went on to state that GOLD technical assistance in policy advocacy enabled the Leagues *"to effectively articulate and advance their positions on various national issues such as unfounded mandates, local control over the*

PBSP-Gold Assistance to the Philippine Leagues
March 2001

police and the utilization of development funds." This is where, perhaps, GOLD assistance rang loudest, since the project prodded the Leagues to take the lead in advocating policy reforms for the furtherance of decentralization and local autonomy. This cannot be gainsaid, as the Leagues had for their legal mandate no other than the primacy of the LGC.

At the close of the series of ten (10) Policy Agenda Formulation (PAF) Workshops conducted by the Technical Working Group of the League of Provinces, LGU-NGA partnerships were sealed with a number of agencies. Over and beyond this, a Policy Handbook is about to be launched that is a compendium of ten policy reform areas that need to be addressed by a revised and amended LGC, other pending national legislation and agency rulings.

PBSP as Broker

Recognizing the need for the continuity of initiatives and gains posted by the Leagues with assistance from the GOLD project, PBSP succeeded as well in acting as "broker" between them and a number of funding institutions and NGOs.

At the Quarterly Donors Forum attended by local and international funding institutions that assist Philippine developmental projects, and by way of various official communications channels, PBSP has opened a wave of opportunities for the Leagues to explore to their greater viability and professional advantage.

In one forum, former LCP president Jesse Robredo cited the areas in which new donors and the Leagues could fuse and work together in the interest of decentralization: **policy development and advocacy** through the creation of technical working groups for Leagues that don't have them; **information and education** to drum up wider participation of the Leagues in pressing issues such as the IRA; **partnership strengthening** between LGUs and civil society to bring about responsive changes in the Local Government Code; **replication of breakthroughs and innovations** like the *Galing Pook* and other awards recognizing the achievements of highly performing LGUs; **capacity building and resource mobilization** to enable the leagues to try alternative financing modes like bond flotation; **establishment of data bases** on benchmarking and performance indicators; and **realigning donor programs** toward local needs.

Some local and foreign organizations that PBSP has helped bring close within the League loop were CODE NGO, the United Nations Children's Fund (UNICEF), and Asian Development Bank, among others.

Turning the Gold Leaf: *Future Sights in Local Governance*

Whereas the succeeding part of this report lists the accomplishments of the Leagues in the realm of advocacy and policy direction, a lot of room remains to be filled. In the wealth of occasional papers that were funded by the project in coordination with some LGUs, concerns that begged for appropriate action were raised in the areas of allocation imbalances, taxation and revenue generation, investment planning and budgeting, and unfounded mandates.

Insights from the Leagues

From all indications, the League union unanimously agreed in a survey sent for the purpose of this report that the PBSP-GOLD project mattered a lot and left an indelible imprint on the fabric of local governance. Insights from their leadership on the aspect of GOLD and its effects on the individual Leagues are pointed out in Part II. Leaders concur that overlaps in institutional objectives need to be unsnagged; there were many good practices that were rewarded and hence, support must continue, even from alternative hands; recourse to alternative modes of financing and resource generation must be facilitated; attention should be given to Leagues with secretariats that are understaffed and undertrained; firmer and more collaborative tie-ups with the constituent public and civil society.

From the outcomes, at the close of GOLD, the work appears to be far from finished. In fact, the continuing concerns may even outweigh the volume of work so far covered by the PBSP-GOLD tranche.

It will be, perhaps, up to the potential phasing-in support agencies, with the Leagues themselves, to see to it that the threads so far sewn into the sheet of local governance will continue to be woven, until an intelligible design surfaces that shows that progress and prosperity are finally at the doorsteps of the Philippine countryside.

Part 2
State of the Leagues
of Philippine
Local Government Units

1.

League of Provinces of the Philippines



Provinces comprise the largest of Philippine political units, and the **League of Provinces of the Philippines** that was formed to unite them is an organization of all 78 provincial governments in the country that aims to collectively identify common issues and problems confronting the provinces, push for political, social and legislative reforms, and promote local autonomy and good governance for the greater socio-economic development of the countryside.

Historical Milestones

The history of the League of Provinces dates back to the early 1950s. At that time, the practice was to appoint presidential representatives to city and provincial governments in line with the supervisory power of the President over local governments. But this set-up did not deter governors and mayors from organizing themselves into a League to push for reforms.

The stirrings for local autonomy were strengthened with the passage of the Local Autonomy Bill of 1957. In the face of strong opposition in Congress, the League pushed for its immediate enactment. In time, another law seeking to empower the local community by recognizing the barrio as a unit of local government was proposed. This law, called the Barrio Charter, was eventually signed into law to ensure greater people's participation in local governance and management.

These reforms, however, did not completely ensure local autonomy. Real power and authority, and the material resources needed to govern and deliver services, remained in the hands of central government. For a time, the determination of internal revenue allotments (IRA) for local government units (LGUs) included consultations with the League. Further on, the League's participation in the determination of IRA was obscured by individual lobbies lodged by local officials who were close to Malacanang.

With the issuance of Presidential Decree 114 in 1978, LGUs' participation in IRA decisions ceased. The Ministry of the Budget was given the sole power to set the level of national support to LGUs. This situation was aggravated by centralist policies issued from 1972 to 1986. As a consequence, the League's agenda for local autonomy was derailed. More than 500 decrees, letters of instruction, orders, executive directives and memoranda affecting LGUs were issued by President Ferdinand Marcos. One granted the President power to appoint local government officials and extend their terms of office indefinitely. Eventually, President Marcos reorganized the Leagues to support authoritarianism. Along with the *Pambansang Katipunan ng mga Punong Bayan sa Pilipinas* (1976), the League of Governors was formally organized. As a result, during the framing and eventual passage of the 1983 Local Government Code, the League was forced to support this new law.

Following the EDSA uprising, the League was revitalized through the issuance of Executive Order 262 by President Corazon Aquino. The directive provided for the creation of separate leagues - the **League of Provinces, League of Municipalities** and **League of Cities**. After the ratification of the 1987

Turning the Gold Leaf: *Future Sights in Local Governance*

Philippine Constitution, the League of Provinces (LPP) was formally established with the adoption of its charter in 25 May 1988. The primary purpose of the newly constituted League is the ventilation, articulation and the crystallization of issues affecting the provincial and metropolitan government administration.

When Congress was inaugurated, the codification of laws on local governments began in earnest. The year saw the active participation of the League in its formation. When the proposed bill encountered opposition early in 1990, the League took the lead in exposing those who were against the passage of the bill. On 10 October 1991, R.A. 7160 or the Local Government Code was signed into law. The prospects of greater autonomy, in turn, gained the support of newly elected local officials. Throughout this time, the League provided the institutional expression of the unity and support that came from the grassroots.

The new law ushered in a real test of the League's importance. The focus shifted to the expansion of powers and resources devolved to LGUs. Demonstrating its growing influence, the League sternly lobbied against all proposed bills that thwarted decentralization efforts. The League took active interest in the Oversight Committee tasked to draft the implementing rules and to supervise the implementation of the Code.

It should be noted that earlier, the League acknowledged the relevance of autonomy to the national development – its impact on industrialization, agricultural development, moral renewal, environment, poverty alleviation and other key elements. With its emerging character as an organization of political units rather than an organization of personalities, it pushed for true countryside development in all corners of archipelago.

The League's sovereign power rests in the General Assembly. This serves as a forum for resolving critical problems affecting internal and external affairs, with emphasis on issues arising from the devolutionary process. The National Executive Board provides policy and program direction, while day to day affairs are taken charged of by an appointed Executive Director who manages the LPP National Office and Secretariat

When the inequitable distribution of IRA became obvious with the implementation of the law, the League took the lead in supporting code amendments. Through sustained advocacy, the League sought and gained the support of LGUs, NGOs, peoples' organizations (POs) and the national government agencies (NGAs) for needed adjustments. Advocacy work led to sharing

experiences and programs among LGUs. Sharing sessions became fruitful and ultimately led to the creation of joint programs such as employment generation, livelihood promotion, protecting the rights of children and women, meeting minimum basic needs of the community, environmental protection, promoting literacy among Filipinos, health for all, peace and order, poverty alleviation, housing and others social services, etc. The list goes on as LGUs and the people become more and more involved in charting a brighter future.

Five years after the enactment of the Code, LGUs became instruments to spur countryside development. And true to the meaning of the Greek word "*kybernao*", which means "to stir the ship," the governors of the Philippines have proven themselves equal to the mandate of local autonomy. They have successfully steered provinces towards social and economic progress. Through all these years, the League has done well to provide the institutional direction towards people empowerment and national development.

Vision, Mission and Objectives

The League of Provinces primarily aims to ventilate, articulate, and crystallize issues affecting provincial and metropolitan government administrations. It likewise serves to secure, through proper and legal means, solutions to problems confronting the provinces.

The specific objectives of the League are the following:

1. To foster unity and cooperation among provinces of the country;
2. To provide a cohesive force that embodies the sentiments and aspirations of member provinces;
3. To serve as a forum of discussion and feedback mechanism on policies affecting local governments;
4. To collaborate with national and other local government agencies in attaining efficient and effective inter-governmental relations to provide development programs that will enrich and upgrade the capabilities of local government units;
5. To engage in continuing programs for the development of local government units;
6. To involve League officers and members in international associations, conventions, seminars and congresses.

Turning the Gold Leaf: Future Sights in Local Governance

Program Activities of the PBSP-GOLD – League of Provinces Support Component

The plans and programs of the League of Provinces are approved by the National Assembly, while policy direction is provided by a National Executive Board through the Executive Director, head of the National Secretariat. These programs and projects are identified in the yearly strategic plan of action that serves as the framework of activities of the League. They fall under several component strategies that are implemented with assistance from core institutional funds as well as national government and foreign grants. These programs aim to strengthen the provinces' performance in the delivery of basic services and the widening of access to sources of funds for developmental undertakings.

Programs assisted by the Philippine Business for Social Progress-Governance and Local Democracy (PBSP-GOLD) project with funds from the USAID include the following:

Capability Building

The **Sharing Sessions** represent a major program activity of the League that showcase the best practices of outstanding provinces in good governance, i.e., fiscal management, disaster prevention, mitigation and preparedness, fund generation, etc., that deserve to be replicated by other provinces.

Member provinces gather in one venue to gain insights from featured presentations and the plenary discussion that follows. At least three sharing sessions are scheduled yearly. The sharing of ideas that takes place not only encourages innovations among local officials, but more importantly, enables governors to impart their own knowledge, the expertise of their staff, as well as the solutions they apply to common problems to the participants. Issues taken up range across many subjects like boundary and right-of-way disputes, indigenous people's communities, exploitation of national wealth, environmental protection, infrastructure, waste management and other matters of local governance.

The sharing sessions tend to project the corporate image of the provinces today, as members swap experiences so far encountered in the flotation of bonds, credit financing, privatization and build-operate-transfer (B-O-T) schemes. Opportunities are being explored for new financing instruments that widen access to credit and guarantee mechanisms. With the establishment of provincial corporations that promote the economy of the locale, the League continues to

PBSP-Gold Assistance to the Philippine Leagues
March 2001

advocate for the issuance of national agency guidelines that facilitate credit financing from domestic and foreign institutions.

The sharing sessions have shown provinces how to become more self reliant in generating their own alternative sources of income, thus minimizing total dependence on their Internal Revenue Allotments (IRA) or national government funds.

Advocacy and Policy Reform: LPP as Advocate and Lobby Group

Using strategies meant to influence national policy, the League plays a powerful role in ensuring the welfare of provinces. Standing committees of the League offer policy proposals on specific concerns and subsequently, issue position papers or policy pronouncements that articulate its stand on current local and national issues. Individual league members keep vigil over congressional processes and enactments and call on fellow members to monitor developments in Congress, and advocate for the passage, repeal or recall of proposed or pending legislation. Assessments of the League's strides these past years show that it emerged as an effective **Advocate and Lobby Group**.

Primarily due to the intensive advocacy campaign that the LPP waged from congressional houses to the executive levels, the Supreme Court issued a ruling that the IRA cut is unconstitutional and violative of the provisions of the 1991 LGC. Repeatedly, LPP President Roberto M. Pagdanganan, with the League National Executive Board, authored position papers on the issue and rallied the members during congressional hearings to clarify and enforce the stand. As a result, the amount of Php4.0 billion that represented half of the 10% withheld from the LGUs was ordered released by Malacanang in December 1998. This amount was actually released to the LGUs after one month, to the great relief of lower classed provinces and municipalities. This League action marked a major victory for local and fiscal autonomy.

And because it scored so well in this aspect, the League is waging a continuing battle enjoining agencies, the Bureau of Internal Revenue and the Department of Budget and Management in particular, to strictly follow the codal formula in determining the 40% IRA share legally due LGUs and to stop the practice of deducting items from the national revenue collections prior to the computation of the 40% IRA share. The League is likewise prevailing on the same agencies to compute LGU shares from mining taxes, tobacco and other taxes based on gross

Turning the Gold Leaf: Future Sights in Local Governance

collections of the preceding year, and not on the third year preceding the current fiscal year.

The League was able to plant other significant milestones in the year 1999 alone. The League was able to recall the proposed Department of Interior and Local Government memorandum circular seeking prior approval from the department to acquire loans and credit from banks and investment houses using the IRA as collateral. In another venue, the LPP position on policy guidelines for the allocation scheme of the Php5.0 billion Local Government Service Equalization Fund (LGSEF) has garnered the attention of the Oversight Committee on Devolution.

Additionally, the League was also able to obtain a reversal of the Department of Finance (DoF) ruling on the exemption period granted to the National Power Corporation (Napocor) from the payment of local franchise taxes to LGUs, in the process reverting millions of pesos to affected provinces. The League was effectively able to amend the controversial DILG circular on the management of LGU intelligence funds. Local chief executives now have the discretion to appoint Special Disbursing Officers to manage the funds in lieu of members of the Philippine National Police, as was the custom with DILG.

The League took the frontline in policy reform, having completed a round of ten (10) **Policy Agenda Formulation (PAF)** workshops with assistance from PBSP-Gold. The end-product of this activity is a compilation of policies on health, public works, environment, agriculture and other developmental areas into a carry-all document, the **LPP Policy Handbook**. When published, the handbook will provide a useful reference for the use of the membership, high government and agency officials, development planners, the private business sector, and funding donors.

Equally as an offshoot of the PAF workshops, the League posted another valedictory in the area of concurrence of national government agencies. **Covenants of Partnership** were forged with these agencies during summits or meetings for the adoption of rules and regulations governing work scopes, project implementation, and processes. The covenants were drawn up in league with the:

- Department of Health (DOH)
- Technical Education and Skills Development Authority (TESDA) National Housing Authority (NHA)
- Department of Agriculture (DA)

PBSP-Gold Assistance to the Philippine Leagues

March 2001

- Department of Finance (DoF)
- Commission on Higher Education (CHED)
- Department of Environment and Natural Resources (DENR)
- Housing and Urban Development Coordinating Council (HUDCC)
- Development Bank of the Philippines (DBP)
- Bureau of Internal Revenue (BIR), and
- Department of the Interior and Local Government (DILG).

LPP's overall advocacy efforts enjoyed media mileage and support, often taking front page exposures in major broadsheets and tabloids.

Program Development

The **Food Security Program** of the provinces was underscored when governors gathered for a workshop on the subject in 1999. This massive program hopes to enable provinces to attain self-sufficiency in basic commodities such as rice, corn and fish within the next decade. In a related development, the LPP was able to obtain the approval of the National Economic Development Authority - Investment Coordinating Council for a Php4.6 billion OBUCHI soft loan facility for the acquisition of agricultural equipment for the provinces, as the latter's counterpart equity for the Food Security Program.

The League Email System and Information Exchange

Information exchange within the League transpires through the **LPP Electronic Mail System (LEMS)**, a basic secretariat function that consists of the E-mail, Worldwide Web Page/Web Site and data banking services. These facilities were installed with assistance from the PBSP-GOLD project.

The League Email System is a network of computers owned by the provinces that are electronically linked to the League host computer, to one another, and to the rest of the world via existing information highways. To date, there are 25 provincial stations connected to the LEMS. The LEMS internet gateway is E-mail Center Philippines, a 24-hour/day facility through a dedicated dial-up system. It is a potent and effective means of communication that facilitates the implementation of project activities, work centers, resource sharing and information exchange. The Email is also a potential source of income to the League from subscription fees, other service fees as well as exchange services to the private sector.

Turning the Gold Leaf: *Future Sights in Local Governance*

The LPP databank contains online data on a variety of subjects: provincial profiles, news, issuances, commodities, legislation, executive issuances, and other information. The system enables the League to gather and process correct and timely information and distribute these to the provinces on a need basis. In turn, it helps keep hooked-up provinces posted on events unfolding on national and local levels. This is done through email or the circulation of print copies. Existing data bases of public and private business sectors are targeted for future inclusion.

The League of Provinces is the official publisher of **The Governor**, a magazine that serves as a print medium of news, features and advertorials. While production of succeeding issues of the magazine were momentarily dropped due to funding constraints, the League is keen on reviving the publication, given the availability of fresh grants. Apart from this, the League also publishes research materials, case studies and print products culled from the sharing sessions.

Significantly, the League was the prime mover in the creation of the **Provincial Communicators Association of the Philippines (PCAP)**, a collective association of provincial Information Officers (PIOs) and Management Information System (MIS) officers in the country, who banded together in 1997 to promote the League's policy agenda, facilitate information exchange among the provinces, and work for the integration of information staff into the regular structure of provincial offices.

Institutional Development: Financial Sustainability

The PBSP-GOLD project assisted the League in the important area of financial systems improvement, in order to strengthen its internal structure and improve service to members. The LPP availed of technical assistance for the installation of its Financial Management Information System, that now assist core activities to strengthen the League's finances and revenue base. In 1999, the LPP was able to secure presidential approval for the DBM to release Php5 million for the establishment of the new LPP head office at The Summit, Mandaluyong City. A marked improvement in the momentum of programs and services was noted.

Members of the secretariat periodically hold planning sessions to discuss work and business plans and work styles. Special education, fellowships and training opportunities were explored to enhance the capability of the staff and enable them to keep abreast of current initiatives nationwide.

PBSP-Gold Assistance to the Philippine Leagues
March 2001

The League has formed a **Technical Working Group (LPP-TWG)** that was responsible for policy studies and the organizing of the policy formulation workshops. Another pool of experts trained in the technologies of participation (ToP) was created, that is now on call by other leagues when it comes to events organizing or workshop facilitation. The League has developed the seeds of merit awards and recognition in the area of food security and other specialties, and in the emergence of a lobby group that could effectively bat for the protection of laws, rights and the IRA.

To further reinforce institutional gains, member provinces are constantly enjoined to participate in activities, conferences, exchange visits, study tours, trades, festivals and sports programs that promote unity and the preservation of Philippine tradition and culture.

The League engages in activities designed to expand its revenue base by sourcing out funds for specific programs and projects. Potentials for revenue expansion were explored in the sharing sessions.

Proceeds from income-generating activities are intended to augment operating expenses of the secretariat and other support services, such as grants for calamity-affected provinces. The League intends to consider short-term investments with high yields such as treasury bills, time deposits and capital markets in order to keep its funds liquid.

Partnership and Linkage Building

The League of Provinces works closely with other leagues to identify common issues and concerns and to establish an atmosphere of mutual respect, understanding and unity. Through the **Union of Local Authorities of the Philippines**, the League of Provinces regularly tackles common agenda with partner leagues. This greatly facilitates the formulation of key policies and the identification of priority programs for greater lobby force with higher government and agency circles.

The League initiates collaborative undertakings as well with NGAs, non-government organizations (NGOs), people's organizations (POs), and other private sector groups with whom it pursues pro-developmental goals. The League considers this particularly useful for the promotion of the corporate stature of the provinces. The LPP is currently a member of national bodies like National Food Security

Turning the Gold Leaf: Future Sights in Local Governance

Council, NEDA Committee Task Force on Political Governance and the Philippine Council for Sustainable Development.

Internationally, the League has touched base with counterparts in other countries to establish mutually beneficial working relationships via exchange programs. The League has gone the length of exposing governors, local functionaries and technical staff to local and international experiences in local governance, resource mobilization, environment, and service delivery improvement. The League collaborates with national agencies, training institutions and donor countries for this purpose.

The LPP is a member of the **International Union of Local Authorities**. The League considers the Donors Forum as a fertile breeding ground for fostering relationships vital to the discussion of country programs with emphasis on assistance to individual provinces, given the freedom of autonomy and the freedom to engage in developmental pursuits.

Over the years of the GOLD project implementation, the League has established links with foreign NGOs and funding institutions such as the USAID, Australian Local Government Association (ALGA), Australian Agency for Institutional Development (AUSAID), the European Union, UNICEF, Asian Development Bank, the United Nations Development Fund, the Konrad Adenauer Foundation, and a host of others.

Chronology of LPP Activities Supported by PBSP-Gold, 1996-2001

1996

LPP Strategic Planning Workshop	Feb 23-25	Tepeyac Hotel, Baguio City
4 th Sharing Workshop on Cooperative Development & Management	Nov 20-22	Taal Vista Lodge, Tagaytay City

1997

5 th Sharing Workshop on the Creation of Provincial Development Enterprises	Feb 26-27	Montebello Villa Hotel, Cebu City
6 th Sharing Workshop on Information Exchange	June 27-28	Sarabia Manor Hotel, Iloilo City
7 th Sharing Session on Developing Strategies for Disaster Preparedness, Mitigation and Prevention for Sustainable Development	August 14-16	Insular Hotel, Davao City

1998

8 th Sharing Session on Tax Mapping and Local Revenue Collection	Sept 15-17	Holiday Inn Resort, Pampanga
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**PBSP-Gold Assistance to the Philippine Leagues
March 2001**

1999

Strategic Planning Workshop	April 7-9	Traders Hotel, Manila
LPP Information Exchange Program	May 10-12	Hyatt Hotel, Manila
9 th LPP Sharing Session on Environment	June 16-18	Mercure Hotel, Davao City
Policy Formulation Workshop on Environment	June 18-20	Mercure Hotel, Davao City
LPP Information Exchange Program Seminar & Training on Email System & Y2K, Luzon	June 26-July 1	Hyatt Hotel, Manila
LPP Information Exchange Program: Seminar & Training on Email System & Y2K, Visayas- Mindanao	July 12-15	Cebu Plaza Hotel, Cebu City
Policy Formulation Workshop on Social Welfare	July 14-16	Cebu Plaza Hotel, Cebu City
Policy Formulation Workshop on Environment	July 16-18	Waterfront Hotel, Mactan, Cebu
Policy Formulation Workshop on TESDA	Aug 9-11	Cebu Plaza Hotel, Cebu City
Policy Formulation Workshop on Health	Aug 11-13	Cebu Plaza Hotel, Cebu City
Policy Formulation Workshop on Agriculture	Aug 16-18	Bayview Hotel, Manila
Policy Formulation Workshop on Land Use	Aug 18-20	Bayview Hotel, Manila
Policy Formulation Workshop on Public Works	Aug 30-Sept 2	Heritage Hotel, Manila
Policy Formulation Workshop on COA Functions	Sept 2-4	Heritage Hotel, Manila
Policy Formulation Workshop on Education	Sept 15-17	Traders Hotel, Manila
10 th Sharing Session on Information Management & Dissemination/Seminar on Web Site Development and Social Marketing	Sept 27-Oct 1	Camarines Sur Convention Center, Camarines Sur

2000

Policy Handbook Integration Workshop	April 26-27	Bayview Park Hotel, Manila
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Note: The LPP also took active part in other training events for all the leagues that were supported by PBSP-GOLD.

The PBSP-GOLD project paved the way for collaboration between LPP and NGOs and people's organizations. With the mandatory review of the LGC by Congress, PBSP was able to mobilize LPP and the other Leagues. Together with partner NGOs and POs, a common agenda was drawn in a concerted push for amendments to the Code.

Strategies for Sustainability and Areas of Continuing Concern

LPP leaders and members unanimously indicated in past league conferences that the League's innovations and strides that were covered during the active PBSP-GOLD intervention phase deserve continuity, support and assistance, notwithstanding constraints that were faced such as the lack of a full-complement staff, especially during the start-up period, and disinterestedness of some committee chairpersons. In response to a survey

Turning the Gold Leaf: Future Sights in Local Governance

circulated for ideas on post-GOLD project activities, the following areas were strongly proposed for strengthening and/or continuance:

- 1. Provincial Sharing Sessions**
 - Continuation of the Sharing Sessions on Best Practices
 - Funding support for LPP General Assemblies

- 2. Financial Sustainability**
 - Review and improvement of financial systems through intensified fund sourcing and revenue collection
 - Establishment of an award scheme to encourage prompt payment of fees
 - Stronger linkages with national and foreign funding institutions
 - Institutionalization of the TWG as a pool of experts available for providing technical assistance to the League and member provinces.

- 3. Capability Building**
 - Assistance in the implementation of LPP 21-point action agenda
 - Resource management and technical assistance in the preparation of priority project proposals
 - Professional skills training for members, technical staff, and secretariat
 - Political empowerment and projection for greater participation in political exercises, social movements, and decentralization

- 4. Further Strengthening of Policy Advocacy**
 - Setting up a League desk in Congress and other bodies
 - Round table discussions/*kapihans* on issues affecting local governance
 - Continuance of policy studies/research and holding of subsequent series of PAF workshops in areas not covered by the past workshops, i.e., tourism, labor and employment, finance and internal revenue, public estates, others and the planning and production of the 2nd edition of the LPP Policy Handbook

- 5. Institutional Development**
 - Future needs assessments and long-term strategic planning
 - Institutionalization through domestic/offshore training and observation tours of Governors/Technical Working Group/Secretariat

PBSP-Gold Assistance to the Philippine Leagues
March 2001

- Formulation of staffing pattern/HRD plan
- Activation of Regional Boards

6. Information Exchange

- Enhancement of the League Email System
- Enhancement and expansion of resource database
- Re-launching of The Governor Magazine
- Issuance of regular news bulletins

7. National/International Relations

- NGA-LPP partnership enhancement activities and consultations
- Explore opportunities/windows of domestic and offshore institutions, country programs, and grants for program/project tie-ups

Insights from the Leadership

LPP wishes to advance the reality that it is not the local chief executives who comprise the League, but the provinces. The governor is empowered to participate and vote in deliberations only in the interest of the provinces. Taken in this light, the LPP as an institution should remain apolitical and committed to a workplan designed for the promotion of decentralization, local autonomy, and good governance.

2.

League of Vice Governors of the Philippines



Vice Governors play a key role in local legislation. As heads of the *Sangguniang Panlalawigan (SP)* in the provinces, they preside over all the sessions of the local law-making body, lead discussions during public debates and forums on issues affecting local development, and pronounce the official judgment of the *sanggunian* over the passage of resolutions, ordinances and orders with the sanction of the people, who are lawfully represented by the presidents of the councilors federations, the barangay associations and the *Kabataang Barangay (KB)*, as well as multi-sectoral representatives.

Historical Milestones

The **League of Vice Governors of the Philippines (LVGP)** is a lawfully constituted League of local officials allowed by the Local Government Code of 1991 and recognized by the Department of the Interior and Local Governments (DILG). It was organized in late 1995 by a pioneering group of VGs who shared identical thought patterns on the need to bring about the needed reforms in local legislation and pro-act as agents of change in their respective provinces. The National Movement of Young Legislators (NMYL) secretariat acted as interim staff members during the formative stage of LVGP. The starters included Vice Governors Josefina M. dela Cruz of Bulacan, Victor E. Agbayani of Pangasinan, DV Savellano of Ilocos Sur, and Edgar Chatto of Bohol, incumbent League president at the time of this report.

According to LVGP forerunners, this was highly imperative, because governance, in the context of the energized bureaucracy, should be a tandem act between the local chief executive or the governor, and his vice. Gone were the days when partisanship and political differences gave rise to animosities that did nothing to advance the cause of the people's quest for improved standards of living. Today, the people rule and the leaders comply.

Mission and Program Goals

In the League's vision and mission statements, the members of the LVGP, counting the 78 vice governors throughout the country, unanimously profess "commitment to a strong national organization" of local leaders who are respected for their views on current issues and for their skills in local jurisprudence. They are expected to bring about the needed policy reforms and to turn out a responsive body of local laws that help nurse the economic development of the provinces.

The League members, in teaming up with one another, believe they can function as a strong advocacy group espousing "one view" and expressing "one voice," precisely because of their first-hand knowledge of the political, cultural and social implications of issues that surround certain laws and would-be laws that should be upheld in their respective turfs.

To the vice-governors and SP members, being in the association helps them achieve the following goals they posted for the League:

Turning the Gold Leaf: Future Sights in Local Governance

1. To enhance the skills of vice governors and build the capabilities of the *Sangguniang Panlalawigan*;
2. To promote fraternal support for greater unity and cooperation;
3. To maintain harmonious relationships between executive and legislative branches of government;
4. To establish strong linkages and networks with national and international institutions;
5. To institutionalize a strong advocacy voice in policy and legislative reforms.

As legislators whose mandate emanates from the people, the members of the League feel that responding to their individual callings is not enough. There is a need to encourage legislative development and refine processes at the local levels in a collective manner. The participation of the provincial populace in the law-making act itself, according to the LVGP, should be enlisted, inasmuch as the people have proprietary rights over the very laws that should govern them.

Activities Under the PBSP-GOLD Support Component

The PBSP-GOLD project assistance provided the League with the program funds and the right opportunities for the creation of a provincial climate that induces local development. The memorandum of agreement between the League and PBSP took place at the 12th LVGP General Assembly in May 1999 in Albay. The component activities under the grant included the following:

- Holding of LVGP Sharing Sessions;
- Installation of the Financial Management Information System
- Development of the Legislative Tracking System
- Development of the LVGP web page;
- Institutional development studies;
- Formation of a Technical Working Group for LVGP; and
- Support for the Agenda Magazine, the official publication of the League

PBSP-GOLD lent further strength and vitality to the League's overall **Six-Point Action Agenda** that functioned as the work plan of the provincial legislators. This action format was formulated during the League's 10th General Assembly in Tagbilaran City, Bohol. The entry of PBSP into this staging area enabled the League to hasten the work pace that was sustained in each of the following task headings:

1. Building the Capacity of the *Sangguniang Panlalawigan*

To enhance the law-making skills of the *Sangguniang Panlalawigan*, the League looked into the possibility of holding regional seminars for vice governors and their members on internal rules and parliamentary procedures. LVGP officials, with the League staff, consulted a range of local and foreign print and IT materials and documents that yielded existing Models of Codes on provincial taxation and local revenue, property administration, fisheries and aquatic resource management, programs for women and children, and a host of other concerns.

The **Gawad LVGP**, a merit and award system institutionalized by the League that recognizes former members who posted exemplary achievements in the field of local legislation, was a powerful incentive that was pursued, to encourage the current crop of *Sanggunian* members to perform in like manner.

2. Capability Building

The **1st LVGP Sharing Session on Revenue Generation and Investment Promotion**, a GOLD project activity, was held in September 1999 at the South Sea Resort Hotel in Dumaguete City, Negros Oriental.

This event coincided with the League's 13th National Assembly and the launching of **Passage.ph**. This on-line system was made possible with the assistance of the Gold Project and was jointly undertaken in partnership with PBSP-GOLD, ACSPPA, LCP and LVGP. Primarily, it aims to track national legislation affecting local governance and make legislative action transparent and accessible to the people. Specifically, the system enables its audiences to monitor the progress of congressional measures that affect local governments, analyze the moves and insights of lawmakers on proposals of local import, and provides a venue for public discussion on pending bills.

Through **Passage.ph**, provinces can equally keep track of their respective views on legislation at the provincial level. LVGP's partners in **Passage.ph** are the USAID, Associates in Rural Development, PBSP, the League of Cities, ULAP, and the Ateneo Center for Social Policy and Public Affairs (ACSPPA). The system is of great value not only to SPs but also to provincial executives and planners, as it constantly provides them with a virtual gallery view of unfolding legislative processes.

Turning the Gold Leaf: Future Sights in Local Governance

In addition to such sharing exercises, the LVGP values the holding of seminar workshops on legislative functions, sharing sessions, and a cross-visitation called *Lakbay-Aral*, wherein vice governors visit each other to learn from the experiences of peer SPs, and observe innovations that were made. The Siquijor Island Day Trip undertaken by League members in September 1999 was a *Lakbay Aral* tour. The League continues to call upon a number of foreign donors for the sponsorship of such tours and other educational programs on effective legislation and investment forums for vice governors.

In December 1998, LVGP signed a memorandum of agreement with the Local Government Academy (LGA) for the conduct of a **Development Legislation Course for Provincial Legislators** with assistance from USAID and the PBSP-Gold project.

The first of these courses was held from February 1-4, 1999 in Subic Bay, Zambales. The learners were acquainted with the dynamics of policy making, local budgeting, and interactive relations between lawmakers and members of civil society. Graduates of this batch were feated in Malacanang by President Joseph Estrada, during which Php4 million was released for the establishment of the LVGP National Center in Quezon City.

This was followed by a series of subsequent sessions in development legislation. The course for Southern Luzon legislators was held from February 7-9, 2000 at the Wonder Island Resort and Convention Center in Calamba, Laguna. Another course was held for provincial legislators in Northern Luzon from April 12-14, 2000 at the Concorde Hotel in Baguio City, while that for the provincial legislators in the Visayan regions was held from May 17-29, 2000 at the Convention Plaza Hotel in Bacolod City. The last in the series of these courses for the provincial legislators of Mindanao was held from November 5-7, 1999 in Butuan City. This coincided with the LVGP's Mindanao-wide assembly.

Still in the area of capability building, the LVGP submitted a proposal for a Philippine-Australian short-term training program that would allow vice governors to travel and observe local legislative processes in key Australian sites.

For its part, the LVGP national secretariat was able to avail of the technical training exercise on polling and survey research, an activity that was held at the Divine Word College in Tagbilaran City in March 1999. The secretariat's skills in the management of regular assemblies was likewise given a lift with the holding of

a workshop on institutionalization and team building in October 1999. This was held at the Caylabne Resort in Ternate, Cavite. Both of these activities were assisted by the GOLD project package.

3. Linkaging and Networking

LVGP established links with other leagues through ULAP, NGOs and people's organizations for the purpose of exploring partnerships in the implementation of joint programs. Activities that were targeted in this area included technical training in fund sourcing and income generation, feasibility study preparation, cooperative development, and programs for women, to include the establishment of crisis centers and a women's desk in each municipality.

LVGP's preferred modes of establishing such links with peer Leagues and audiences, especially in Congress where legislation is closely monitored, is through **Passage.ph** to **Logonet**, an online facility LVGP members can hook up with to keep track of what is happening in Congress, NGAs, and local governance issues and concerns. Whenever it was called upon, the LVGP played host to the meetings of the Union as well as those of its partner leagues at the National Center.

4. International Relations

The strategy adopted by the League in this area was to develop a global perspective in the crafting of local laws. Sisterhoods with local authorities, academic communities, and legislative bodies in developed and developing economies are being explored for the possibility of launching an International Relations Program.

In this connection, the LVGP was able to design a home page and post this on the worldwide web with assistance from the Gold project.

5. Advocacy

The LVGP partnered with fellow leagues of LGUs in advocating for a 60-40 share in the Internal Revenue Allotment (IRA), proposed amendments to the Philippine Constitution and the LGC and the granting of subpoena and contempt powers for local *sanggunians*. The LVGP is particularly active in the national campaign against drug abuse. These advocacies were carried out through actual representations in congressional hearings, official League communications, and through the medium of the LVGP official publication, the **Local Government Agenda**.

Turning the Gold Leaf: Future Sights in Local Governance

This publication, that first appeared in newsletter format, was re-launched as a magazine on July 29, 1999 at the LVGP National Center. On the same occasion, the **LVGP Video Profile** was also launched, together with the **LVGP Official Website**. The new Agenda Magazine contains news, features, events and success stories of provinces in various fields of local governance. The print publication and IT media both provide the League with added spaces for program advocacies.

In May 1999, the LVGP held its first Action Planning Workshop for members of the **Technical Working Group** at the Grand Boulevard Hotel in Manila. More than 30 representatives of the National Executive Board mapped out advocacy plans in line with the League's strategic directions.

Since its formation, the LVGP-TWG took the lead role in advocating for national policy reforms, a clear instance of which was the Policy Forum on the Environment that was held in July 1999 at the Waterfront Hotel in Cebu City. The TWG members also attended the Technology of Participation (ToP) course held for their benefit with the support of the Gold project.

6. Institutional Development

The League was able to organize a total of 15 national assemblies that were held in several sites including Manila, Quezon City, Bohol, Leyte, South Cotabato, Albay and Isabela.

Meanwhile, a financial sustainability seminar sponsored by ULAP was held in May 2000 in Batangas for purposes of upgrading the League's financial systems and procedures. Relatedly, the League expressed the need for regular institutional development studies for the purpose of situating programmed goals within local, national and global contexts. On the other hand, the League leadership believes that institutional development assistance should also be made to look internally. A mutual benefit association should be organized to assist members requiring legal, health maintenance and burial assistance.

The League is particularly keen on regrouping and strengthening the regions, so that regional plans and activity centers can take place in simultaneous and parallel modes along with NCR-piloted activities, for greater economy and productivity.

PBSP-Gold Assistance to the Philippine Leagues
March 2001

**Chronology of LVGP Activities
Supported by PBSP-Gold**

1999

LVGP Action Planning Workshop	May 4-5	Grand Boulevard Hotel, Manila
LVGP Policy Formulation Workshop on <i>The Environment</i>	July 16-18	Waterfront Hotel, Mactan, Cebu
Technology of Participation Workshop For the TWG, LVGP	Sept 7-10	Metro Center Hotel, Tagbilaran City
Sharing Session on Development of <i>Legislative Agenda</i>	Sept 23-26	Dumaguete City
Development Legislative Course for Mindanao Legislators	Nov 5-7	Balanghai Hotel, Butuan City

2000

Development Legislation Course for Luzon	Feb 7-9	Wonder Island Resort, Calamba Laguna
Development Legislation Course, Regions 1-3 and CAR	April 12-14	Concorde Hotel, Baguio City
Development Legislation Course for Visayas	May 17-19	Bacolod Convention Center, Bacolod

Note: LVGP participated in other PBSP-Gold assisted capability building and advocacy programs for the Leagues

Above this, PBSP succeeded in linking LVGP with UNICEF on children's programs.

Strategies for Sustainability and Areas of Continuing Concern

Taking stock of its past performance, the LVGP cited foregoing initiatives that should be sustained and batted for the launching of activities that were not comprehensively carried out, owing to the hindering factors of funding shortfalls and time constraints. Proposed and future activities were identified as follows:

Policy Development

- Implementation of health care programs and establishment of various councils on peace and order, anti-drug, labor management, rebel returnees, investment promotions, etc.
- Institutionalization of Disaster Prevention, Mitigation and Preparedness (PMP) Programs in areas not covered by the program
- Environmental Protection Program in aid of the total log ban, coastal

Turning the Gold Leaf: Future Sights in Local Governance

- resource management and conservation, etc.
- Tourism Promotion and Eco-tourism Programs

Information and Communication

- Continued production of the Agenda Magazine with increased circulation/frequency and internet edition
- Expansion of Web Page information matrix to include provincial profiles, landmark legislation, inter-league directories, term plans, codes, national/local laws and pending legislation, parliamentary procedures, etc.
- Data banking services

Continuation of Advocacies

- Equitable distribution of the IRA
- Codal amendments with respect to the Sangguniang Panlalawigan
- Codification of various sectoral concerns (Local Environment Code, Local Investment Code, Provincial Administrative Code, Local Labor Code, etc.)
- Creation of PR/Media group

Capability Building

Sangguniang Panlalawigan

- Legislative skills development
- Seminars on rules and parliamentary processes
- Pre and post session caucus management
- Agenda development and formulation
- Formation of LGU-LEDAC Counter Plan

Technical Staff Development Training

- Administrative procedures and financial systems management
- Performance evaluation systems
- Project development/FS preparation

Institutional Development

- Continuity of Sharing Sessions on Best Practices in Local Legislation
- Seminar workshops in fund raising, financial systems and resource generation

Insights from the Leadership

The League stands committed to the goals it set out to carve from the start of the strategic planning and other PBSP-GOLD assisted activities. The

PBSP-Gold Assistance to the Philippine Leagues
March 2001

constraints facing advocacies in local governance continue to be numerous and staggering. The culmination of the gains that LVGP posted at the start on matters crucial to local legislation will not occur unless syndication and pooled efforts among the leagues of LGUs are not made. LVGP is highly appreciative of the GOLD project assistance but hopes that, at its closure, other doors would open to take up from where it left off.

3.

Provincial Board Members League



Provincial Board Members constitute the law-making body of a provincial government unit – the *Sangguniang Panlalawigan*. In former times, they were called the *bocales* because they were supposed to be “vocal,” being the “voices” of the people in whose service they were bound. People, in turn, had high expectations of this class of leaders – they were supposed to bring popular sentiments, thoughts and convictions with them to the table for proper disposition and deliberation, before the laws of the province are embodied and declared.

PBSP-Gold Assistance to the Philippine Leagues **March 2001**

The **Provincial Board Members League of the Philippines (PBMLP)** is a duly constituted and LGC-sanctioned league of local officials. The number of board members of a given province is dictated by the size of the political districts, as well as by demographic configurations. They are voted into office during local elections, and carry out official legislative functions such as attending the regular sessions of the *Sanggunian*, conducting site visits to constituent cities and municipalities, and observing legal processes involved in the drafting, public hearing and issuance of provincial resolutions and ordinances.

Provinces may have as many as 13 members of the provincial board, with 10 regular and three ex-officio members, the latter counting the presidents each of the Provincial Federation of Councilors (PFC), the Association of Barangay Captains (ABC), and the *Sangguniang Kabataan (SK)*.

The PBMLP, like its peer in the cities and municipalities below the province – the *Philippine Councilors League* – was an organizational by-product of the devolutionary process. A confederated board membership must have the same power and punch as the unit leagues, being made up of the minds that build the legislative framework of the provincial government.

Their positions are regarded by the business sector and the investing public with a great deal of respect, inasmuch as local development, counting infrastructure, social services, education, trade and industry, eco-tourism, hinges greatly on the primacy and integrity of local laws. Their moves and the quality of the laws they pass determine the type of legal environment under which commerce, businesses, trade and investments thrive.

Historical Milestones

The PBMLP traces its origins to the **Provincial Board Members Association of the Philippines (PBMAP)** that was organized in 1988 as an offshoot of the return to democratic processes following the first EDSA revolution. The first leaders of the association used to serve for only one year, but this term was later revised to three years with the assumption into office of past national presidents Edita Demetria of Pangasinan, Atty. Rolando Remollo of Negros Oriental, and currently, Freddie C. Baynosa of Cotabato.

Groundwork took place for the most part of the later 80s and the early 90s, for it was not easy to consolidate the regional membership. In time, however, the

Turning the Gold Leaf: Future Sights in Local Governance

association was accredited as a full-pledged League by the Department of the Interior and Local Governments (DILG) and was registered with the Securities and Exchange Commission. Organizational activities shifted to higher gear with the holding of national assemblies and quarterly meetings. PBMLP regional federations now number a strong 900 governed by the National Executive Board. Presently, the League office and secretariat are located at the DILG building along EDSA, Quezon City, but as of this report, plans are underway to acquire a three-story building that shall serve as the PBMLP Center.

Activities under the PBSP-GOLD Project Support Component

On its own initiative, the League coordinates closely with national government agencies and NGOs in the conduct of programmed activities. A planning workshop for the design of an initial activity grid was held in 1999 with assistance from the PBSP-GOLD project. GOLD project interventions in PBMLP affairs have not been as expansive as those undertaken for the major Leagues; nevertheless, according to the League leaders, these contributed significantly to organizational growth and development.

1. Institutional Development: Financial Sustainability

To enable the League to gain a headstart in institutional building activities, the PBSP-GOLD project assisted in the setting of the systems and structures needed in financial management and operation. This was made possible through the establishment of a Financial Management Information System (FMIS).

To plant membership footholds in the three major island groups of Luzon, Visayas and Mindanao, the League held a series of area-based planning and consultation activities for the duration of 1998 and 1999. These planning sessions made current and prospective members aware of national and local issues, of advocacies that had to be waged for common interests, and the need for intensive organizing. To mark institutional guideposts, the League gathers its members during annual national conventions; a total of nine such conventions were organized since formation.

Organizational momentum, however, is hindered by some factors. One of this is the fact that the PBMLP national secretariat is presently staffed by only one technical person. This prompts the leadership to mull the possibility of additional manpower who could provide effective support to officers and members. This, however, continues to be an unmet need.

2. Capability Building

In addition to planning and consulting, the League was also able to coordinate with national government agencies in the holding of training seminars with them. These seminars intended to familiarize members with national laws and policies governing education, social services, public works and highways, housing and land use, ethics and local governance, trade and industry, and health. The fore knowledge of national programs and schemes, provincial legislators agreed, was a necessary step to local planning and development, budgeting and land use. The following training seminars organized with support from national government agencies were participated in by the League members:

October 1999 – Training Seminar on Social Services, DSWD
December 1999 - Training Seminar on Education, DECS
January 2000 – Training Seminar on Public Works, DPWH, DOTC
February 2000 - Training Seminar on Housing and Land Use, HLURB
March 2000 - Training Seminar on Ethics and Good Governance, DILG
May 2000 – Training Seminar on Health, DOH
June 2000 - Training Seminar on Trade and Industry, DTI

Hand in hand with these familiarization seminars, the League worked on its legislative tracking project that would inform the membership of *sanggunian* floor events, legislations that are in process, debatable issues, and other matters of vital concern to local legislation.

Establishing inter-federation links and information exchange during visits and tours to peer provinces were logged down as activities to build membership capability; in this area, the League was able to sponsor the Millennium Tour for Peace in April 2000.

Chronology of PBMLP Activities Supported by PBSP-Gold

1999

Strategic Planning Workshop for PBMLP	Aug 20-22	Hyatt Regency Hotel, Pasay City
National Conference on LGC Amendments	Sept 27	Manila Midtown Hotel, Manila
Teambuilding Workshop for League Secretariats	Nov 5-7	Caylabne Resort, Cavite

Turning the Gold Leaf: Future Sights in Local Governance

2000

Resource Mobilization Seminar For the Leagues	May 2-5	Punta Baluarte, Batangas
Discussion Forum on LGC Amendments	July 25	Innotech, Quezon City
Seminar on Public Opinion/Polling for the Leagues	Dec 11-14	Puerto Azul Golf & Country Club, Cavite

Note: PBMLP participated in capability building and advocacy programs supported by PBSP-GOLD and ULAP, such as the following:

Strategies for Sustainability and Areas of Continuing Concern

PBMLP has wide program areas that could benefit from the continuity of external funding support. Many activity centers were identified in the past but a number of these have so far been unattended, owing to a number of constraints. Some of these are: low level of fund support, lack of proper visioning and exercises, ineffective financial administrative systems that led to low rates of collection in annual and membership dues, and absence of an efficient internal information and communication system for a broader regional reach. Areas that require immediate action are the following:

Membership and Secretariat Capability Building

- Hiring of additional manpower complement
- Staff and membership training in office administration, financial and budgeting management

Institutional Development

- Amendment of existing PBMLP Constitution and By-Laws
- Creation of a Finance and Budget Committee that shall supervise and direct financial/administrative processes
- Strengthening of fund sourcing activities in terms of collection, review of existing fee structure, institution of accounting and auditing systems, exploration of alternative fund generation activities such as raffle draws during annual conventions,
- Tap local, national and international institutions for support

Program Development

- Creation of Membership Welfare Committee
- Drawing up of PBMLP Advocacy Plan to include position papers on LGC amendments, i.e., the grant of contempt and subpoena powers to the SP

Linkage and Networking

- Create Committee on International Relations
- Establish and maintain contacts with prospective local and foreign funding agencies
- Link up with NGO circles in various agenda
- Venture into exchange programs, training and observation tours for local legislators

Insights from the Leadership

PBML cited the following advantages that were derived from the PBSP-GOLD assistance package:

- Increased awareness of members on the existence of the League;
- Experienced a high rate of attendance in organized assemblies
- Strengthened membership and secretariat skills

League leaders look forward to accessing alternative funding windows for the preponderance of initiatives that were so far made.

4.

League of Cities of the Philippines



City growth in the Philippines may be regarded as phenomenal. From a base count of 60 cities in 1988 after the first successful EDSA People Power Revolution marking the country's return to normal democratic processes, the number of cities in the country today has soared to 94, prompting Congress to stiffen the standards of conversion from municipalities into metropolises, in order to curb the dash toward cityhood.

The daytime population of three of the largest urban centers – Metro-Manila, Metro-Cebu and Metro-Davao are of such dimensions that the management of the by-products of rapid urbanization, to include pollution, poverty, squatting, criminality and waste management have become the imperatives of city governments.

Historical Milestones

The **League of Cities of the Philippines** is an organization of Philippine city governments founded by a pioneering group of city officials at the close of the terms of mayors who were appointed as officers-in-charge (OICs) by former President Corazon Aquino, when she assumed the presidency after the Marcos regime. The first set of national officers were elected at the League's first assembly in August 1988 at the DAP Center in Tagaytay City. On that occasion, Mayor Brigido Simon Jr. of Quezon City was elected national president. He was succeeded by Mayor Tommy R. Osmena of Cebu City, Jesse M. Robredo of Naga City, and Alipio S. Fernandez of Dagupan City, the incumbent League president.

The League was eventually recognized by the Department of the Interior and Local Governments (DILG), obtained official registration from the Securities and Exchange Commission (SEC), and joined the Union of Local Authorities (ULAP) as a member league.

LCP Mission and Program Goals

The founding members were guided by the common vision to create urban centers and central business districts that were fully autonomous, democratic and economically progressive, and whose residents had free access to all available resources for their own development. The League's mission is to ventilate, articulate and crystallize issues affecting city administration, and to find appropriate solutions to the problems and issues that stood in the way of the decentralization of powers and services.

Goal setting was the next logical move, and the League members vowed to foster unity and cooperation among themselves, and promote each other's interests. They were to be a cohesive force that would advocate for enhanced devolution and decentralization, integrated development planning, the coordinated delivery of basic services and resource sharing among member cities, and democratized representation in local governments.

Turning the Gold Leaf: *Future Sights in Local Governance*

The League would serve as a forum for the discussion of policies affecting cities, a building block plus a reform tool, and collaborating machinery that interlocks national agencies and NGOs in developmental undertakings. The programs of the League would be aimed at enhancing the capacity of city governments to be centers of governance as well as corporate entities with the inherent ability to become self-sustaining without competing in any manner with the private sector.

A 12-point action agenda was subsequently drawn up to direct the League's activities within the years that followed:

1. Develop and enhance membership assistance capability and services;
2. Develop programs and projects in pursuit of human resource development;
3. Strengthen organized capacity for policy reforms and advocacy work;
4. Formulate plans and programs to ensure food security and alleviate urban poverty;
5. Amend the LCP constitution and by-laws to improve organizational structure and operations;
6. Strengthen administrative system and finances;
7. Establish a repository of information;
8. Develop and implement children and family welfare programs;
9. Develop, promote and implement plans and programs for environmental protection, preservation, planning and management;
10. Promote and strengthen women's participation in all areas of local governance
11. Formulate plans and programs on health, social and public welfare services and/or building
12. Acquire new office space

Activities Under the PBSP-GOLD Support Component

The PBSP-GOLD project rendered technical assistance and funding support to the major leagues of provinces, cities and to a certain extent, barangays since their formative years and more intensively toward the project completion period, when programmed activities peaked. The project assisted the League particularly in the specified areas of institutional development, capability building, advocacy, information exchange, and network/linkage building.

Financial Sustainability

The PBSP-GOLD project was instrumental in the establishment of a Financial Management Information System (FMIS) for the League, that was largely responsible for the strengthening of financial management and operational capability.

Institutional Development

The PBSP-GOLD project was instrumental in strengthening the LCP's capability in office administration, financial management, and direction setting through a number of skills development workshops in these aspects, that were attended by LGU representatives, technical resource persons from various cities, and the League staff. PBSP-GOLD provided LCP technical assistance for the formulation of a Human Resource Development Plan which was approved by the General Assembly for implementation.

Equally, the League organized a number of formal conferences and gatherings to more firmly tighten the membership and enlist the widest participation of member cities in League events. Conferences held in coordination with partner leagues and national agencies covered the fields of environment, city administration, policy formulation, and other areas of local governance.

On its own initiative, the League was active in NGA activities that were held with strong city participation. LCP was present at the Environtech Forum held from September 30 to October 2, 1999 at SM Megamall in Mandaluyong City. It was highlighted by two main events, the 4th International Trade Fair for Green Products and New Environmental Technologies. The Philippine Cities Forum, a conference-exhibit that showcased the competitiveness of cities, was held from October 8-10, 1999 at the PICC, Manila. The papers presented at these conferences identified the challenges of globalization faced by cities and fast-urbanizing centers in the country.

Capability Building

LCP emerges as the most prolific of the leagues in the turnout of sharing sessions. As of this report, the League has conducted a total of **25 City Sharing Sessions** that were hosted by various cities countrywide, a number of which was assisted by the PBSP-Gold grant. The topics ranged from disaster prevention to

Turning the Gold Leaf: Future Sights in Local Governance

the design of geographic information systems. Equally, the PBSP-GOLD Project was responsible for the setting up of a Management Information System (FMIS), the publication of a Human Resource Development (HRD) Handbook and the extension of technical assistance in the issuance of Policy Papers.

Advocacy and Policy Reform

One of the accomplishments of the League in advocacy and policy reform was the creation of a Technical Working Group and a Policy Advocacy Group. The League submitted a number of position papers to amend specific provisions of the Local Government Code, with special attention given to the equitable distribution of the Internal Revenue Allotment (IRA), the prevention of IRA withholdings and descent of unfounded mandates from central agencies, and appeal for the liberal applications of the General Appropriations, 5% Calamity, and 20% Development Fund.

Information Exchange

LCP underscored the value of communications, hence, the launching of information programs via the official LCP publication, **Interface**. PBSP-GOLD likewise supported the League in terms of the production of the magazine and the hiring of the editorial pool.

LCP is a partner of **Passage.ph**, a network of organizations that is served by an Internet-assisted legislative tracking system. The on-line system enables the partnership to monitor legislative processes taking place in the houses of Congress and the Senate, for developments that might affect local governments.

Networking/Linkage Building

The League holds tandem activities with peer leagues thru the Union of Local Authorities of the Philippines (ULAP). The League has succeeded in designing a Geographic Information System (GIS) for application in pilot cities, notably in the City of Naga. Such a system, exemplified by a model that was installed in the city of Naga, facilitates tax mapping, zoning, and land use planning and development. The GIS system for Philippine cities was presented at a workshop attended by representatives from the International Union of Local Authorities (IULA) in Cebu City.

**PBSP-Gold Assistance to the Philippine Leagues
March 2001**

The League was a co-signatory in Covenants of Partnership with national government agencies (NGAs) in the implementation of national government projects and programs in the countryside. The covenant signing came at the close of policy agenda formulation workshops funded by PBSP-Gold for the benefit of LGUs.

Chronology of LCP Activities Supported by PBSP-GOLD

1995

Strategic Planning, LCP Secretariat	Nov 9-10	Dagupan City
LCP Workshop on GIS	Nov 15-17	Conchita Hotel, Cag de Oro
14 th LCP Sharing Workshop on Urban Basic Services Program	Nov 27-28	Rib-Eye Rest, Dagupan City

1996

1 st Convention, LCP Liaison Officers	March 8-9	Palm Plaza Hotel, Manila
15 th LCP Sharing Workshop on Urbanization	March 14-16	Traders Hotel, Manila
City Sharing Workshop/Forum On AIDS	April 15-16	Cebu Plaza Hotel, Cebu City
16 th City Sharing Workshop on Disaster Management	July 11-13	Leyte Park Hotel, Tacloban City
17 th City Sharing Workshop on AIDS: A Global Pandemic, A Challenge to Cities	Sept 12-14	Star Plaza Hotel, Dagupan City

1997

18 th LCP Sharing Workshop on City Master Planning & Eminent Domain	July 11-13	Family Country Hotel, GenSan
19 th LCP Sharing Workshop on Social Reform Towards Sustainable and Livable Cities	Dec 4-5	Convention Plaza Hotel, Bacolod
LCP Strategic Planning and Teambuilding Workshop	Dec 6-7	Rafael Salas Nature Park, Bago City

1999

Strategic Planning Workshop	March 25-27	Fontana Clark, Pampanga
21 st LCP Sharing on PA 21	April 14-15	Balanghai Hotel, Butuan City
LCP Policy Formulation Workshop On the Environment	June 9-11	Oasis Hotel, San Fernando LU
22 nd LCP Sharing Workshop on Coastal Resource Management	June 12-24	Oasis Hotel, San Fernando, LU
LCP Consolidation Workshop	July 7-9	Days Hotel, Batangas City

Turning the Gold Leaf: Future Sights in Local Governance

Strategies for Sustainability and Areas of Continuing Concern

The LCP is for the continuation of the foregoing activities under the main program headings cited above, in particular the city sharing sessions, advocacy thrusts, and enhancement of acquired technologies in information exchange. The League is intent on pursuing follow-up activities such as the following:

- Continued holding of **City Sharing Sessions** on items of interest that were not tackled in past sessions;
- Creation of an **Experts Pool** to be shared by all the cities in the areas of engineering and public works, crime prevention, women, child and family welfare, pollution control, solid waste management, urban housing and land use, aqua and agriculture, health and sanitation, and poverty alleviation, among other concerns;
- Overseas **educational training** and observation tours for city mayors and members of the *Sangguniang Panglungsod*;
- Replication of the **Environmental Planning and Management Project** piloted in Lipa City, Tagbilaran City and Cagayan de Oro City in 18 other cities;
- **Policy reform studies** and advocacy planning for members of the Policy Advocacy Group;
- Reinforcement of **League financial systems** in terms of the acquisition of additional IT hardware and software for enhanced dues collection and administrative efficiency;
- Continued publication of **Interface** and enhancement of the LCP database

Insights from the Leadership

The technical and financial assistance extended by the PBSP-GOLD project proved to be invaluable to the League in the charting of strategic directions, the formulation of an action plan and the setting of program goals. These were accomplished during the League's early years from 1995 to 1998, when planning workshops and city sharing sessions were held in succession and enabled the members to be strung close to one another. Such a cohesion gave rise to strong

PBSP-Gold Assistance to the Philippine Leagues
March 2001

advocacies on such vital concerns as the IRA cut and other objectionable centralist practices that were clearly presented before Congress and the national government agencies.

Equally according to the leadership, the PBSP-GOLD project activities involved a number of fast urbanizing centers, and the empowerment of cities exerted a profound and positive influence on the emergence of new cities.

To League leaders, such advocacies could only be sustained if a support network exists to help bind league action against rulings that are detrimental to local fiscal autonomy and governance. Prospects of future aid and funding assistance will continue to be valued by the League, for as long as its initiatives are not yet fully institutionalized, and for as long as its capability to stand on its own resources stays fragile.

5.

Vice Mayors League of the Philippines



The Vice Mayors League of the Philippines (VMLP) is the counterpart of the League of Vice Governors of the Philippines (LVGP) on the municipal level. Numerically stronger on account of the number of municipalities countrywide, VMLP is composed of the country's pool of vice mayors who preside over the meetings of the *Sangguniang Panglungsod* and the *Sangguniang Bayan* (SBs), the local legislative bodies consisting of the members of the city and municipal councils.

Historical Milestones

As an association of local officials, the VMLP started to take shape as devolution gained a headstart in the mid-90s. At the first national elections of the League, the first set of national officers were elected.

Vision, Mission and Objectives

The VMLP sets out to promote and protect the interests the vice mayors of cities and municipalities so they could effectively and fully dedicate and utilize their talents in the service of the people in exchange of the trust and confidence that were vested in them.

Their business at hand is to examine issues confronting city and municipal administrations, push resolutions, and create local laws and ordinances to solve them, thus hastening the growth and development of their communities.

The League members vowed to accomplish a set of organizational objectives. In gist, these are the following:

- Collaborate with national and local government agencies and the NGO community in the crafting of effective local laws that respond to the needs of the community, aid the implementation of development projects, and upgrade the capabilities of the local legislature itself and the LGU as a whole;
- Encourage people's participation in local government legislation and administration to bring about concerted action for the attainment of countrywide development goals;
- Assist the national government in the formulation and implementation of policies, programs and projects affecting cities and municipalities;
- Coordinate with other leagues of LGUs on common programs and activities;
- Provide and undertake capability building and skills training programs for League members; and
- Serve as a forum of discussion and feedback mechanism on policies affecting local governments particularly in the area of legislation.

Activities of the PBSP-GOLD Support Component

The VMLP Strategic Planning Workshop that was held in January 2000 in Aklan province with the support of the PBSP-GOLD project gathered VMLP members in one venue where they mapped out the strategic directions of the

Turning the Gold Leaf: Future Sights in Local Governance

League. They agreed to undertake activities that were clustered under various component categories of institutional development, capability building, advocacy and policy reform, information exchange, and networking/linkaging.

Institutional Development

The focal center of the League's attention was organizational strengthening. The foundations of the VMLP structure, as it were, had to be securely laid and strengthened to withstand the tests of growth, in preparation for various advocacies in city and municipal development platforms.

Organizational Strengthening

The leadership strove to achieve a 90% rate in regional and provincial chapter formation. Chapters were evaluated for their size, management, capability to hold elections and meetings and to conduct regular business. The VMLP official master list of members was updated on a daily basis to keep tab of developments on the national scale. Two major items of interest had to be addressed: the establishment of the VMLP Secretariat on the national level, and the formation of VMLP chapters in the regions, as it was considered important for the League to consolidate as early as possible to project the strength of the SBs. Within the year, the VMLP headquarters was initially located in Las Pinas City.

Fund Generation and Financial Systems Improvement

Capital build-up, according to VMLP officials, backstops and secures organizational capability, and for this reason, the League concentrated on membership dues and annual fees collection within the period covered. A target of 80% in collection efficiency was set.

The League's financial systems required technical assistance in the preparation of financial statements and balance sheets, installation of accounting and auditing rules and procedures, bookkeeping, and inventory management.

Capability Building for Vice Mayors and Technical Staff

The League's strategic planning workshop laid down plans for the holding of educational programs that would benefit VMLP members, a technical pool of experts, and the secretariat. The membership expressed the need for exposures to models of local legislative processes. Exchange visits could capably make this happen.

VMLP members also prescribed a number of courses that cover development legislation, moral recovery and leadership skills training for vice governors, and other capability building exercises. The creation of a technical pool of experts in Technologies of Participation can help push this agenda item forward.

Advocacy

Comparatively, this is an area that was not as substantially covered as in the other leagues, on account of the emphasis that was placed on organizational matters. However, the League advocated strongly for amendments to the Local Government Code, particularly the inclusion of provisions that would empower SBs and endow it with the full legislative and quasi-judicial powers of subpoena and contempt issuances.

Linkaging and Networking

VMLP, though one of the youngest leagues in terms of birth and track, is equally looking outward. It has listed additional local, national and international relations, donorships, and grants-in-aid that could support banner programs and projects such as membership welfare, fund generation through capital investments, capability building, and travel exchange. The League is an active member of ULAP and has established links with partner leagues.

VMLP Activities Supported by PBSP-GOLD

2000

VMLP Strategic Planning Workshop

Jan 27-29

Virginia Villas, Boracay

Note: Members of the League attended advocacy and other capability building programs for all the leagues that were supported by PBSP-GOLD.

Strategies for Sustainability and Areas of Continuing Concern

Barely over its formative stage, VMLP growth can be further stimulated if the following concerns are continually addressed through the extension of technical assistance and funding support:

Institutional Development

- Amendment of the VMLP Constitution and By-Laws
- Strengthening of financial management systems

Turning the Gold Leaf: Future Sights in Local Governance

- Financial and Resource Management/Public Accountancy Training
- Installation of Merit and Awards System for Outstanding *Sanggunians*
- Acquisition of additional Secretariat facilities, IT and software
- Fund Raising Program i.e., Raffles and Derbies

Capability Building

- Tie-ups with the Local Development Academy of DILG in the conduct of developmental courses for local legislators
- Conduct of Training in Moral Recovery and Leadership Skills Enhancement for Vice Mayors

Advocacy

- Creation and Strengthening of VMLP Technical Working Group (TWG)/ Advocacy and Lobby Group

Information Exchange

- Launching of League Newsletter/Print Publication
- Design of League email system, data banking services, internet linkage
- Communication Skills Training for members of TWG

Linkage/Networking

- Establish External Relations and Educational Programs with local and foreign counterparts, authorities and academes
- Joint ventures with other leagues for the delivery of community services/ observation tours of legislative processes/equipment resource sharing and pooling
- Network with national/international funding institutions for additional grants-in-aid

Program Development

- Design of City/Municipal Legislative Tracking System
- LVGP Capital Investment Promotions Program for Cities and Municipalities
- Austerity Program

Insights from the Leadership

The assistance extended by the PBSP-GOLD project, according to League leaders, though minimal, was highly valued; compensatory mechanisms were provided by ULAP-NGA-NGO relations and other inter-league activities. These shared exercises were instrumental in fostering a sense of unity among VMLP members and convinced them all the more of the need for linkage building in order to attain a greater degree of self-reliance as an organization.

6.

Philippine Councilors League



Councilors, especially in post-World War II Metro Manila, used to refer to those members of the consejos or city and municipal councils who were expected to set aside all kinds of partisanship to form the power bloc behind the alcalde or Mayor. As members of the local lawmaking body, they mapped out plans, approved programs of work, drafted laws, and performed other statutory duties expected of their office.

Turning the Gold Leaf: *Future Sights in Local Governance*

Historical Milestones

In those early times, most of the Council members, even in the heart of Manila, served pro bono, and their election into office was a matter of pure service to their constituencies and a cause of pride for their families. Respect, integrity and public trust were hallmarks they earned, and to the fledgling city and town council persons, that proved compensation enough.

From the 50s to the 70s, however, no significant organizational developments occurred until the start of the administration of President Corazon Aquino. The shift from authoritarian centralist to democratic devolved paradigms was taking place, and local government executives, counting the members of city councils, were raring to establish structures in aid of the devolution of powers and services.

The idea of organizing a national confederation of councilors was first conceived in the late 80s by a core group of councilors in Metro Manila. They thought it best to band together not merely to foster a sense of belongingness among themselves and to discuss political affairs. They faced common problems, and it was worth knowing what others had done to solve them.

In the early months of 1989, the pioneering group formed the Metro Manila Councilors League (MMCL). On July 15, 1989, the League held its first National Capital Region Councilors Assembly at the Quezon City Sports Club with the theme "Local Autonomy: Key to National Progress and Stability." Immediately thereafter, the MMCL encouraged all duly elected councilors in the regions to organize their own regional and provincial associations.

The MMCL officers later teamed up with the officers of the newly organized regional and provincial federations to form the new Philippine Councilors League (PCL). A general membership meeting was held for the purpose of electing the interim officers of the national body, and to make plans for the conduct of the 1st PCL National Congress. The congress took place in September 1990 at the Ninoy Aquino Memorial Stadium in Metro Manila.

The congress established the PCL Foundation by ratifying its constitution and by-laws and electing its first set of national officers. Councilors Guillermo C. Altuna and Ponciano D. Subido, of Quezon City and Manila, respectively, were elected national chairman and national president.

The PCL first obtained its official status as a league of LGUs when it was accredited by the then Department of Local Government on September 3, 1990. It was subsequently registered with the Securities and Exchange Commission (SEC) on 17 September 1990. The PCL notched a huge milestone when the Local Government Code of 1991 gave credence to federations of other elective local officials. On 16 January 1992, the Department of the Interior and Local Government issued Memorandum Circular 92-03 declaring PCL as an officially recognized League, in accordance with the pertinent provisions of the Code.

In view of these developments, the PCL National Council was convened by Chairman Altuna on 22 August 1992 at the Asian Institute of Tourism in Diliman, Quezon City, to amend the League's constitution and by-laws. As an LGU League with a large constituent membership, the PCL continued to evolve as an active organization of local legislators and throughout the 90s, was consistently at the fore of emerging trends in local administration.

PCL Precepts and Objectives

City and municipal councils, according to PCL leaders, are "close to the people, inasmuch as they find it easier to approach the "konsehal" rather than higher ranking leaders, and because in many cases, he shares the simplicity of their lifestyles." In the words of the PCL covenant, the League is committed to the growth and self-reliance of "the remotest barangays." The League's philosophy is anchored on the precepts of the observance of the rule of law, the sharing of resources and experiences beneficial to members, and adherence to the principles of consultative and collective decision-making.

The PCL was established to carry out the following objectives:

1. Establish a strategic and accessible forum for decentralization and local autonomy, express ideas of concern to the League and strengthen public-private sector relations
2. Bring the government close to the people
3. Strengthen rapport, camaraderie and brotherhood among local legislators
4. Serve as a feedback mechanism to discuss issues affecting local governance and make appropriate recommendations
5. Act as lobby group for the enactment of national policies to promote the interests of LGUs

Turning the Gold Leaf: Future Sights in Local Governance

Activities Under the PBSP-GOLD Support Component

The nineties were busy years for the League, as the regional and provincial chapters paid close attention to organizational matters. This involved situating themselves while strengthening their capacities to run regional affairs like hosting council assemblies, enlisting the active participation of members, and identifying support networks.

As with other leagues of LGUs, these were no easy tasks inasmuch as access to physical resources was limited, commitment to shared goals and directions, while professed, was lukewarm in more cases than one, communication facilities were poor, coordination links weak, and worse of all, regional headquarters that should function as nerve centers of activity were nowhere in sight.

Institutional Development

During the GOLD-assisted **PCL Strategic Planning Workshop** held in October 1999 at the Cebu Plaza Hotel, the following League programs were intensively discussed:

- Information and Communication
- Advocacy
- Member Welfare Services and Community Outreach Program
- Capability Building
- Fund Raising
- Sharing Sessions
- Networking

Assembly activities at the NCR level and in other mega-city clusters, however, were major events that sought the involvement of geographically distant councils. But unlike its peer leagues, PCL has not done much in by way of sharing sessions on best practices in local legislation. Recognizing the strategic importance of this activity area, League leaders aim intend to give it more focus.

In the areas of financial systems development and strengthening, the PBSP-GOLD project assisted the League in the establishment of its Financial Management Information System (FMIS). In terms of fund raising or the augmentation of financial capabilities, the PCL was able to avail of a training seminar on resource mobilization funded by the PBSP-GOLD grant. The League

PBSP-Gold Assistance to the Philippine Leagues **March 2001**

also had the fortune to build its own hostel. This, however, has not been fully maximized to this time. A development plan, additional funding, and a public information blitz are necessary to drum up support and utilization.

Information and Communication

The quality of information and communication that circulated internally left much to be desired: regional and provincial chapters were poorly equipped; there were no electronic IT components nor email and data banking services; a national newsletter was a great necessity.

Although lame in these respects, the League advocated bravely for the holding of PCL assemblies in all levels, maintaining that this did not require the sanction or approval of the DILG or any higher ruling body. On this aspect, funds for institutional development, including the holding of such regional chapter assemblies, would have to be sourced more intensively. The League made its stand clear on pertinent provisions of the LGC that pertained to fiscal autonomy and joined other leagues in drafting proposed amendments to relevant sections of the Code.

Program Development

On the aspect of membership welfare, the commonalties that characterize the individual members of PCL and the *Liga ng mga Barangay* is worth pointing out. In comparison to the heads of provinces, cities and municipalities, barangay captains and councilors bear the strongest likeness to their constituents in terms of social standing. This situation accentuates as one goes deeper into the rural areas or lower-classed municipalities.

Councilors and barangay leaders were chosen for their leadership skills in understanding the plight of the poorest of the poor, for their capacity to identify with issues and concerns obtaining within the broad base of the social pyramid. And as members of this group, the welfare of councilors and barangay captains themselves bore watching. Hence, the League has organized committees that take charge of ongoing programs such as the Members Welfare Program that caters to the needs of ailing members and dispenses death benefits. A health care program is also in the offing. According to the PCL leadership, these programs deserve continuing support from internally generated funds and other sources.

Turning the Gold Leaf: Future Sights in Local Governance

Capability Building

The PCL falls short as well in the aspect of capability building, and leaders have expressed the urgency of organizing a series of workshops designed to increase the advocacy, policy-making and resource management skills of member councils. So far, the League has availed of limited access to training in this regard, especially for provincial chapters.

The League strongly recommends the creation of a **Local Legislative Academy** that will impart the craft of effective law-making, and the institutionalization of a nationwide advocacy program for PCL. Mobile area trainings are considered effective in reaching out to the far-flung councils.

Networks and Linkages

Through the PBSP-GOLD project, PCL members have managed to attend conferences called to discuss salient provisions of the Local Government Code (LGC) that needed amendments. Members of the staff relate closely with other league secretariats and were able to participate in skills development exercises for all the leagues. PCL is a member of the Union of Local Authorities of the Philippines and the councils are bent on exhausting its links to broaden their experiences. The League likewise intends to initiate friendships with organizations overseas that could facilitate the trading of vital information on local governance, and the availment of educational opportunities for local legislators.

Chronology of PCL Activities Supported by PBSP-GOLD, 1999-2001

1999

National Conference on Local Government Amendments	Sept 27	Manila Midtown Hotel
PCL Strategic Planning Workshop	Oct 20-22	Cebu Plaza Hotel, Cebu City
Team Building Workshop: Institutionalization of the Leagues Secretariat	Oct 28-30	Caylabne Bay Resort, Cavite

2000

Resource Mobilization for Financial Sustainability Seminar for PCL Regional Chapters	July 26-28	Waterfront Hotel, Mactan, Cebu
Seminar Workshop on		

PBSP-Gold Assistance to the Philippine Leagues
March 2001

Technology of Participation	Oct 14-16	
Seminar on Public Opinion Polling for the Leagues	Dec 11-14	Puerto Azul Golf & Country Club, Cavite

Note: PCL attended other advocacy activities for all the leagues assisted by the PBSP-GOLD Project

Strategies for Sustainability and Areas of Continuing Concern

Equally at the first PBSP-sponsored strategic planning exercise, PCL members took stock of future prospects, and tried to chart a guide or directional course. Strongly recommended were the following activity areas where initiatives were set but need to be sustained, either through local or international agency support.

Strengthening of PCL Financial Systems

- Make mandatory appropriations in the LGC for the payment of PCL dues from the annual budget of LGUs
- Review and systematize financial management systems and procedures
- Conduct of financial management training in provincial councils and deputize councils for the collection of membership dues
- Maximize income generating facilities such as the PCL Hostel through an intensive marketing plan/campaign
- Network with funding donors for assistance to in place programs and projects
- Conduct cultural shows and trade fairs

Information and Communication Facilities Improvement

- Establish NTC-approved radio communication facility
- Acquisition of communication equipment, i.e., cellular phones, mobile radio, etc.
- Conduct of PCL chapter-wide property inventory and audit
- ULAP assistance in strengthening communications at local levels
- Computerization and establishment of email and data banking services of regional/provincial chapters
- Provision of fax machines in regional and provincial chapters
- Expand activities to maximize people's participation and expand PCL advocacies during annual September Councilors Week

Turning the Gold Leaf: *Future Sights in Local Governance*

Institutional Development and Membership Services

- Establishment of island offices
- HRD staffing for PCL secretariat
- Fund sourcing for health care and life plan programs
- Intensification of chapter formation at the local levels
- Continuity in the conduct of donor assisted regional and provincial assemblies and congresses

Program Advocacy

- Creation of functional advocacy body
- Drafting of advocacy plan

Insights from the Leadership

Aware of the fact that the PCL has made its presence felt within LGU and NGO circles, these initiatives, according to PCL leaders, would have to be sustained in order to make councils the power builders of the countryside. To cite a few quotes from the councilmen, *"The climate conducive to the generation of local and foreign investments must be created" . . . "legislative overhauls on the national level should be echoed in the localities" . . . "no part of the country should be skipped, economic development should take place without bias to areas far from urban centers."*

If business investments are to be encouraged from local and foreign investors, the laws and ordinances that are passed should be outgoing and friendly, council members added. Hence, it is highly important for them to congregate at regular and seasonal intervals to know events transpiring in the regions so that best practices could be related and copied and the momentum of faster growth, set. Regional and provincial chapter members, treasurers, secretary-generals, auditors and members of the executive committees can learn copiously from orientations, seminar workshops, and the skills enhancement activities of the League.

In their responses to the survey carried out for the purpose of this report, League leaders remarked that the PBSP-Gold project *"strengthened PCL as an institution, helped define the roles of the national organization and the local chapters, and deepened their understanding of public service."*

7.

Liga ng mga Barangay



In terms of sheer size and member count, the Liga ng mga Barangay (LnB) beats all its peers in the leagues of local government units, with members mostly coming from the grassroots. The Liga today represents a membership of 41,932 barangays, 1,539 municipal chapters; 69 city chapters; and 78 provincial chapters. Considering the nature of the organization and the base of its operation, the Liga today is recognized as a potent force with the power to promote the interest of the smallest Filipino political unit of governance.

Turning the Gold Leaf: Future Sights in Local Governance

Historical Milestones

The Liga ng mga Barangay traces its roots to the **Barrio Lieutenants Association of the Philippines (BLAP)** that was founded in 1958 at the instance of the former Presidential Arm on Community Development. Its membership began to grow steadily with the creation of new barrios until 1972, when it was reorganized into the **Association of Barangay Councils (ABC)**, when barrios were renamed as "*barangays*," recollective of the pre-hispanic community structures.

Eventually, the national set-up came to be known as the **Pambansang Katipunan ng mga Barangay (PKB)**. Chapters were organized at the municipal, provincial and regional levels. Correspondingly, R.A. 3590 or the **Revised Barrio Chapter Act** changed the title of barangay leaders from barrio lieutenants into barangay captains. The entire federation was restructured in accordance with a memorandum circular issued by the then Department of Local Government and Community Development, wherein the mode of membership in the federation sought to include barangay councils alongside individual barangay captains.

In 1975, the first lady president of the federation was elected in the person of Nora Petines of San Isidro, Northern Samar. The new leadership was active and visible in the political arena, giving rise to an organization bound by a common vision and voice that was heard even in executive and legislative chambers. The federation, however, suffered a slowdown in activities after the 1986 people power revolution, and was reactivated in 1989. By 1990, a new set of national officers was elected.

In 1991, R.A. 7160 or the Local Government Code (LGC) was enacted; section 491 of that law created the **Liga ng mga Barangay**. In 1992, the Liga elected its first national president, Alex T. David of Caloocan City. He was succeeded by James Marty Lim of Marinduque, the Liga's incumbent leader who assumed office in 1997.

The Liga is ruled by a National Executive Board that meets once on every quarter of the year. Officers and members are called upon to attend all events organized by the League and the umbrella union to which it belongs, the ULAP. The Liga organizes regional barangay assemblies, and serves as co-convenor of national events, instances of which are the *Palaro ng Bayan* and the Independence Day celebration. Members of the Liga also sit as members of committees of foreign assisted projects, special bodies, and agency task forces.

Guiding Principles

The Liga adheres to the guiding principle that genuine and meaningful local autonomy can only be achieved through the process of decentralization and devolution of powers and authority from the national government to the LGUs. The ultimate goal would be to make barangays self-reliant and effective partners of the national government in the attainment of development goals and targets.

To this end, officials pledge to observe honesty in the performance of all League-related transactions. According to President James Lim, the Liga should serve as "a forum wherein member chapters could ventilate views on critical issues and problem areas, inasmuch as the interest of the members is the foremost concern of the League. Their motions and recommendations are forwarded as resolutions in regional assemblies and other internal affairs, then tabled as platforms of action by working groups.

For this purpose, the Liga is pushing for the representation of all barangays in provincial and municipal legislature or "*sanggunians*", so that respective cases, programs and projects could be acted upon or given the needed support or appropriate legal remedies called for.

Vision, Mission and Creed

Inspired by the scheme of political decentralization that followed the LGC enactment in 1991, Liga leaders proceeded to formulate the current vision and mission statement of the organization. The articulated vision is that of a "*united and responsive*" League that reflects the "*aspirations of barangay governments across the nation in the pursuit of a just, humane, and democratic society.*" On top of this, the Liga seeks to become "*a major catalyst of responsible and effective governance at the grassroots characterized by empowered leaders and citizenry, urban and rural development and economic growth.*"

The mission statement crafted was, "*to provide the environment that will forge unity among barangays and enable them to become truly empowering institutions promoting the welfare of their constituents through effective and morally enlightened governance.*" In so doing, it shall strive "*to build communities capable of self governance and management through a unifying process that enables and fosters relationships, sharing, openness and responsive participation.*"

Turning the Gold Leaf: *Future Sights in Local Governance*

The Liga is, moreover, bound by a creed that is founded on a strong belief in the godhead and in the Filipino values of creativity, resiliency and self-reliance. The creed is similarly rooted on the belief that government deserves the unswerving loyalty and support of 42,000 barangays across the nation whose leaders should promote the interest and welfare of their communities not as a matter of personal or political expediency but as a commitment to the national good.

The shared conviction is that the empowerment of barangays is the key to national stability and survival since, of all political units, it has the singular capacity to forge unity and direct families and individuals to whom it is closest, towards attaining the country's socio-economically stable future.

Program Activities under the PBSP-GOLD Support Component

Taking off from intellectual runways that were cited above, the Liga designed its organizational goals and targets. Among the activity centers that were targeted as the Liga's priority concerns were the inclusion of barangays in food security programs, fight for just share of barangays in the internal revenue allotment (IRA), advocacy and political empowerment, strengthening of the non-partisanship of all barangays, fund generation through the improvement of collection efforts, the setting up of a national headquarters that should serve as the base of nationwide operations, and the development of area-specific programs and projects that are responsive to the needs of constituents, taking into account cultural differences and social values.

Institutional Development

The Liga leadership calendars strategic planning meetings with the assistance of the PBSP-Gold Project to see whether its conceptual framework and plans of action are satisfactorily on course. During such meetings, assessments and evaluations are made to find whether priorities and directions that were adopted during the post 1991 years were followed through, and whether digressions have been acceptable in the light of prevailing constraints.

During its first nationwide Barangay Planning and Organizational Strengthening Workshop in August 1998, the Liga identified a total of 19 priority concerns. In June 1999, the Liga convened at another strategic planning workshop to measure the extent to which these items were attended to, analyze the factors that may have hindered accomplishment, and submit proposals for continuity.

One of the Liga's foremost concerns along the line of institutional development was the strengthening of its financial resource base. To this end, the strategy chosen was to intensify the collection of annual dues. To assist the Liga in this regard, the PBSP-GOLD project funded the installation of a Financial Management Information System (FMIS) that is now in place.

The Land Bank of the Philippines assisted the league in this process, through automatic deductions from barangay deposited funds. From a practically zero performance in previous years, the Liga was able to collect Php400T by June 1999. To stretch this a little farther, the Liga is seeking the issuance of a directive from the Department of Budget and Management (DBM) making dues allotment a part of the mandatory budget items. Additionally, federation officers would be tasked to collect directly in their turfs, which, when realized, would amount to about 25% of the total collectible target. As an added boost, an information campaign will be waged nationwide to drum up barangay support on this subject.

Information and Communications

Another priority area that was closely attended to was the establishment of a barangay information resource base. The Liga sent circulars to all its chapters in June 1999 in an effort to gather data. Retrieval and collection of information is currently ongoing, but this is hindered by the geographic and logistic constraints. In the area of information exchange, Liga members fully utilize column spaces devoted by local print publications and dailies to the barangays.

Towards 2001, the Liga has developed, with assistance from the PBSP-GOLD project, an information system and Primer that would be very useful to its members in propagating the vital information and messages of the League: the Electronic Barangay Information and Operations System (called E-BIOS), and an information Primer on Frequently Asked Questions (FAQs).

Advocacy and Policy Reform

The Liga leadership strongly advocates for the increase or protection of the barangay IRA share, notwithstanding the issuance by national government agencies of unfunded mandates, political transitions, and withholdings. Representatives are tasked to attend congressional hearings on the budget and local autonomy for this purpose. Positions on the matter are likewise coursed through regular channels of communication, and in the presentation of resolutions to the appropriate government bodies.

Turning the Gold Leaf: Future Sights in Local Governance

Capability Building

The LIGA was particularly active in the area of membership capability building: barangays in ten (10) provinces participated in regular assemblies and human resource, skills training and planning workshops; on the regional level, assemblies were conducted in Regions VI, VII and VIII that gave the provinces in these regions the chance to convene municipal presidents in one setting. The Liga held a total of three national assemblies with the participation of over a thousand chapter members. A program that spun off from these organizing activities was the launching of the *Gabay ng Barangay*.

Partnerships and Linkages

The Liga's participation in national programs was visibly pronounced in the area of health. Barangay health centers and stations and health personnel included volunteers from the barangay governments who assist in pushing preventive and promotive public health programs. Service ambulances delivered to the cities and municipalities directly benefited the constituents of chapter barangays.

The Liga has also been resourceful in the building of partnerships to push its agenda forward. Counted among its partners are public and private sector organizations, including the Associates in Rural Development, Philippine Business for Social Progress, Gerry Roxas Foundation, Inc., Philippine Charity Sweepstakes Office, ABS-CBN Foundation, Inc., ABS-CBN Network, and many others. Relatedly, the Liga was able to establish barangay sisterhood arrangements on a municipal level. Jointly conducted are team-building exercises, consultative assemblies, joint skills training and other activities.

That the Liga has made its presence felt, however, cannot be disputed, according to the current leadership. For one, there has been marked improvement and implementation of Liga programs as indicated by the increased public awareness of the Liga on the national and local levels and the enhanced teamwork among chapter members.

PBSP-Gold Assistance to the Philippine Leagues
March 2001

**Chronology of LnB Activities Supported by PBSP-GOLD,
1999-2001**

1999

LnB Strategic Planning Workshop	June 24-26	Montebello Hotel, Cebu City
4 th LnB National Assembly	Nov 15-17	Central Bank Convention Center, Davao City

2000

1 st National Assembly		
LnB Technology of Participation		
Course and Basic Secretarial Course	Aug 10-14	Forest Hills Resort, Subic Bay Zambales
MLGOOO Training for LnB	Dec 11-14	Puerto Azul Golf & Country Club, Cavite

2001

Electronic Barangay Information and
Operations System (E-BIOS)
Frequently Asked Questions (FAQs)
(An Information Primer)

Note: 1) PBSP-Gold provided facilitators and documentors for the workshops, national and local assemblies; 2) the LnB participated in other Gold-assisted training workshop events for the leagues and the Union of Local Authorities of the Philippines

LnB Strategies for Sustainability and Areas of Continuing Concern

Whereas the Liga is still in the process of setting up its national headquarters and a cooperative shop to widen livelihood and marketing opportunities for its members, these were tabled as immediate priority concerns. Alternative sources of funds and donations are currently being sought from a number of sources to include local, national and foreign grants-in-aid, congressional initiatives, and private sector banking portfolios.

A set of other doable programs and projects was drawn up at the Liga's latest planning workshop. Among those cited by the Liga leadership for immediate funding are:

Institutional Building and Program Development

- Holding of annual LnB Consultation Assemblies and 1st National Congress
- Establishment of a National LnB Headquarters and a barangay headquarters in all levels of local governance (province, cities, municipalities) that is largely contingent on the availability of local funds
- Liga ng mga Barangay Cooperative Center

Turning the Gold Leaf: Future Sights in Local Governance

- Wider barangay involvement in the national Food Security Program
- Corporate-Liga partnership for Nutrition and Health, Women and Children
- Technical assistance to the BOFP Program and other LnB programs
- Creation of a Barangay Justice and Legal Assistance Center for the protection of the rights of barangay officials. Existing legal service organizations will likely be tapped for this purpose
- Other Community Development Programs

Policy Advocacy and Political Empowerment

The Liga seeks wider latitudes and a greater role to play in the area of political advocacy and empowerment. Considered highly important and urgent are the following advocacy thrusts:

- Drafting on a position paper on barangay IRA share
- Conduct of hearings on local autonomy and barangay affairs/issues;
- Increase of the barangays' taxation powers
- Liga representation in Congress and in provincial development councils
- Establishment of an Annual Barangay Day, and
- Establishment of an LnB National Radio Program for nationwide airing

Capability Building Programs

- Establishment of the Barangay Academy or Institute
- Seminar-workshops on strategic planning, organizational strengthening, planning/budgeting, project implementation and monitoring, and peace and orderBarangay Tanod Training
- Barangay Day Care Workers Training
- Barangay Health Worker Training and Development

Information Exchange

- Publication of an official newsletter;
- Completion of the national Barangay Database Program; and
- Inclusion in existing online information networks

Insights from the Leadership

Liga members were able to re-echo the learnings and apply them in their own settings, the consensus being that "more could have been done." In the event that other funding agreements could be reached, the program leads that were listed above may somehow find fruition in the barangays. Leaders point out that all efforts that emanate from the upper Leagues on the issue of local fiscal autonomy and governance find ultimate footage and bearing on the flat gradient of the barangay units. It is here where the greater number of the people reside, *"where political will is vested, and where all power and mandate ultimately flows."*

8.

National Movement of Young Legislators



Young legislators play a vital role in the realization of the country's emerging developmental framework, primarily on account of their youth (35 years and below) is the criteria of membership in the movement), idealism and vast reserves of energy and talent that can be harnessed for the good of communities, urban or rural. Their longevity enables them to figure more prominently in the mainstream of politics and local governance within a relatively longer span of time than their more senior counterparts.

This was crucially felt in the early 90s, when efforts were made within their ranks to unite young leaders in various sectors who espouse the Filipino values of integrity in public service, and who crave to advance the cause of the people and their economic betterment, even in the face of adversity.

The **National Movement of Young Legislators (NMYL)** is an 8,000-strong movement of elected young lawmakers – vice governors, vice mayors, provincial board members, city/municipal councilors, *Sangguniang Kabataan* (youth council) federation presidents all 35 years old and below.

Accredited as a local government league by the Department of the Interior and Local Governments (DILG), NMYL regularly sponsors education seminars, leadership trainings, and invests long hours of work in legislative advocacy. The members collectively advance cause-oriented projects and programs in the fields of education, sports, livelihood, culture and the arts, among others.

As an organization, the movement traces its origins to the **Metro-Manila Young Councilors' League** formed in 1989 by a group of young political leaders elected during the 1988 local elections.

The present thrust of the NMYL is to propagate the ***New Politics of the Young*** and work for positive value formation through capability-building exercises. Even as it strives to make its name felt on national and international grounds, it encourages a greater number of young leaders and political entrants to practice dynamism in governance.

Historical Milestones

During the first national elections of 1988 that followed the 1986 People Power Revolution, 1,085 young legislators were voted into public office by the Philippine electorate. A year later, eight young legislators from the National Capital Region and nearby provinces formed themselves into a core group that presaged the movement. By 1992, their initial stirrings began to take bigger form, and their efforts were consolidated.

Turning the Gold Leaf: Future Sights in Local Governance

After a short lull in leadership, the members began to regroup for the 2nd National Congress in November 1992 that was held at the Hyatt Convention Center in Malolos, Bulacan. Then Vice-Governor Josie dela Cruz was elected 2nd national president. Membership began growing in 1993 when it reached 3,500 with the holding of the SK elections. By then, a secretariat was established.

In 1994, the members gathered for a national assessment that was hosted by Pagadian City where they took stock of the quality of the movement, studied its shortfalls and strategized for the future. Meanwhile, to enable members to gain the needed expertise in the craft of legislation, development management trainings were conducted with the help of agencies, including the Philippine Business for Social Progress-Governance and Local Democracy Project that rendered technical assistance to the leagues of LGUs.

At the 4th National Congress in 1998, Vice Governor Edgar M. Chatto of Bohol was elected third president and it was during his term that memoranda of agreement were signed with a number of national government agencies that facilitated the implementation of shared programs. During the ASPAC Conference, the movement sowed the seeds of partnership with local and international institutions.

The incumbent leader of the movement, Del de Guzman, was voted to the leadership at the 7th NMYL Congress. By this time in the movement's lifespan, statistics showed that as much as 30% of the country's current crop of politicians who numbered 7,000 were young government leaders – comprising more than half of the total local government bureaucracy.

Mission and Vision Statements

What sets the NMYL apart from other leagues of LGUs is its focus on political reform or restructuring, and its subscription to a new political paradigm. The NMYL envisions an empowered citizenry interacting with a dynamic, progressive, democratic and responsive government towards a just, equitable and sustainable development. The movement has chosen for its mission the task to engage in programs for capability-building, expansion of technical resources, policy development and advocacy initiatives, spiced up by the extra elements of dynamism and intensity of focus.

The movement, however, its leaders admit, had its own growth pains to nurse – often, the leaders had to make personal sacrifices just to be able to organize

assemblies and conferences. It was a job worth doing, as it was important for the movement to gain firm footholds in the regions so that the organization can operate from the grassroots, addressing issues and concerns right at this level for greater immediacy and effect. Hence, a strong and functional NMYL came to be equated with the strength and battle-fitness of the regions.

On the whole, NMYL, to quote its leadership, "*hopes to change the political landscape of Philippine society.*" They share the common thinking that the movement will have the power to do this only if its members have the skills to make laws that are responsive to the needs of the people, and that serves as a tight fabric that support and sustain the needed development in the countryside.

Activities under the PBSP-GOLD Support Component

The Philippine Business for Social Progress-Governance and Local Democracy project was beside NMYL from its groundbreaking years. Strategic planning workshops were held to enable its leaders and members to formulate mission goals and action plans.

Institutional Development

A frontline activity assisted by the PBSP-GOLD project was the installation of the Financial Management Information System (FMIS) that is now extensively used to strengthen financial resource bases and management practices.

As of this reporting, the movement has organized regional and provincial chapters nationwide at a rate of about 80% for the regions and 40% for the provinces. The membership, particularly in NCR, are close observers of developments that transpire at local and national levels. At this moment in its organizational cycle, the movement is pushing for the greater involvement of national legislators and at the lower end, barangay legislators. It is busy drumming up participation as well from the venues of the alumni and associates. In the early years of 2000, however, leaders expect a higher percentage of the membership to be fully oriented on NMYL's mission and program goals.

Capability Building

PBSP-GOLD has been particularly instrumental in funding capability building programs for the movement, notably in the form of strategic planning conferences, development management training courses, and national assessment workshops.

Turning the Gold Leaf: Future Sights in Local Governance

NMYL chapters are also active in the holding of local chapter assemblies and orientation seminars on the concept of the "new politics."

Advocacy and Policy Reform

One of NMYL's indubitable strengths lies in policy reform and advocacy. The position of the movement on issues of national import and relevance are articulated in a number of approved resolutions and papers that are conveyed to concerned agencies and the houses of congress. For greater cohesion, chapters normally hold small coffeetable conferences or *kapihans* to reinforce the arguments of a stand, or twin up with one another to advance common advocacies, implement joint projects, and share resources or technical pools.

Information Exchange

In the area of information exchange, the movement enjoys inter-chapter relations, and its leaders have experienced exchange visits and group observation tours through the facility of *Lakbay-aral*, that enables legislators to visit one another, borrow experts, or replicate in their own territories insights drawn from role models in various fields – financial management, income generation or new techniques of governance.

Partnerships and Linkages

The movement succeeded in establishing rapport with other Philippine LGU leagues, national agencies, program proponents but would wish to extend its friendship to offshore local authorities in the coming years. It is a member league of the Union of Local Authorities of the Philippines (ULAP).

Chronology of NMYL Activities Supported by PBSP-GOLD

1999

NMYL Strategic Planning Workshop	July 1-3	Hyatt Hotel, Manila
Technology of Participation Workshop for TWG of NMYL	October 17-18	Subic Bay Freeport, Zambales

2000

NMYL Development Legislation Course for Luzon and Organizational Strengthening	May 9-11	DAP, Tagaytay City
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PBSP-Gold Assistance to the Philippine Leagues March 2001

NMYL Development Legislation
Course for Visayas & Organizational
Strengthening July 19-21 Bacolod Convention Center, Bacolod
NMYL Strategic Planning Workshop July

Note: NMYL members participated actively in other capability building and advocacy events for the leagues assisted by the PBSP-Gold Project.

Strategies for Sustainability and Areas of Continuing Concern

NMYL leaders, who bond together to chart courses of action during strategic planning meetings, have lined up the following as future concerns:

Institutional Development

- Enhancement of existing financial systems and accounting procedures
- Revenue generation, i.e., fund raising concert tours, corporate sponsorships and the opening of credit facilities for young entrepreneurs
- Completion of regional and provincial chapter formation by 2004
- Membership coverage of higher government and barangay officials

Policy Advocacy

- Development and production of NMYL Policy Handbook for Young Legislators
- Development of a full course advocacy curriculum for NMYL members
- Institutionalization of the GAWAD-NMYL Awards for 10 Outstanding Legislators on the basis of progressive bills passed, the Academic Experience awards, Outstanding Youth Project/Organization Awards, among others.

Capability Building

- Training program for chapters in the field of development management in local or foreign venues,
- Creation of a pool of mobile trainers.

Information Exchange

- Establishment of the NMYL Research and Information Center
- Launching of an NMYL official publication for wider public awareness

**Turning the Gold Leaf:
*Future Sights in Local Governance***

- Design of local radio programs in coordination with provincial broadcast stations.
- Utilization of print and broadcast media for the airing of issues of concern to young legislators such as amendments to the Local Government Code, the coco levy taxes, legal assistance to members of the *sanggunians*, and human rights issues
- Design of NMYL official website
- Launching of the nationwide campaign for E-Governance

Program Development

- Establishment of local Disaster Coordinating Councils (DCC)
- Launching of livelihood programs for the youth
- Medical and dental outreach missions
- Expansion of the NMYL ISKOLAR Program

Insights from the Leadership

Young legislators are one in expressing that the PBSP-GOLD project helped empower NMYL members and broadened their legislative skills through the series of development legislation seminars that were held. It also enabled the movement to reach out to the Visayas and Mindanao regional chapters which led to the greater stability of the organization. All these served to aid the league in its step towards institutionalization.

9.

Union of Local Authorities of the Philippines



Historical Milestones

Unions signify the consolidation of strength, and on 18 September 1998, the country's 1,260,330 newly elected local officials, through their respective Leagues of local government units, closed ranks to constitute the **Union of Local Authorities of the Philippines (ULAP)**. The force behind their unification as such was no other than the Department of the Interior and Local Governments (DILG), the executive department that exercises authority and supervision over Philippine internal affairs and local governance.

Turning the Gold Leaf: Future Sights in Local Governance

The move towards confederating began much earlier, when the League of Provinces of the Philippines started to rally the various leagues of LGUs that had separately formed at the start of devolution into a League of Leagues (LoL). With joined hands, the Leagues would be able to spread themselves more evenly across the local landscape, and score even more highly in the push for fiscal autonomy, the devolution of funds, and the equitable distribution of revenue allotments, on top of other agenda they were pushing for a more thorough and complete decentralization of powers and authorities from high central down to the lowest political unit.

Taking note of these stirrings, the DILG called the leagues together and offered to coin an acronym for the official title of the confederation of leagues. ULAP, it was pointed out, was more in consonance with IULA, the International Union of Local Authorities based in The Hague. Moreover, the Filipino word *ulap* meaning "cloud" symbolized the loftiness of principles and ideals on which the Union was supposed to be built. In September 1998, the confederated union of LGUs was officially christened ULAP. In May 1997, a resolution was issued to formalize the birth of the Union.

ULAP's mission is to promote and protect the general welfare of its member Leagues and down the line, all local governments in the country. Its programs were aimed towards capturing the true essence and goals of decentralization and local autonomy, with the end of ensuring the smooth and efficient delivery of basic services to the people. ULAP would be the power bloc behind the LGUs, and serve as their voice in the search for correct and appropriate solutions to problems and issues in local governance. Its leanings and orientation would definitely be pro-poor and pro-people.

Vision, Mission and Objectives

ULAP would like to see the emergence of a Filipino society that is "just, equitable and progressive." The values of such a society would be anchored on participatory democracy, built upon a framework of governance that is conducive to the development and progress of the locale. The Union will always safeguard the independence of its members and respect their scheme of priorities. The following objectives were carved out for ULAP:

- Pursue ULAP's legislative agenda and consensus policy statements and amendments to the Local Government Code of 1991;
- Enhance cooperation and ensure continued sharing and exchange of

information, resources, facilities and technical expertise among League members;

- Adopt and advocate a common and united stand and policies on critical issues affecting the Leagues and LGUs, particularly on local autonomy, decentralization, devolution and other similar concerns;
- Create a strong partnership with concerned national government agencies (NGAs), non-governmental organizations (NGOs), private organizations (POs), the academe and other groups.
- Encourage and sustain international cooperation, linkages and joint ventures with international funding institutions and the business community as well as affiliations with similar entities such as the International Union of Local Authorities (IULA).

Activities Under the PBSP-GOLD Support Component

The PBSP-GOLD project took an active interest in the earliest activities of ULAP, the Leagues being the focal object of the USAID-backed assistance. The strategic directions of the Union were set during an action planning exercise held in March 1999 at the Crown Peak Hotel in Subic Bay Freeport Zone, wherein a number of action areas were cited. Eight leagues were present in that workshop: the Leagues of provinces, cities, municipalities, vice governors, councilors and the NMYL, who were joined in by the *Sangguniang Kabataan* and the Philippine International Sisterhood and Twinning Association or PHISTA.

Meanwhile, the following programs and projects would served as the backbone of activities of the Union within its first years of operation:

1. Ugnayang Ulap sessions – a discussion and interfacing among member Leagues that would attempt to surface solutions to problems and issues confronting local governance;
2. Experience-sharing initiatives and regular meetings to settle executive-legislative issues
3. Policy advocacy utilizing media channels to promote public awareness and support for the Union;
4. Capability building programs for member Leagues and LGUs;
5. Partnerships with local, national and international agencies and institutions
6. Adoption of all items in the 21-point action agenda common to all the leagues, and
7. Program for financial sustainability through the instillation of the Financial Management Information System (FMIS)

**Turning the Gold Leaf:
Future Sights in Local Governance**

ULAP posted significant leads since its official launching as an umbrella organization: it garnered victory in the release of withheld IRA, was able to receive a DILG advocacy grant of Php1 million, participated in the formulation of national policies, obtained wide media exposure, created an ad-hoc secretariat and organized a food security workshop. The Union made clear its position on certain questionable provisions of the General Appropriations Act (GAA), and practically prevailed upon national government agencies that consultation with LGUs prior to the issuance of directives and mandates or the planning of projects is a preferred modality in NGA-LGU relations or developmental undertaking. Significantly, ULAP managed to communicate with IULA, as it expressed a desire to join the global union.

Within a relatively short span of time since it evolved as a unifier of League action, ULAP was able to assist a number of its charges in the implementation of various programs: the LPP Food Security covenant signing, conduct of the LVGP countrywide development legislative training; review of the LGC and consultations with the Oversight Committee; coordination of the LCP city sharing sessions; launching of the city/municipality child friendly program, advocacy work for the term extension of barangay and SK officials, and release of the Php1 million DILG advocacy fund.

Chronology of Training Seminars and Activities Organized by ULAP for Member Leagues of LGUs Assisted by PBSP-GOLD

1999

Technology of Participation Level- ULAP-Divine Word College	Mar 5-6	Crown Peak Hotel, SBMA
National Conference on Local Government Code Amendments	Sept 27	Manila Midtown Hotel
Team Building Workshop: Institutionalization of the Leagues Secretariats	Oct 28-30	Caylabne Bay Resort, Cavite

2000

Resource Mobilization Seminar Workshop for the Leagues Web Development Training	May 2-5	Punta Baluarte, Batangas
Seminar for the Leagues	June 14-18	Bayview Hotel, Manila
Discussion Forum on LGC Amendments	July 25	Innotech, Quezon City
Public Hearing on LGC Amendment SB2064	August 4	Central Bank Center, La Union

**PBSP-Gold Assistance to the Philippine Leagues
March 2001**

Public Hearing on LGC Amendment SB 2064	August 5	Baguio Convention Center
ULAP & NGO Discussion Forum on Local Government Service Equalization Fund	August 8	Sulo Hotel, Quezon City
Public Hearing on LGC Amendment SB 2084	August 11	Cagayan State University, Tuguegarao
Budgetwatch Workshop	October 2	Bayview Hotel, Manila
Public Service Excellence Program for the Leagues	October 4-7	Forest Hills, Subic Bay Freeport
Budgetwatch Policy Consensus Workshop	October 17	Sulo Hotel, Quezon City
Seminar on Public Opinion Polling For the Leagues	Dec 11-14	Puerto Azul Golf & Country Club, Cavite
<u>2001</u>		
Technology of Participation Level II Trasining (Design of ToP Events, PBSP-DWC	Jan 10-12	Hyatt Regency, Manila
Basics of Focus Group Discussions - Key Informants Interviewing (FGD-KII)	Feb 7-9	Mimosa Leisure Estates, Clarkfield
Training of Trainers for ToP I PBSP-DWC	Mar 14-17	Traders Hotel, Manila

Strategies for Sustainability and Areas of Continuing Concern

ULAP's front act for the Leagues resulted in the substantial coverage of advocacy and other groundwork. It has ample room for the expansion of this role, particularly in the following areas that were indicated by member Leagues:

1. Policy Studies and Advocacy

Formation of two teams, namely a Policy Studies Group and a Policy Advocacy Group, the first of which would identify areas in local governance that need in-depth study and recommendatory proposals, and the second of which would draft an advocacy plan, provide an information feedback system to the leagues, participate in public hearings on pending legislation and manage public policy conferences.

**Turning the Gold Leaf:
*Future Sights in Local Governance***

2. Institutionalization: Establishment of the ULAP Center and Data Base

The establishment of an ULAP Center should house the national office and secretariat, and would enable the Union to establish the links it requires with key players within its immediate sphere of action, the NGO community, public and private sectors, funding agencies and international partners, and civil society that is served by its members. The prospective staff and technical pool should be given wide opportunities for training in administrative, financial and physical resource management.

As the pivotal center of all League movements, ULAP should be served by a comprehensive and reliable data base and communications facilities. National and international donor circles should be explored for tie-ups in the acquisition of needed IT components and attendant training.

3. Capacity Enhancement

A three-year capability enhancement plan was indicated for ULAP. A project team should be able to design a needs assessment activity prior to the adoption of a course curriculum for the consideration of member Leagues. A survey instrument for membership distribution, and evaluation process will be required. The National Executive Board of the Union should be able to check on the validity of prescribed courses.

State of the Leagues

A Comparative Plant Analysis: Human Resource, Physical Assets, Finance and Networks (as of March 2001)

The basis for the emergence and establishment of the Leagues of LGUs is stipulated by the Local Government Code of 1991. On this legal basis, groups of local officials organized themselves into individual Leagues. Thereafter, the leagues were classified into: a) Leagues of Local Governments (i.e. provinces, cities, municipalities and barangays); b) Leagues of elected local officials (i.e. vice-governors and mayors, board members and councilors).

The legal personality of the Leagues may be classified as governmental. According to the Commission on Audit (COA), Leagues are government entities for the reason that membership dues are taken from LGU funds. On the other hand the Leagues claim to be non-government or private organizations because they are registered with the Securities and Exchange Commission (SEC).

Leagues can be seen to work in both contexts: one, as government entities who join government inter-agency bodies representing LGUs and could receive grants directly from national and foreign governments; and two, as private organizations that launch activities without need for prior approval from higher authorities. In the same manner, if partners will provide financial assistance to the Leagues, a more lenient financial recording and management can be arranged.

The information presented in this section was taken from the survey conducted by PBSP during the last quarter of 2000. Although LMP is not part of the PBSP-Gold Project, it was included LMP in the survey in order to arrive at a complete picture of the State of the Leagues.

Membership

It should be noted that the League membership is per local government unit that is merely represented by the Local Chief Executive (LCE) or his authorized designate. This is why during organizational meetings, other local officials represent their LGUs. In the Leagues of local officials on the other hand membership is by

**Turning the Gold Leaf:
Future Sights in Local Governance**

TABLE 1- Membership

TABLE I

League Membership

Name of League	No. of Members
Liga ng Barangay (LnB)	42,000 barangays
Provincial Board Members League of the Philippines (PBMLP)	1,014
League of Cities of the Philippines (LCP)	84
Vice Mayors League of the Philippines (VMLP)	1,608
National Movement of Young Legislators (NMYL)	7,000++
League of Provinces of the Philippines (LPP)	78 provinces
Philippine Councilors League (PCL)	18,000
League of Vice Governors of the Philippines (LVGP)	78 Vice Governors
League of Municipalities (LMP)	1,525 municipalities

PBSP-Gold Assistance to the Philippine Leagues
March 2001

person occupying an elected post. Membership in ULAP, therefore is the sum of all the members of the Leagues, however represented by their respective Leagues.

Table I shows that in terms of the number of members, the *Liga ng Barangay* is equivalent to the number of barangays, similarly with the provinces, cities and municipalities. In the Leagues of LGUs, the conversion or mergers of LGUs affect their membership base. For example, at the onset of the Local Government Code, there were only 60 cities. Now, there are about 84 cities and counting, since many municipalities are on the road to cityhood.

The composition of the National Movement of Young Legislators (NMYL) is unique for the reason that their members are local legislators aged 35 years and below. Hence, NMYL membership depends on the number of elected legislators aged 35 years and below. In the case of the Provincial Board Members and Councilors leagues, on the other hand, the membership count is stable as this can only be determined by the number of LGUs multiplied by the number of allowable *Sanggunian* slots, including ex-officio members (i.e. *Sangguniang Kabataan*, Association of Baranagay Captains, PCL and other sectoral representatives).

What is equally interesting is the cross-membership of local legislators. For instance, an elected young legislator can be a member of NMYL. If elected as a vice-governor or vice-mayor, he/she can also be a member of the LVGP and VMLP. If elected as a Councilor or Provincial Board Member, he/she can be a member of the PCL or PBML. In the case of the SK and the ABC members of the *Sanggunian* elevated to higher LGUs, they can claim membership in either PCL or PBML.

League Secretariat: Staff Complement

Tables II and III show the status of the Leagues in terms of their Secretariat Staff Complement. Of all the Leagues, LMP has the most number of organic personnel (total of 19 less the number of consultants). It is followed by LCP with 11 and the LPP with nine regular staff. Based on the number of members to be served, the LnB has only five, PCL six, NMYL six, and PBMLP with only two.

PBMLP has no provision for an Executive Director. The Secretary General, an elected board member, runs the day to day operations. As of this writing, the NMYL's Executive Director position is vacant.

**Turning the Gold Leaf:
Future Sights in Local Governance**

TABLE 2 - Leagues Secretariat

TABLE II

Leagues Secretariat

League	Executive Director	Admin. Staff/ Officer	Technical Staff	Consultants	Contractual/ Driver/ Messenger	Total
LnB	1	3	1	1	-	6
PBMLP	-	-	2	-	-	2
LCP	1	4	2	5	4	16
VMLP	1	1	1	-	3	6
NMYL	-	4	2	2	-	8
LPP	1	3	3	1	1	9
PCL	1	3	-	-	2	6
LVGP	1	2	1	1	-	5
LMP	1	14	4	4	-	23
ULAP	1	1	-	-	-	2

**PBSP-Gold Assistance to the Philippine Leagues
March 2001**

TABLE 3 - Leagues Secretariat

TABLE III

The League Secretariats

	LPP		LVGP		LnB		NMYL		PCL		PBML	
How many?	8		4		7 full time/ 2 part-time		6		6		4	
Positions/ Status (regular, contractual, co-terminus)	<ul style="list-style-type: none"> ▪ Executive Director ▪ Head, Admin. & Finance ▪ Head, Policy Unit ▪ Program Assistant ▪ Administrative Assistant ▪ Public Relations Officer ▪ IT Officer ▪ Driver 	<ul style="list-style-type: none"> Co-terminus Regular Regular Regular Regular Contractual Casual Regular 	<ul style="list-style-type: none"> ▪ Executive Director ▪ Finance & Admin. ▪ Technical Assistant ▪ Messenger 	<ul style="list-style-type: none"> Regular Regular From PBSP Regular 	<ul style="list-style-type: none"> ▪ Executive Director ▪ Executive Asst. ▪ Administrative Project Asst. ▪ Finance/Admin ▪ Legal ▪ Legal Consultant ▪ Program/Media 	<ul style="list-style-type: none"> Contractual/co-terminus Part-time Part-time 	<ul style="list-style-type: none"> ▪ Senior Admin. Officer ▪ Asst. Admin. Officer ▪ Information Officer ▪ Executive Director/Program Officer ▪ Director for Int'l. Affairs ▪ Liaison Officer 	<ul style="list-style-type: none"> Regular Regular Regular Regular Regular Regular 	<ul style="list-style-type: none"> ▪ Executive Director ▪ Secretary ▪ Accounting Officer ▪ Membership & Claims ▪ Messenger ▪ Driver 	<ul style="list-style-type: none"> Regular Regular Regular Regular Regular Regular 	<ul style="list-style-type: none"> ▪ 1 working Board Member (Nat'l. Sec. Gen.) ▪ 1 working Board Member (BoD - Luzon) ▪ 2 staff 	<ul style="list-style-type: none"> Contractual
Staff support									LEAD - DILG		1 from DILG	

Turning the Gold Leaf: *Future Sights in Local Governance*

The PBSP-GOLD project has been beneficial to staff members across the leagues who were able to attend a number of team building and skills development courses, visioning exercises, and strategic planning workshops. GOLD has detailed a number of Professional Service Consultants (PSCs) with some national offices who assisted in handling administrative work, managing publications and information exchange for the production of official magazines and newsletters, as well as installing and running online services including email systems, databanks, and Internet access for the secretariats and member chapters. The LCP has five and the LMP, four PSEs. They work for specific projects and their engagements are funded out of the projects.

The future plans of the secretariat that were articulated in the past are presented in Table 5. Future courses of action in the areas of organizational build-up and service improvements are the following:

- Design of a Human Resource Development (HRD) Plan
- Hiring of additional technical, administrative and clerical skills
- Salary standardization for greater competitiveness
- Personnel policy formulation and handbook production
- Incentives and Benefits, Merit and Award Systems
- Membership and Staff Welfare Programs

Plant Facilities: Office, Properties and Equipment

The Philippine leagues have set up individual national headquarters and bases of operation in various locations within Metro Manila Table IV shows that 40% of the Leagues own their respective operating plants or office spaces (LPP, LCP, LMP and LVGP) while the balance are renting (LnB, NMYL) or occupying spaces (PBMLP, VMLP, PCL) at the main office of the Department of Interior and Local Government (DILG). ULAP is being hosted by LPP.

In terms of properties, 70% of the Leagues either own buildings (PCL, VMLP, PBMLP, LMP) or condominium units (LPP, LCP, LVGP). The buildings owned by the Leagues are managed as hostels and training centers for their members. Funding for these properties came from Congressional Initiatives through the DILG.

Non-property owners have expressed strong preference to acquire their own assets for purposes of permanence, security, the convenience of members,

**PBSP-Gold Assistance to the Philippine Leagues
March 2001**

TABLE 4 - Property
& Equipment

TABLE IV

Property and Equipment

LPP	LVGP	LnB	NMYL	PCL	PBML	LCP	LMP	VMLP
<ul style="list-style-type: none"> ▪ 1 refrigerator ▪ 1 photo copier ▪ Condo building (fully furnished) ▪ 7 desktop computers ▪ L-300 van 	<ul style="list-style-type: none"> ▪ 2 condo units (108.62 sq.m) ▪ 1 service vehicle (Toyota Revo) ▪ 4 personal computers (clone) ▪ 1 laptop computer (IBM) ▪ 2 laser printers (HP5L & 6L) ▪ 1 portable printer (canon) ▪ 1 colored deskjet printer (HP710C) ▪ 1 Scanner (HP Scanjet 5200C) ▪ 1 Photocopying machine (Mita DC-2050) ▪ 2 Fax machines (Panasonic) ▪ 1 21" colored TV (LG) ▪ 1 cu. ft. refrigerator (Kelvinator) ▪ 2.5 HP air conditioning units (Carrier) ▪ 1 Karaoke (Panasonic) 	<ul style="list-style-type: none"> ▪ 2 computers ▪ 1 fax machine w/ laser printer ▪ 1 laptop computer w/ BJ printer ▪ complete office system 	<ul style="list-style-type: none"> ▪ 2 computers ▪ 2 printer ▪ 1 fax machine ▪ 2 telephone lines ▪ 1 refrigerator ▪ office tables and chairs 	<ul style="list-style-type: none"> ▪ PCL Hostel building ▪ Land ▪ Furniture & fixtures ▪ DILG office Equipment/FF ▪ PCL Service vehicle 	<ul style="list-style-type: none"> ▪ Land & building (PBML Hostel) ▪ Computer w/ printer ▪ Fax machine ▪ Telephone ▪ Filing cabinet 	<ul style="list-style-type: none"> ▪ office furniture ▪ electric/manual typewriter ▪ 2 copying machine ▪ 1 Sony 29" TV set ▪ 1 Sony VHS ▪ 1 Sony Video Camera ▪ 3 desktop internet-ready computers ▪ 2 laptop computers ▪ 1 HP laser printer ▪ 1 HP Inkjet printer ▪ 1 Ibis combo binding machine ▪ 1 Kodak digital camera ▪ 1 Roneoscan mimeo scanner ▪ 1 CTX EXPRO LCD multi-media projector ▪ 1 Kodak overhead projector ▪ 1 Mitsubishi 1993 model L-300 versa van ▪ 1 Toyota 1996 model XL Sedan ▪ 1 Carrier wall mounted air conditioning unit ▪ 2 Condura window type air conditioning units ▪ 1 admiral personal refrigerator ▪ 1 Sony microwave oven ▪ 2 fax machines 	<ul style="list-style-type: none"> ▪ building ▪ furniture and fixtures ▪ vehicles) 	<ul style="list-style-type: none"> ▪ VMLP National building ▪ Computer units ▪ Fax machine ▪ Fixture and furniture ▪ Air conditioning units

Turning the Gold Leaf: Future Sights in Local Governance

and service efficiency. Three of the Leagues as of this writing operate satellite offices in the regions courtesy of resident national heads. These are NMYL (Olongapo City), PCL (Cebu City), and PBML (South Cotabato). The PCL Hostel could be groomed to function as an effective income-generating asset, given ample improvements and marketing assistance.

All Leagues are equipped with basic office equipment such as communication facilities like land and cellular phones, fax machines and computers (PCs, electronic typewriters and notebooks). Bigger leagues own their respective copying machines. LCP is the most equipped as it has audio visual hardware and two service vehicles (van and car) and the least equipped is PBML. Communication and transport amenities appear to be urgently in order for the leagues, for them to improve the quality of membership services within the next few years, as more and more assemblies, resource sharing and joint activities are dispersed to the regions.

Collection Rate and Annual Budget

In Table V, fifty percent (50%) of the Leagues (LCP, LPP, PCL, LVGP and LMP) show an annual collection rate of more than 50%. The lowest collection rate is posted by the LnB with only 4%. The VMLP cannot provide collection rate figures. Based on 100% collection efficiency, LnB has the most funds with Php21,000,000, followed by NMYL with Php10,500,000 and LCP with Php10,000,000.

In terms of budget, there are no Leagues that practice deficit spending. Except for LMP (Php7.0 million budget vs 100% collection of Php4.006 million), what the Leagues normally do is just project their usual annual collection on which they base the annual operating budget. It seems that LMP (Php7.0 million) and LCP (Php 6.0 million) have the highest budget among the Leagues, while VMLP has no annual budget and only spends depending on what is collected within a certain year.

Revenue Sources and Utilization

Expenditures across the leagues vary in accordance with fund availability, and the frequency of activities, with the bulk going to personnel administration and organizing. Table VI shows that 60% of the Leagues (PCL, PBMLP, VMLP, NMYL, LMP, LCP and LPP) are dependent upon internal sources of revenue (50% and above) mainly from membership dues. VMLP and PCL appear to be the most reliant on membership dues with 80% each. It should be noted that LVGP (76%)

**PBSP-Gold Assistance to the Philippine Leagues
March 2001**

Table 5 - Sources of Revenue

TABLE V

Leagues Revenue Sources and Utilization

A. Sources of Revenue

	LPP	LVGP	LnB	NMYL	PCL	PBML	LCP	LMP	VMLP
A. External									
1. Grants	25%	75%		30%	3%	3%	23.5%		10%
2. Contracts							.01%		
3. Endowments					2%				
4. Fund Raising	1%	1%		20%		5%	.018%		10%
5. Others								10%	
Total	26%	76%		50%	5%	8%	23.69%	10%	20%
B. Internal									
1. Membership Fee		24%	33%	40%	80%	50%	67%		80%
2. Income from Investments							2.46%		
3. Social Enterprise				10%					
4. Microfinance									
5. Others					15%		6.85%	90%	
Total	74%	24%	33%	50%	95%	50%	76.31%	90%	80%

* ULAP membership dues are from LPP, LCP and LMP contributions

B. Usage of Revenues/Resources

	LPP	LVGP	LnB	NMYL	PCL	PBML	LCP	LMP	VMLP
A. Program/Project Cost									
1. Prog./project implementation		40%		40%	56%		53%		25%
2. Operating costs		10%		10%			5.250%		
3. Personnel/Benefits						50%	5.125%		15%
4. Overhead					4%		5.125%		10%
Total	60%	50%	78%	50%	60%	50%	68.500%	80%	50%
B. General Administrative Cost									
1. Personnel/Benefits		25%		10%	25%		21%		25%
2. Overhead		25%		40%	15%		10.500%		25%
Total	40%	50%	22%	50%	40%		31.500%	20%	50%

**Turning the Gold Leaf:
Future Sights in Local Governance**

Table 6 - Collection Rate

TABLE VI

Leagues Collection Rate and Annual Budget

League	Number of Members	Annual Dues per Member	100% Collection	Collection Rate	Other Sources	Annual Budget
LnB	42,000 barangays	500.00	21,000,000	4%	Assistance from local agencies	5,000,000.00
PBMLP	1,014	1,000.00	1,014,000.00	40%	Membership/ Registration Fees	500,000 – 700,000
LCP	84	78,000 – 150,000/ year (by class)	10,000,000.00	70%-75%	ESA	6,000,000.00
VMLP	1,608	2,000.00	3,216,000.00			Depends on dues collected & outside sources
NMYL	7,000++	1,500.00	10,500,000.00	30%	Grants/Assistance from LGUs	1,500,000.00
LPP	78 provinces	Per income class	7,640,000.00	62%	Project grants, fund raising	4,7000,000.00
PCL	18,000	400.00	7,000,000.00	55%	Income from quarterly regional meeting .6M	2,000,000.00
LVGP	78 Vice Governors	30,000.00	2,340,000.00	60%		1,200,000.00
LMP	1,525 municipalities	Per income class	4,006,880	58%	Grants, donations, rentals	7,000,000.00 approx.

and NMYL (50%) rely on external sources, mainly grants provided by their partners. ULAP revenues are from the contributions of LPP, LCP and LMP. The bulk of revenue utilization of the Leagues (50% or more) is directed toward Program or Project costs, while the remainder is spent on General Administrative Costs.

A strong recommendation arising from the Report appears to be the creation of internal policy and the provision of wider latitudes and opportunities to secure income at their level, capacity, and initiative, toward a gradual departure from dependence on donor funds for the stronger leagues.

Networks and Linkages

In Table VII, LPP, LVGP and LnB led may be observed to have covered substantial breakthroughs in local and international interaction. All three have won the recognition of the International Union of Local Authorities (IULA) while all of the leagues are members of ULAP. With the end of the Gold project, the latter is expected to more vigorously undertake the task of shepherding the leagues, and bringing them to the attention of bigger networks, donor circles, and peer associations, both domestic and offshore.

**Turning the Gold Leaf:
Future Sights in Local Governance**

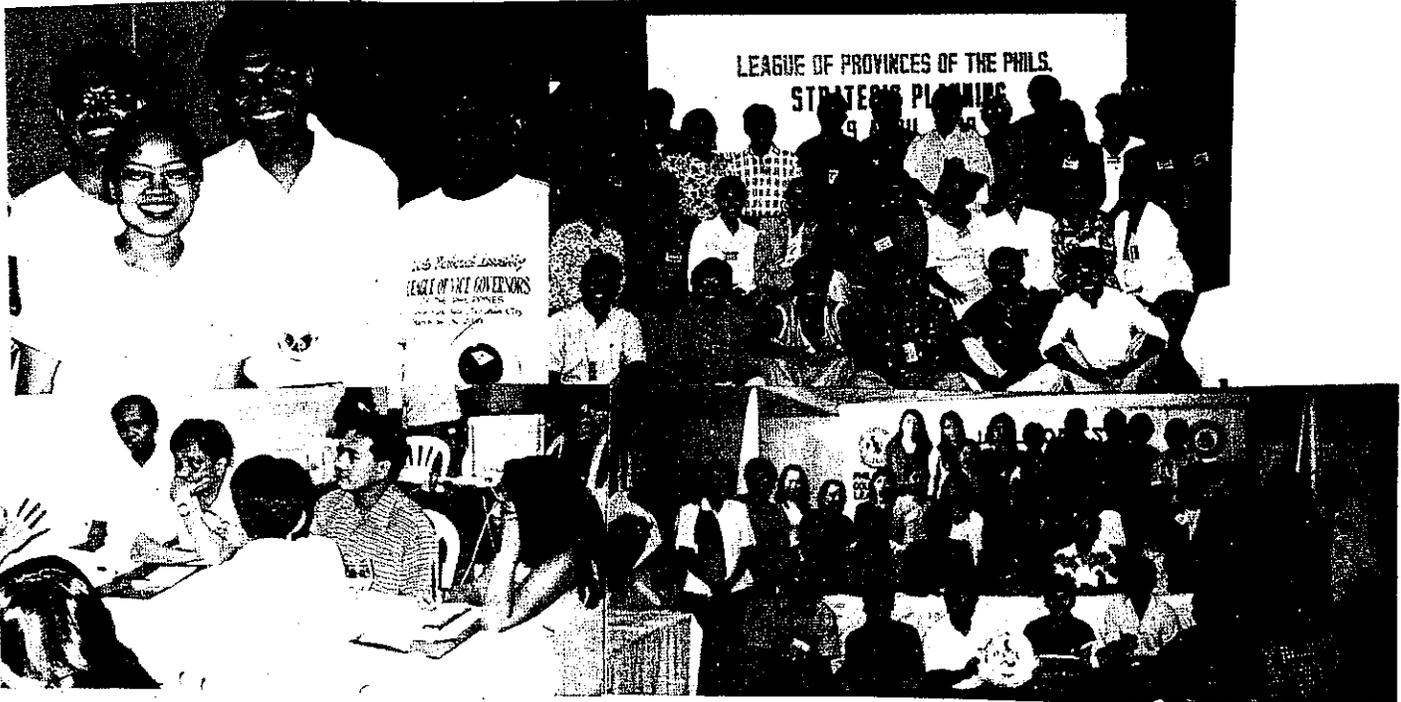
TABLE 7 - Networks & Linkages

TABLE VII

Networks and Linkages

	LPP	LVGP	LnB	NMYL	PCL	PBML
Local	ULAP PBSP NGAs UNICEF USAID ARD LGA	ULAP (member) Prama Foundation (member) LGA PBSP UNICEF Japan Foundation USAID AusAid DILG UP NCPAG Ateneo ARD CAP Foundation	PBSP ARD Gerry Roxas Foundation DBM/PhilBo ABS-CBN ABS-CBN Foundation NAPC DOH Civil Service Commission NDCC..	ULAP (member) PBSP	PCL local chapters ULAP	DILG DSWD-CIDDS PBSP ULAP UNICEF
International	IULA	IULA (member)	IULA UNGP - IPASD	ACYPL Junior APEC Secretariat		

League Secretariats in Action



UNION OF LOCAL AUTHORITIES OF THE PHILIPPINES (ULAP)



**Turning the Gold Leaf:
*Future Sights in Local Governance***

**Part 3
Future Sights in
Local Governance**

Possible Areas of League Assistance

From the foregoing presentation of PBSP-GOLD project accomplishments at the League level, it is evident that Gold has exceeded expectations. It has extended itself beyond the goal to render "institutional support to the Leagues of Provinces, Cities and Municipalities" by nursing a total of nine Leagues through early growth.

Project funds were invested in partnership with each League in the identified programmed directions, to quote from the Gold project brief, toward providing:

... technical advisory services and training on a demand-driven basis, to help professionalize League secretariats, encourage the installation of systems that will make their service delivery functions more effective and improve their viability as advocates for local governments."

With GOLD support, LGU leagues have managed to build enough organizational flex to: enlist membership throughout the regions, manage internal affairs, install administrative and financial management systems, set up information and communication systems, organize meetings, assemblies and conferences, coordinate advocacy blitzes with partners in the NGO community to score a number of first moves such as the drawing up of partnership covenants with NGAs on joint programs or procedural policies, and plowing back what rightful shares were taken away from LGUs by unlawful acts.

The thing that may probably not escape notice is that the assistance appeared to have been more substantial in favor of the unit leagues than to the leagues of LGU officials, as shown by the high level of activity concentrated on the former. It should be pointed out that the major leagues were geographically situated and constituency-based in comparison to the other leagues that are grounded on public service professions and expertise, i.e., local legislators. But this was not the prequalifying factor for the extension of the grant; rather, it was because there was a need to focus on the unit leagues on account of their capability as well as their emergent corporate personality to institutionalize the gains of local fiscal autonomy and governance so dearly advocated and fought for within the political

**Turning the Gold Leaf:
*Future Sights in Local Governance***

boundaries of provinces, cities and municipalities, and barangays. Leagues of either nature or calling, however, have rightful claim to organizational growth and fruition, inasmuch as the LGUs' layers of officialdom are symbiotically in the service of one another. The more urgent and compelling concern is for all the leagues of LGUs and officials to join forces to consummate the act of devolution and decentralization to their full completion.

Within the first few years of this millennium, an unexpected rise in the momentum of local development can be expected to take place, putting all the leagues at the fore of practically all economic, financial business, legislative, sectoral and community harnesses. After all, they constitute the syndicated leadership of all localities, while simultaneously and separately carrying out the functions of governing and legislating in the respective constituencies.

The member leagues of the Union of Local Authorities of the Philippines (ULAP), on account of their functional fragility and persisting instability in terms of financial, human and physical resources, seem to remain at the subsistence angle of the political and socio-economic mainstream, where they are likely to depend, for a little longer period of time, on support funds and technical assistance, be these from local or foreign origins. These leanings will go on until they can attain a measurable level of institutional maturity and self-generated revenue that will sustain their programs and projects in accordance with forecasted timetables, as they have clearly indicated in past GOLD-assisted planning workshops.

Analytically, the leagues' fighting front is within the inner circle, as they advocate fiercely for codal amendments, against IRA cuts, against both imperious and onerous executive and departmental orders, while resisting all attempts at re-nationalization of devolved services and the abuses committed by higher power-hungry quarters.

It will be for the consideration of policy and program planners, senior advisers and key players within the League-NGA-LGU-NGO circles that this section presents a table of activities that the Leagues have verbally expressed and written down. This will enable them to shift and maneuver management levers to cope with the changes in the Philippine political scenario, with every transition that occurs during local elections. Partnership agreements, covenant entries and consensus building, as learned during the active GOLD phase, were essential factors to successful mutually beneficial relations such as in LGU-NGA transactions, inter-league sharing, and LGU-NGO partnering.

PBSP-Gold Assistance to the Philippine Leagues
March 2001

This matrix may equally, and more importantly appeal to the decision makers within the donor circles. With the passage of GOLD, a new leaf is in the order of unfolding in the area of funding windows, whether local or international, grants-in-aid or soft portfolios, capital investments or the bond market. While the steps taken by the leagues so far may appear to have been small and wobbly, these steps are nevertheless bound to be big and strong as goals will be gradually met in the future.

Summary: Areas of League Assistance

League of Provinces of the Philippines

Institutional Development

- Expansion of fund sourcing and revenue bases
- Award scheme for prompt payment of fees
- Additional technical and legal consultants
- Staffing pattern/HRD plan
- Needs assessment and strategic planning

Capability Building

- LPP Sharing Sessions on Best Practices
- Fund support for LPP General Assemblies
- Technical assistance in project/proposal design
- Professional skills training for members, technical staff, and secretariat
- Political empowerment and projection for political exercises, social movements, decentralization

Advocacy

- League desk in Congress and other bodies
- Round table discussions/*kapihans* on national and local issues
- Advocacy campaign for LGC amendments
- Policy studies/research
- PAF workshops in tourism, labor and employment, finance, internal revenue, public estates, water systems, irrigation, others
- 2nd edition of the LPP Policy Handbook

Information Exchange

- Consolidation/completion of LEMS
- Expansion of resource database
- Re-launching of The Governor Magazine
- Quarterly news bulletins

Networking and Linkaging

- NGA-LPP partnership enhancement consultations
- Project tie-ups with domestic/offshore institutions

League of Vice Governors of the Philippines

Institutional Development

- Sharing Sessions on Best Practices in Local Legislation
- Financial strengthening
- Revenue expansion, resource generation

Program Development

- Establishment of councils on health, peace and order, anti-drug abuse, labor management, rebel returnees, investment promotions, etc.
- Institutionalization of Disaster PMP Programs
- Environmental Protection Program
- Eco-tourism Program

Information and Communication

- Agenda Magazine production, increased circulation/frequency and internet edition
- Expansion of Web Page information matrix
- Data banking services

Advocacy

- Codification of laws (Provincial Environment Code, Investment Code, Administrative Code, Labor Code, etc.)
- Creation of PR/Media group

Capability Building

For Sangguniang Panlalawigan:

- Legislative skills development
- Rules and parliamentary processes
- Pre and post session caucus management
- Agenda development and formulation
- Formation of LGU-LEDAC Counter Plan

For Technical Staff Development

- Administrative and financial systems management
- Performance evaluation systems
- Project development/FS preparation

**Turning the Gold Leaf:
Future Sights in Local Governance**

**Provincial
Board Members League**

Membership and Secretariat Capability Building

- Additional staff
- Staff training in office administration, financial and budgeting management
- Exchange programs, training and observation tours for local legislators

Institutional Development

- Amendment of PBMLP Constitution and By-Laws
- Creation of Finance and Budget Committee
- Strengthening of accounting/auditing systems through intensified dues collection, fee restructuring, fund generation, i.e., raffle draws, etc.

Program Development/Advocacy

- Membership Welfare Committee
- Design of Advocacy Plan

Linkage and Networking

- Committee on International Relations
- Local and foreign institutional tie-ups on various agenda

**League of Cities
of the Philippines**

Institutional Development

- Financial systems improvement

Capability Building

- City Sharing Sessions
- Creation of an Experts Pool in engineering and public works, crime prevention, women, child and family welfare, pollution control, solid waste management, urban housing and land use, aqua and agriculture, health and sanitation, and poverty alleviation, etc.
- Local/overseas educational training and observation tours
- Replication of the Environmental Planning and Management in 18 cities

PBSP-Gold Assistance to the Philippine Leagues
March 2001

Advocacy

- Policy reform studies
- Advocacy action planning

Information Exchange

- Continuation of Interface Magazine
- Enhancement of the LCP database

**Vice Mayors League
of the Philippines**

Institutional Development

- Amendment of VMLP Constitution and By-Laws
- Financial and Resource Management/Public Accountancy training
- Merit and Awards System for Outstanding *Sanggunians*
- Additional secretariat facilities, IT and software
- Fund raising program i.e., raffles and derbies

Capability Building

- LGA, DILG developmental courses
- Skills development for members and staff

Advocacy

- Training/enhancement of TWG/Advocacy Group

Information Exchange

- Launching of official newsletter
- Email system, data banking services, internet linkage

Linkage/Networking

- Local/international educational programs/observation tours for legislators
- Inter-league joint ventures in service delivery, equipment pooling, resource sharing

Program Development

- City/Municipal Legislative Tracking System
- Capital Investment Promotions
- Austerity Program

**Turning the Gold Leaf:
Future Sights in Local Governance**

**Philippine Councilors
League**

Institutional Development

- Mandatory appropriations for payment of PCL dues
- Financial management systems improvement for League and councils
- Revenue base expansion thru deputized councils, cultural shows, trade fairs
- Intensive marketing plan/campaign for PCL Hostel
- Completion of chapter formation
- Regional/provincial assemblies

Information and Communication

- NTC-approved radio communications facility
- Provision of fax machines, cellular phones, mobile radios, etc.
- PCL chapter-wide property inventory and audit
- Establishment of email and data banking services
- Support for September Councilors Week

Program Development and Membership Services

- Establishment of island offices
- HRD staffing for PCL secretariat
- Health care and life plan programs

Policy Advocacy

- Creation of functional advocacy group
- Advocacy plan and policy formulation
- Involvement in congressional/budget hearings

Liga ng mga Barangay

Institutional and Program Development

- Annual LnB Consultation Assemblies and 1st National Congress
- Establishment of LnB Headquarters in national/local levels
- LnB Cooperative Center
- Wider barangay involvement in the national Food Security Program
- Corporate-Liga partnerships for nutrition and health, women and children,

PBSP-Gold Assistance to the Philippine Leagues
March 2001

other community programs

- Expansion of BOFP Program and other LnB programs
- Barangay Justice and Legal Assistance

Policy Advocacy and Political Empowerment

- Position papers on LGC Amendments
- Attendance in budget/congressional hearings
- Increase in taxation powers
- Representation in Congress and Provincial Development Councils
- Declaration of an Annual Barangay Day
- LnB National Radio Programs in national/provincial stations

Capability Building Programs

- Establishment of the LnB Academy or Institute
- Seminar-workshops on strategic planning, organizational strengthening, planning/budgeting, project implementation and monitoring, and peace and order
- *Barangay Tanod* Training
- Barangay Day Care Workers Training
- Barangay Health Worker Training

Information Exchange

- Publication of LnB official newsletter
- Completion of Barangay Database Program
- Partnership with online networks

National Movement of Young Legislators

Institutional Development

- Enhancement of financial/accounting systems
- Revenue generation, i.e., concert tours, corporate sponsorships, credit facilities
- Completion of regional/provincial chapter formation by 2004
- Widening of membership coverage to NGAs/barangays

Policy Advocacy

- NMYL Policy Handbook for Young Legislators
- Full Course Advocacy Curriculum
- Institutionalization of:

**Turning the Gold Leaf:
Future Sights in Local Governance**

- GAWAD-NMYL Awards for 10 Outstanding Legislators for progressive bills passed
- Academic Experience Awards
- Outstanding Youth Project/Organization Awards

Capability Building

- Development management training for chapters
- Creation of Mobile Trainers Pool

Information Exchange

- Establishment of the NMYL Research and Information Center
- Launching of official publication
- Local radio programs in provincial broadcast stations
- Print and broadcast media relations
- Launching of E-Governance

Program Development

- Establishment of local Disaster Coordinating Councils (DCC)
- Launching of youth livelihood programs
- Medical and dental outreach missions
- Expansion of the NMYL ISKOLAR Program

Union of Local Authorities of the Philippines

Policy Studies and Advocacy

- Formation of a Policy Studies Group
- Formation of a Policy Advocacy Group

Institutionalization: Establishment of the ULAP Center and Data Base

- Establishment of ULAP Center
- Administrative, Financial and Resource Management Training Courses

Information Exchange

- Comprehensive data base/communications facilities
- Acquisition of IT components
- Training courses in web design, computer science and applications

Capacity Enhancement

- Needs Assessment workshop
- Three-year capability enhancement and program of activities
- Course curriculum design for member Leagues

Recommendations

For the Leagues of LGUs

1. To continue consolidating the gains made in each category of technical and funding assistance and focus post-GOLD efforts on mechanisms of sustainability of GOLD innovations.
2. To build on acquired assets and skills from past GOLD-assisted and other training programs and maximize the same for the attainment of desired League objectives. Specific instances would be:
 - to focus specifically on the replication of the Technologies of Participation and conflict resolution techniques imbibed from the GOLD project thru echo training activities among member LGUs;
 - share successful approaches, innovations and methodologies with member LGUs and NGO networks
3. For the League national officers, TWG members and policy advocates and staff to closely review Programmatic Action Plans with the general membership and move for necessary realignments/modifications in line with ideas, concepts and suggestions proposed by the members that may find a fit with organizational plans. Specifically, for the various Technical Working Groups and Advocacy Groups to focus future policy studies on unfolding issues that affect League members at the operational level.
4. Inasmuch as the GOLD project was demand driven, to conduct regular needs assessment for the purpose of identifying which priority plans and programs require immediate support and assistance for implementation from new funding windows and prospective local and foreign funding donors
5. To maximize existing links and explore possible tie-ups with academic institutions and universities, embassies, consulates and diplomatic channels, local training NGOs, business and awards foundations for membership and staff training and/or scholarships in various development management skills and courses
6. To pursue with interest the items of agreement in each of the covenants drawn up with national agencies that comprise the essence of past advocacy work

**Turning the Gold Leaf:
Future Sights in Local Governance**

7. To convince members of the need to complete local development plans for integration with national plans, and work for the completion of documents that may be required by local and foreign funding donors, development banks, lending institutions, and investment houses for speedier access to grants-in-aid, technical assistance, soft loans, development portfolios and other assistance packages
8. For the League to closely assist members in the preparation of policy studies, feasibility studies, action plans and project proposals for presentation to target principals and agencies
9. To intensify networking, external relations and linkage building for members by closely communicating with peer leagues and ULAP for the purpose of broadening the base of institutional support for members. Break ground with local and foreign aid organizations - universities, consulting firms, research institutions, professional associations and other organized suppliers of expertise that could provide immediate alternatives to aid dependency.

For NGAs, Partner NGOs and Stakeholders

1. To safeguard partnership arrangements so far entered into with the leagues of LGUs in various fields of national and local development and work for the observance of the principles, work ethics, and procedural flows agreed upon
2. Maintain open lines of communication with the Leagues in order to obtain an insider's view into the needs and requirements of constituents at the local level, work out solutions to problems and issues, and jointly design methods and strategies for mutually beneficial relationships/agreements
3. Explore other avenues of partnership and linkages with LGUs through the Leagues, especially in the conduct of joint venture programs and projects with the broadened participation of civil society
4. Develop mechanisms for increased integration between LGU and NGO activities at the field level through the creation of joint local project teams

PBSP-Gold Assistance to the Philippine Leagues
March 2001

For the Union of Local Authorities of the Philippines

1. Serve as the facilitator/broker for setting strategic coordination links between League members and local and international sources of technical expertise and institutional development assistance
2. Continue rendering organizational development (OD) support on a demand-driven basis to member Leagues and facilitate processes of focus group or conferential discussions, policy analysis, program planning, skills development training, facilitation, sharing exercises among the Leagues or between the Leagues and their members, take the frontline in policy reform and advocacy in raising issues and resolving possible future conflicts with NGAs, government special bodies, houses of Congress and the private sector
3. Help the Leagues develop a permanent secretariat and sustainable financial base
4. Actively assist the Leagues in the continued push for the devolution of incompletely devolved or non-devolved sectors, i.e., eco tourism, education, environment, etc.
5. Assist Leagues in establishing an institutional framework that creates and manages mechanisms of information exchange in the regions and provinces to more effectively propagate the lessons learned from the GOLD experience and propagate best practices in good governance
6. Deepen further acts of decentralization by facilitating processes in partially devolved/undeveloped sectors

For the Donor Circle, Banks and Lending Institutions, and Investment Houses

1. To give due attention to developments transpiring in the provinces, cities and municipalities and barangays and assess the legislative environment obtaining in the localities for appropriate feedback to the LGUs concerned through the Leagues
2. To open opportunities and access points for local development planning, technical expertise assistance and funding support

Turning the Gold Leaf: Future Sights in Local Governance

3. On a demand-driven basis in the provision of League assistance, focus more attention to NGAs in two specific areas:
 - support for continuing bureaucratic reform consistent with the focus on decentralization, and
 - assist government training institutes such as the LGA, DAP, and state university-based policy studies groups to become effective supporters of capability building for Leagues of LGUs by spreading GOLD's experience-based "*intellectual capital*"
4. Support private sector sources of specialized technical assistance for various forms of training on development management
5. Explore the corporate personalities of LGUs through the Leagues in order to seriously assess their capabilities to enter into arrangements for build-operate-transfer projects, bond flotation, investment promotions, and other official cooperative transactions

Conclusion

The PBSP-GOLD project draws to a close with the hope that the assistance it has rendered to the Leagues of LGUs has been more or less fruitful, given the constraints of the state of the Philippine economy and its toll on the countryside, the recalcitrant practices of some high officials and national agencies, and the low interest and participation of some LGUs at the lower end of the authority scale. This project completion dovetails the start of a new government administration, pointing to the inevitability of change at any given time in political evolution. Thus, the beginning and the end of any project or program are always characterized by the need for transcendence or change, and a transfer of mindsets for the ultimate good of the local community. This is where ultimate governance by the people truly resides. It is up to the local governing powers to pilot these changes for the certainty of progress and development. And the Leagues will always be expected to facilitate their moves – preferably with aid at present - for self-sufficiency and sustainability without aid in the future.