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BEYOND GOLD:
PHILIPPINE LOCAL GOVERNANCE
IN THE 21ST CENTURY

23-24 January 2001
The Heritage Hotel
Roxas Boulevard, Manila
PHILIPPINES

CONFERENCE PROCEEDINGS



United States Agency for International Development
Governance and Local Democracy Project (GOLD)

ARD Associates in Rural Development, Inc.

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Conference Theme

The GOLD Project close out meeting brought together key stakeholders in Philippine local governance. They talked about local governance in the 21st century. Using a collective and participative evaluation of the gains and accomplishment of the GOLD Project as the spring board for discussions, the meeting participants talked about the key challenges to decentralization today, the roles of each stakeholder in responding to these challenges, as well as how the lessons generated in the GOLD Project can be useful in making that response.

Program of Activities

Tuesday, 23 January 2001

am Arrival and Registration

11:00 Opening of Gallery of Good Practices in Local Governance

12:00 Lunch

1:30 Opening Program

2:30 Session 1 : Putting GOLD in the Context of Decentralization
in the Philippines

6:00 LOGONET Launch

7:00 Dinner

8:00 ORID Book Launch and Technology Fair

Wednesday, 24 January 2001

8:00 Session 2 : Assessing the GOLD Project

12:00 Lunch

1:30 Session 3 : Going Beyond GOLD

4:00 Session 4 : Our Vision of Decentralization 10 Years Hence

5:00 Closing Program

7:00 Dinner

8:00 Fellowship and Socials



Tuesday, 23 January 2001

Opening of Gallery of Good Practices in Local Governance

The "Gallery of Good Practices" showcased "better ways of doing things" that have helped to make local governance work. Good practices for exhibits were invited from local governments, national governments, non-government organizations, private sector, service institutions and citizens, either separately or jointly as collaborative undertakings.

The exhibits centered on five themes that included Managing the Environment, Using Information Technology, Service Quality Improvement, Local Planning and Budgeting and Development Investments. The gallery presented an interesting collection of good practices ranging from solid waste management to privatizing a dormant enterprise to a taxpayers' coffee lounge.

Below is a sample list of good practices organized around the themes already mentioned. The entire exhibit was compiled into a three-volume book.

MANAGING THE ENVIRONMENT

- Solid Waste Management
- Tree Enterprise Program
- Watershed Management

USING INFORMATION TECHNOLOGY

- Real Property Tax Information Systems

SERVICE QUALITY IMPROVEMENT

- Tax payers' Coffee Lounge
- Transforming Local Bureaucracy
- Making the Technology of Participation (ToP) available to LGUs
- Enhancing Public Relations in Hospitals
- Knowing the People's Pulse through Opinion Polling

LOCAL PLANNING AND BUDGETING

- Arming the Barangay Folks with Planning Skills through the implementation of the Barangay Planning and Budgeting Workshop
- Invoking People Participation in Governance

INVESTMENT

- Privatizing a Dormant LGU Enterprise
- Turning fisherfolk into small scale entrepreneurs
- Hastening the relocation of war dislocated families
- Engaging the private sector in the LGUs Vision of Optimizing Basic Services

Opening Program

The moderator, *Philip Schwehm*, Deputy Chief of Party, welcomed the participants to the Opening Program.

WELCOME REMARKS

Paul A. Lundberg, Chief of Party, GOLD Project also welcomed the participants to the conference. He traced the events leading to the present Conference starting from the first Conference in 1998 to the Regional Roll-outs and finally to this Conference.

Mr. Lundberg then told a story about the Wizard of Oz. He compared GOLD to the Oz and the LGUs to the Tinman. He said when the Tinman asked the Wizard to give him a heart, the Wizard answered, I cannot give you what you already have. Simply put, Mr. Lundberg pointed out that GOLD was only catalyzing the capabilities already existing within the LGUs.

Lastly, he recognized several people who were instrumental in the GOLD design. Among them were Harry Dickherber, former USAID Technical Officer who developed the concept of the GOLD project; Jim Dalton, former LDAP COP; Ken Ellison, former LDAP COP and first GOLD COP; and Patricia Buckles, USAID Mission Director, responsible for expanding GOLD support nationwide.

MESSAGE

Patricia K. Buckles, Mission Director of USAID complimented the Filipino people for having again shown the world that democracy is alive and well in the country. She also noted that for the last three months, the recurrent issues raised daily were Transparency; Accountability; and Good Governance. The same themes were echoed by the newly elected President Macapagal Arroyo in her inaugural address.

Accountability of the leaders and public servants to their constituents has been a fundamental theme throughout the GOLD Project, according to Director Buckles. She then gave the historical context of the GOLD Project. She emphasized, however, that the GOLD project "is not an answer to a specific question nor a solution to a particular problem." Rather it is a means of seeking new ways to address a challenge by opening up various avenues for options and using our creativity and knowledge, enabling us to come up with better ways to deliver services.

She acknowledged that the success of each LGU was made possible because of their own leadership and hard work. The GOLD Project was just a catalyst, a support and a facilitating partner. She also acknowledged the valued contribution of Dr. Michael Calavan, former Chief at the Office of Governance and Participation.

Director Buckles mentioned seven key challenges requiring the support of the Philippine government and the donor agencies, namely:

- ⇒ Enhancing the capacity of local governments to mobilize local revenues and to manage public debt financing;

"The GOLD Project is not an answer to a specific question nor a solution to a particular problem. GOLD is means of seeking ways to address a challenge."



- Improving local government information, financial management, and procurement systems to ensure transparency, efficiency; and accountability;
- Improving local government development planning, budgeting, and administrative capacities to ensure participation and transparency;
- Strengthening non-government organization capacities to fill their vital advocacy, monitoring, and oversight;
- Supporting the emerging networks of public and private organizations such as the Solid Waste Management Association of the Philippines (SWAPP); the Philippine Watershed Coalition and the Consortium of Centers for Local Governance that provide collaborative solutions to local problems;
- Strengthening the leagues of local government as professional, non-partisan support networks for local government throughout the nation; and
- Harnessing the energy and resources of the private sector to achieve sustainable economic growth and higher living standards for all citizens, not just for a lucky few.

Director Buckles in her closing statement promised the participants that USAID will continue the GOLD Project's philosophy and proven best practices in their on-going local level assistance efforts in environmental protection and health.

KEYNOTE ADDRESS

Hon. Josefina M. dela Cruz, Governor of Bulacan Province and Co-Chair of the GOLD Project Steering Committee began her keynote address by highlighting what happened at EDSA last week.

“GOLD was instrumental in raising the consciousness level of LGUs to commit to the goals of decentralization. GOLD helped strengthen democracy and empowerment in the Philippines.”

Despite the crisis in Manila, the local government units outside Manila continued to function normally. This showed that Filipinos have been empowered at the local government levels. Simply put, decentralization was working.

GOLD, according to her, enabled the local officials and communities in terms of capability building; providing transparency in government; and providing new ways of doing things.

She cited the difference between the GOLD Project and other projects. First, GOLD is demand-driven. It allowed LGU partners to complete an analysis of their situation, prioritize projects and be provided with appropriate technical experts. Second, it allowed the LGUs to be creative. LGUs were not “boxed-in” within particular ways of doing things. This enabled the LGUs to realize their full potentials and possibilities. Third, GOLD knew that it would not be there forever, therefore it capacitated LGUs to be self-reliant.

According to her, GOLD was instrumental in raising the consciousness level of LGUs to commit to the goals of decentralization. She also said that GOLD helped strengthen democracy and people's empowerment in the Philippines.

Governor de la Cruz stated that the US Government money was well spent in the Philippines because many good practices were initiated by the local governments. Finally, she emphasized that the greatest challenge to all LGUs is how to grab the current opportunity that EDSA 2 has given to make something out of themselves.

Session I : Putting GOLD in the Context of Decentralization in the Philippines

Session I involved a process of thinking through the expectations of the GOLD Project; the key challenges to decentralization at the start and end of the GOLD Project and identified tools and mechanisms developed that were useful in responding to the key challenges of decentralization today.

The session engaged the stakeholders in local governance in a multi-level conversation. Participants were asked to individually answer the following questions:

- What actions/activities did your LGU/organization undertake with the assistance and support of the GOLD Project?
- What were your expectations of the GOLD Project when the Project was first introduced to your LGU or organization?
- What were the key challenges faced in the implementation of the Local Government Code when your LGU's/organization's joined the GOLD Project?
- What are the key challenges to decentralization today, five years after the implementation of the GOLD Project and ten years into the Local Government Code?

This was followed by conversations with fellow participants seated at the same table. The conversations were elevated into a plenary discussion. At the plenary, Rose Nierras, Deputy Chief of Party led a bigger conversation that allowed the participants to get a broad view of the the discussions at each tables. In addition, she asked participants how they can sum up in one sentence the biggest value of GOLD that they will take away after the project. She also asked participants about what the challenges to decentralization today, five years after the GOLD and ten years into the implementation of the LGC. The final question posed to the participants was about their role in responding to the challenges to decentralization.

The succeeding pages present a summary of the discussion.

COMMON ACTIVITIES UNDERTAKEN WITH SUPPORT FROM THE GOLD PROJECT

- Personnel Management Information System
- Barangay Planning and Budgeting
- Solid Waste Management
- Public Service Excellence Program
- Investment Promotions
- Project Development Management
- Network building
- Technology of Participation Workshops
- Project Development for Technical Staff

COMMON EXPECTATIONS OF THE GOLD PROJECT

- Empowerment
- Transfer of Technology
- Financial Support
- Enhancement of Partnership
- Modern Public Administration

GOLD'S LEVEL OF PERFORMANCE IN MEETING EXPECTATIONS

- Provided adequate financial support
- Improved partnership-building among LGUs
- Modernized Public Administration

COMMON CHALLENGES TO DECENTRALIZATION

- Changes in leadership and its consequence
- Transparency in governance
- Lack of commitment and skepticism from some of the stakeholders (e.g., LCE, some NGOs.)
- Lack of local funds
- Problems due to inflexible Commission on Audit rules
- Unmanageable and unskilled LGUs
- Lack of a common framework and perspective on how local governance should really work
- Lack of appreciation of local talents. (E.g., some LGUs resist tapping the support of the academe.)
- Resistance of some local institutions to new technologies.

WAYS THE GOLD PROJECT HELPED IN RESPONDING TO THE CHALLENGES

- Introduction of various methodologies for consensus building useful in planning and implementing projects support from various stakeholders.
- Recognition of the strengths and weaknesses and the ways to address them
- Cost-sharing and local ownership of the project.
- Introduction of ToP as a mechanism for participatory governance.
- Building of personal and institutional confidence
- Proving institutional credibility in electoral exercises such as election survey
- Organization of an environmental office
- Institutionalization of polices on solid waste and watershed management
- Sharing of knowledge on local autonomy and managing a governance project in the Philippines

BIGGEST VALUE OF THE GOLD PROJECT

- Integration of principles of local governance in the local area development programs of NGOs and POs
- Emergence of a new "development culture" from those who were involved in GOLD
- Effectiveness of local governance and people participation
- Allowing a leveled playing field for participatory local governance
- Opening of new horizons
- Going for electronic-governance in Bulacan
- Democratization and decentralization work in Nueva Vizcaya
- Transfer of technology
- Continuous sharing of non-copyrighted documents
- Reduction of evolving management gobbledegook
- Empowerment of local institutions to take over ARD beyond GOLD
- Validation of bottom-up approach to local governance
- Convergence, integration and synchronization of efforts by the stakeholders

- Improvement of self-confidence in LGU participation and NEDA partners in
- Helping in the election of officials
- Discovery of the intricacies of localities through the Geographic Information Systems
- Making a city of character

CHALLENGES TO DECENTRALIZATION TODAY, FIVE YEARS AFTER GOLD AND TEN YEARS INTO THE LOCAL GOVERNMENT CODE (LGC)

- Sustaining initiatives
- Financial support
- Amendments to the Code making it responsive to present-day demands
- Support of Congress to local governance
- Roles of Leagues of LGUs and coalitions
- Translation of the Local Government Code to a language that will be understood at the barangay level
- Coping with the demands for training and capability building
- Exploring other mines beyond GOLD

"The GOLD Project has validated the bottom-up approach to local governance."

ROLES IN RESPONDING TO THE CHALLENGES

- Builder of the gains and accomplishments (sharing of experiences and responding to the needs of the various stakeholders)
- Advocate of sourcing funds in the Local Development Councils to ensure support for GOLD-type initiatives
- Guardian of "GOLD" policies and programs in local bureaucracy.
- Campaigner for good officials
- Supporter and Trainer of newly elected officials
- Integrator of GOLD learnings into the formal curriculum of academic institutions
- Expert resource centers recognized by the international community
- Lobbyist for legislations responsive to GOLD principles
- Sustainer of partnership with other networks

LOGONET Launch

Philip B. Schwehm, DCOP of the GOLD Project gave the overview of the LOGONet. He described it as an internet based resource center where information about local governance can be obtained by groups such as local government units (LGUs), NGOs, the CLGs and donor agencies. He compared LOGONet to a book's "Table of Contents" that guides internet users to locate information found in other web sites. LOGONet is thus organized around the concept of a "portal" on top of a "web ring." This scheme avoids duplication and LOGONet serves to link other internet-based initiatives on local governance by other groups or organizations.

Patricia K. Buckles, Mission Director USAID, Philippines in her message said that LOGONet "exists for the purpose of creating an on-line knowledge for community organizations and individuals to dedicated to the improvement of local governance in the Philippines."

Marie Labajo, Director, Institute of Politics and Governance gave a message from the NGO community and emphasized the importance of the initiative and how it can link various sectors.

Joaquin L. Teng, Jr. Vice President of GLOBE Telecom gave a message from the private sector. He talked about the "critical role of the Local Governance Network or LOGONet in fostering local government commitment to adopt information technology initiatives and in mitigating the problems often encountered in technology adoption." He also said that the combined new tools and key features of LOGONet allows it to augment the web sites of partner organizations by enhancing their content and expanding their reach. GLOBE Telecom, in line with its corporate social responsibility partly funds the project.

Hon. Josefina M. dela Cruz, Governor of the Province of Bulacan for her part thanked everyone who made the Local Governance Network Project a reality. She raised the point that perhaps a reason behind the lack of support from donor agencies to fund local government initiatives is due to the lack of information on good practices and success stories. She pointed out that with LOGONet perhaps this problem will be addressed and will help facilitate LGUs' leapfrogging to development. She emphasized, however, that the LOGONet launch is merely a start. She encouraged everyone to take up the challenge to sustain and support the project.

"LOGONet launch is merely a start. I encouraged everyone to take up the challenge to sustain and the support for the project."

A memorandum of agreement was signed among the members of the committee that will oversee its operations. The committee members include representatives from The Center for Local Governance Research and Development Foundation, Inc. CODEWAN/Balangay, Globe Telecom, The League of Vice-governors of the Philippines, The Local Governance Policy Forum and the Provincial Government of Bulacan.

Philip Schwehm led participants through a demonstration of the LOGONet website.

ORID Book Launch

Paul A. Lundberg, GOLD COP introduced the launching of the "Leading Local Governance: Conversation Techniques that Work" or the ORID book. For the benefit of those who had not yet taken the Technology of Participation (ToP): Basic Group Facilitation Method course, Mr. Lundberg described the ORID method as a "structured conversation" that leads participants of a discussion to a decision or action. He also acknowledged the contribution of Dr. Rosario Diaz, former governor of the province of Cotabato, Barangay Chair Edgardo Tiongzon, Mayor Myrna Lacanilao of Brooke's Point in Palawan and Ms. Agnes Villaruz the Executive Director of the Gerry Roxas Foundation in Capiz in compiling the conversations found in the book.

Hon. Rodolfo Q. Agbayani, Governor Province of Nueva Vizcaya gave a brief message and highlighted the importance of the method within his local government.

After the message of Gov. Agbayani, Mr. Lundberg led the distribution of complimentary copies of the ORID Book.

Technology Fair

The "Technology Fair" showcased service providers that are resources LGUs can tap to assist them in various aspects of improving local governance operations. These service providers have had direct experience in assisting LGUs participating in the GOLD Project realize many of the good practices they now have to share. Other service providers that can contribute to further enhancing these good practices were also invited to participate in the Fair.

Exhibitors included the Ateneo Center for Social Policy and Public Affairs, Ateneo de Davao University Resource Center for Local Governance, Ateneo School of Government, Coordinating Council for Private Sector Participation (CCPSP), Development Planning and Environmental Management, Inc. (DPEM), GlobeNet, Institute of Politics and Governance, Local Government Unit Guarantee Corporation (LGUGC), Local Governance Policy Forum (LGPF), Orient Integrated Development Consultants, Inc. (OIDC), Participation Associates Inc. (PAI), Participatory Governance in Natural Resources Development Inc. (PGI), Philippine Partnership for the Development of Human Resources in Rural Areas (PHILDHARRA), Philippines Australia Governance Facility (PAGF), Philippine Governance Forum (PGF), Philippine Watershed Management Coalition and Solid Waste Management Association of the Philippines (SWAP).



Wednesday, 24 January 2001

Session 2: Assessing the GOLD Project

Paul Lundberg, Chief of Party, gave a report of the GOLD Project. He said that GOLD implemented a learning process approach that was both effective and efficient. The basic approaches used were:

- Work directly with LGUs;
- Work with municipal clusters;
- Work with institutional partners; and
- Work with networks of LGUs organized along thematic lines.

He then presented the individual programs under the GOLD Project, the number of LGUs assisted as well as the linkages established with service providers. He encouraged the LGUs to seek the assistance of these service providers after the GOLD Project ends. He emphasized that the project is not ending, just the management is shifting from ARD to local institutions.

Concurrent workshop sessions centered on the five GOLD areas of work immediately followed the opening plenary of Session 2. The five areas of work included 1) Managing the Environment; 2) Harnessing Development Investments; 3) Improving the Quality of Services; 4) Responsive Local Planning and Budgeting; and 5) Using Information for Better Local Governance.

In each of the concurrent sessions, participants were first given the chance to exchange stories on the experiences in the GOLD Project. They were then requested to identify changes that have happened in the specific area of work mentioned with the support of the GOLD Project. The local chief executives, who facilitated the concurrent session, then asked participants to determine the GOLD approaches that worked well and those that didn't. Participants were then asked to give an overall rating for the GOLD Project.

The succeeding pages provides the highlights of the assessment along the five areas of work of the GOLD Project.

CONCURRENT SESSION ON MANAGING THE ENVIRONMENT

Significant Changes in the LGUs and organizations

- Strong political will to institutionalize environmental management
- Sharing of policies and programs in place
- Systematic, more focused, participatory, service-oriented service delivery
- Conscious and deliberate multi-sectoral participation
- Increased regular budgetary allocation and cost sharing of stakeholders for cost-effective resource management

What worked well

- Cross-visits
- Network building/Networking
- Demand driven approach in project identification
- ToP Processes
- Capability building
- Participatory approach
- Community-based
- Resource mobilization
- Transfer of Technology
- Creation of local pool of experts
- Sharing of Experience
- Project prioritization based on need and resources
- Follow-through activities
- Counter-parting/cost sharing in activities undertaken
- Local policy formulation

What did not work well

- NGO resource allocation not equitable
- Project programming and scheduling
- Natural systems approach
- Focus on systems technique training delimits ecological education

Suggestions/Recommendations

- More resources for NGOs
- Project extension; GOLD Phase 3
- Create a forum to regularly ventilate common natural systems issues
- Coalition to continue the work (for LGUs to focus on natural systems approach)
- Re-engineer training programs to consider systems approach

Managing the Environment	Over-all Rating			
	☹☹	☹	☺	☺☺
How well has the GOLD Project prepared your LGU/organization to help others strengthen citizen participation in local governance?		2	8	10
How well has the GOLD Project prepared your LGU/organization to help others improve their service delivery mechanisms?		4	8	7
How well has the GOLD Project prepared your LGU/organization to help others leverage and mobilize resources?		6	4	8
How well has the GOLD Project prepared your LGU/organization to help others strengthen their LGU bureaucracy?		1	8	9
How well has the GOLD Project prepared your LGU/organization to help others foster inter-LGU and LGU-NGA linkages?		3	7	8
How well has the GOLD Project prepared your LGU/organization to help others institutionalize change?		4	6	7



CONCURRENT SESSION ON HARNESSING DEVELOPMENT INVESTMENTS

Significant Changes in the LGUs and organizations

- Heading Institutionalization of Development Investment Initiatives
- Convergence of Private-Public Sector Actions
- Enhancement of Local Competencies
- Improvement of Investment Climate

What worked well

- Tapping of local experts
- Manualization of procedures and processes
- Hands on approach on training of local staff
- Use of participatory methods (TOP)
- Capability building Interventions in Project Development, Social Marketing and Information Technology
- Feasibility studies formulation
- Cost-sharing

What did not work well

- Mobilizing LGU funds
- Documentation for use by other users
- Promotion
- Some consultants doing the work

Suggestions/Recommendations

- Fund sourcing from external sources
- Documentation in popular form for mass use (in local dialect)
- Advocacy
- Establish mechanisms for technology transfer as an integral part of consulting service

Harnessing Development Investments	Over-all Rating			
	☹☹	☹	☺	☺☺
How well has the GOLD Project helped your LGU/organization to strengthen citizen participation in local governance?			4	7
How well has the GOLD Project helped your LGU/organization to improve their service delivery mechanisms?			2	8
How well has the GOLD Project helped your LGU/organization to leverage and mobilize resources?		1	3	5
How well has the GOLD Project helped your LGU/organization to strengthen their LGU bureaucracy?		2	7	2
How well has the GOLD Project helped your LGU/organization to foster inter-LGU and LGU-NGA linkages?			2	6
How well has the GOLD Project helped your LGU/organization to institutionalize change?			7	5

CONCURRENT SESSION ON IMPROVING THE QUALITY OF SERVICES

Significant Changes in the LGUs and organizations

- Shifting Service Paradigm
- Prompt and Efficient Service Delivery
- Customer-Friendly Service Providers
- Increase in Revenues and Cost-Effective Operations
- Institutionalized Quality Service Program

What worked well

- Demand-driven approach
- Organization of TWGs
- Counterparting
- Transfer of Technology
- Training (in-house and on-the-job)
- Sharing of techniques and ideas
- Client feedback
- Participatory approach
- Cross-visits

What did not work well

- Hiring of some local consultants

Suggestion/Recommendation

- Cross-posting assignment of local staff and consultants

Improving the Quality of Services	Over-all Rating			
	☹☹	☹	☺	☺☺
How well has the GOLD Project prepared your LGU/organization to help others strengthen citizen participation in local governance?			8	8
How well has the GOLD Project prepared your LGU/organization to help others improve their service delivery mechanisms?			10	6
How well has the GOLD Project prepared your LGU/organization to help others leverage and mobilize resources?			16	
How well has the GOLD Project prepared your LGU/organization to help others strengthen their LGU bureaucracy?			16	
How well has the GOLD Project prepared your LGU/organization to help others foster inter-LGU and LGU-NGA linkages?			16	
How well has the GOLD Project prepared your LGU/organization to help others institutionalize change?			16	



CONCURRENT SESSION ON RESPONSIVE LOCAL PLANNING AND BUDGETING

Significant Changes in the LGUs and organizations

- Transparency
- Responsive Development Planning and Implementation
- Stronger LGU-NGO-CSO partnership
- Institutionalization of Local Participatory Planning and Budgeting

What worked well

- Consultative Planning
- ToP
- Capacity building
- Provision of manuals

What did not work well

- Immediate consultation with LGUs
- Using the technology/approach to address partisan politics
- Participation of NGAs
- Participation at the grassroots level

Suggestions/Recommendations

- Consult concerned LGU officials up to barangay level
- Establish relationships between LGUs and other sectors
- Train career officials to lead the program
- Establish/promote good working relationship with LGUs through a multi-sectoral core team
- Involve local special bodies
- Involve, coordinate and stimulate active participation of NGAs
- Train concerned sector
- Strong support of LCEs (overall recommendations)

Local Planning and Budgeting	Over-all Rating			
	☹☹	☹	☺	☺☺
How well has the GOLD Project prepared your LGU/organization to help others strengthen citizen participation in local governance?			5	12
How well has the GOLD Project prepared your LGU/organization to help others improve their service delivery mechanisms?		2	8	7
How well has the GOLD Project prepared your LGU/organization to help others leverage and mobilize resources?		2	12	4
How well has the GOLD Project prepared your LGU/organization to help others strengthen their LGU bureaucracy?		6	8	3
How well has the GOLD Project prepared your LGU/organization to help others foster inter-LGU and LGU-NGA linkages?		1	8	7
How well has the GOLD Project prepared your LGU/organization to help others institutionalize change?		2	10	5

CONCURRENT SESSION ON USING INFORMATION FOR BETTER LOCAL GOVERNANCE

Significant Changes in the LGUs and organizations

- Strengthened Bureaucracy
- Increased Awareness of Constituents
- Institutionalization of IT within LGUs

What worked well

- ISP/Strategic Plan formulation
- Well-defined framework and process
- Consensus building and consultative approach
- ToP
- Cost sharing
- Creation of standard DFP by LGUs
- Deliberate but flexible process
- Technical Assistance (including software development and IT consultants)
- Resource Management Appraisal
- Demand-driven
- Inter-LGU cooperation for software development
- On-site/hands-on training and development information systems
- Advisory role in project implementation
- Creation of TWG
- Software sharing among LGUs
- Deployment of IT consultants
- Exposure trips
- Piloting system
- Cluster approach
- RTIS/PMIS installation and modification
- Commitment of LCEs

What did not work well

- Sustainability of sharing best practices
- Second generation ARD-GOLD from roll-out (shortened)
- Sustainability of programs
- Logistical support
- Module sharing among LGUs
- More after sales services

Suggestions/Recommendations

- Support Logonet
- Continuity of technical assistance
- League to sustain inter-LGU cooperation on IT implementation
- Customization of modules out of GOLD support
- Cost sharing
- Source code
- Support service centers



Information Technology	Over-all Rating			
	☹☹	☹	☺	☺☺
How well has the GOLD Project prepared your LGU/organization to help others strengthen citizen participation in local governance?			5	6
How well has the GOLD Project prepared your LGU/organization to help others improve their service delivery mechanisms?			5	5
How well has the GOLD Project prepared your LGU/organization to help others leverage and mobilize resources?		2	4	4
How well has the GOLD Project prepared your LGU/organization to help others strengthen their LGU bureaucracy?			6	5
How well has the GOLD Project prepared your LGU/organization to help others foster inter-LGU and LGU-NGA linkages?			3	8
How well has the GOLD Project prepared your LGU/organization to help others institutionalize change?			6	4

Session 3: Going Beyond GOLD

Patricia Sto. Tomas, former Director of the Civil Service Commission and new Secretary of Labor, believed that “in the end, everything is local.” To illustrate her point, she said that if not for decentralization, there would have been more sufferings at the center. A good example of this was the events that happened at the height of EDSA 2 wherein local government mechanisms and services were still functioning despite the crises in Manila.

Ms. Sto. Tomas said that after GOLD, there is platinum. She encouraged that the GOLD process can be taken even further by:

- Looking at opportunities (e.g. new government, mandatory review of the code, experience from the past);
- Learning from others’ mistake;
- Going beyond the limits (e.g. local governments should band together and ask the national government for the funds that are due them; LGUs to be trained in negotiation and assertiveness); and
- Local government leaders showing the way to others.

Participants once again broke into five groups according to the GOLD areas of work. The discussions during concurrent sessions focused on the greatest challenges to decentralization and how stakeholders could help each other respond to these challenges. The result of these sessions are presented in a matrix on page 16 and 17.

	Managing the Environment	Harnessing Development Investments	Service Quality Improvement	Local Planning & Budgeting	Information Technology
LGU	<ul style="list-style-type: none"> → Continue intensive information, education campaign → Prioritize environment management in the Annual Investment Plan → Optimize the Local Government Code mandates consistent with national laws 	<ul style="list-style-type: none"> → Provide budgetary support → Sustain and continue learning experiences and build up of capabilities of local personnel → Exercise Political will (transparency and accountability) → Advocate → Network → Issue local policies to strengthen investment climate 	<ul style="list-style-type: none"> → Institutionalize quality service → Network and steer partnership with all sectors → Practice the "McDonald" type of standardized service → Take lead role for quality service → Strengthen communications and feedback → Shift paradigm in treating beneficiaries and feedback 	<ul style="list-style-type: none"> → Advocate for real local fiscal autonomy (sources and uses of funds) → Share information on financial sourcing options → Support private sector efforts to offer alternative fund sources → Initiate the full activation of local development councils → Implement capability building initiatives on planning and budgeting 	<ul style="list-style-type: none"> → Computerize government operations → Advocate for the passage of amendment to LGC for genuine local autonomy (IT concerns) → Transfer IT Technology
NGOs/Civil Society Groups/ Private Sector/ and Other Service Providers	<ul style="list-style-type: none"> → Inform, educate, campaign/Build Capability → Mobilize Resource → Partner with LGU and the community 	<ul style="list-style-type: none"> → Lobby for development investments and friendly legislation → Undertake social preparation for development investments → Document and facilitate replication of good governance practices → Provide technical support → Develop/enhance competencies in development investments → Strengthen partnerships → Be open to take on government positions as need arises 	<ul style="list-style-type: none"> → Provide citizens' feedback → Serve as conduit → Be involved in planning, implementation, monitoring and evaluation → Complement services where the public sector is perceived as weak → Provide financial, technical and material assistance 	<ul style="list-style-type: none"> → Act as Brokers → Promote/advocate Participatory Process → Provide resources transfer(expertise, funds) 	<ul style="list-style-type: none"> → Undertake Participatory research → Support the LGU in the values of IT (IEC) → Complement LGU's programs/projects re: IT applications → Provide feedback for monitoring purposes

	Managing the Environment	Harnessing Development Investments	Service Quality Improvement	Local Planning & Budgeting	Information Technology
NGAs	<ul style="list-style-type: none"> → Be active partners in environmental management → Strengthen bureaucracy → Provide technical expertise and database 	<ul style="list-style-type: none"> → Transfer technology to LGUs → Adapt more flexible policies and rules to address LGU concerns → Allow LGUs lead roles in project implementation → Simplify systems and procedures → Legislate real autonomy → Devolve more resources to LGUs → Develop LGUs as partner learning centers 	<ul style="list-style-type: none"> → Institutionalize quality service → Become a model of transparency → Provide technical assistance → Give information to local level → Support decentralization → Provide unbiased monitoring of project implementation → Pool of experts provider → Strengthen linkages among multisectoral groups → Provide unbiased performance evaluation indicator 	<ul style="list-style-type: none"> → Catalyze and intervene → Advocate → Educator → Broker → Provide resources and technology 	<ul style="list-style-type: none"> → Provide IT infrastructure, with CBIs → Design, develop systems responsive to LGUs needs → Extend financial and technical assistance in databanking/database development/management
Leagues of LGU	<ul style="list-style-type: none"> → Advocate for Local Government Code Amendment and environment-friendly legislation → Coordinate at their own level → Be proactive in environment programs and information dissemination 	<ul style="list-style-type: none"> → Share experiences, both good and bad → Facilitate access to development funds and credit finance → Benchmark for LGU services (going beyond the limits) → Professionalize the Leagues → Continue advocacy for fiscal and local autonomy → Ensure just share of LGUs from national taxes (IRA and other special laws) 	<ul style="list-style-type: none"> → Enhance information systems within the Leagues → Initiate inter-LGU sharing of expertise/resources → Serve as "Role models" → Advocate policy reforms on quality service → Undertake capability building programs for members → Act as forum for LGU good practices → Provide opportunities for leadership development 		<ul style="list-style-type: none"> → Be a lobby group → Be a lead group for LGC amendment → Organize sectoral representatives for advocacy → Network/link best practices of LGUs

Session 4: Our Vision of Decentralization 10 Years Hence

In this session, the participants were encouraged to use their creativity in portraying their visions for decentralization 10 years from now. Amazingly, in a short span of time, the participants were able to come up with brilliant and enjoyable presentations.

Closing Program

At the start of the closing program, Ms. Nierras said that several participants had indicated they wanted to present a surprise gift to, Mr. Napoleon de Sagun, CTO for the GOLD Project, USAID. Five local chief executives gave Mr. De Sagun the original report card templates from Session 2 and a representative from the Consortium of Centers for Local Governance presented the first complimentary set of the book from the Gallery of Good Practices.

CLOSING MESSAGE

Napoleon de Sagun, CTO for the GOLD Project said that the reasons for the gathering were:

- To close out the GOLD Project;
- To complete a collective and participatory evaluation of the Project; and
- To participate in the meaningful discussions on the importance of local governance in realizing sustainable development in the country.

He emphasized that the GOLD has made a difference, showing that through participation and partnership technical assistance can be effectively provided using local talents and expertise. He said that what has been achieved will not end with the closure of the Project. The participatory approaches have already been institutionalized in various individuals and institutions who have been involved with the project.

He said that the success of GOLD can be attributed to, but not limited to, the following factors:

- Activities undertaken were aimed at retooling for democratic and effective local governance;
- Local government units exhibited outstanding performance in managing their development affairs; and
- Local government units were flexible in project development and serious about their implementation.

He said that USAID had been a willing and proud partner of the GOLD stakeholders. He thanked everyone for their contribution to the greatest achievement of GOLD, that of unleashing the potential of LGUs to live and breathe genuine local democracy.

He said that while the conference basked in the glory of what have been accomplished, he is also humbled by thoughts of the so many things that are yet to be done. As USAID bows out of the project, he expressed confidence that the legacy will be upheld by all who have been involved in the endeavor.

Ms. Nierras also called some representatives from the conference participants who expressed their desire to present their surprise gifts to Paul A. Lundberg, COP.

- Cebu City Government: Resolution Recognizing GOLD's Contribution in GIS
- Consortium of the Centers for Local Governance: Result of An ORID Conversation among the Members
- Capiz City Government: A Note of Appreciation
- Philippine Watershed Management Coalition: Plaque of Appreciation
- Carmona and Cavite Local Governments: Documentation of GOLD's Technical Assistance

CLOSING REMARKS

Mr. Lundberg gave a short closing remark by thanking all the participants, guests, resource persons, conference managers and staff for making the conference a success. He particularly singled out Rose Marie R. Nierras, Deputy Chief of Party for ARD-GOLD, to recognize her creative genius in conceptualizing this conference, and so much else that was successful over the five and a half year's of the project.

He also announced that a CD-ROM containing a selection of GOLD publications would be made available shortly to all conference participants.

He closed by saying that when he came to the country two and a half years ago, he thought that he knew something about decentralization and participation. But having been part of GOLD, he learned more from the experiences in the field.

He promised to keep in touch and share the learnings from GOLD with other countries.

END OF CLOSE OUT MEETING

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