

Significant Investments in Capability Building of LGUs

18 percent of ODA in 2004 or roughly US\$ 1.9 billion or P102.6 billion which is almost twice as much as IRA in 2002 and 64 percent of total LGU revenues in 2002.

Many “feel-good stories” and successful communities

Challenges:

- Scale up successes in local governance
- Build sustainability of programs
- More strategic delivery of capability building programs towards efficiency and empowerment

Objective: Inventory and assessment of capability building initiatives from 2002-2005

- Better understanding of the state of capability building programs in administration and governance
- Assess demand and under-served areas
- Summarize issues towards program strengthening
- Suggest next steps for a coordinated national capability building program

A Planning LGU

- **A Planning LGU.** Plentiful programs on needs assessment, collaborative planning, and consensus building
- Specialized and sectoral programs such as environmental management, education, housing, sanitation and health have development planning components.

Sparse and Scarce

- Human Resource Development, People Management, Conflict Resolution
- Target Setting and Development of Standards and Benchmarks, Monitoring and Evaluation
- Collection, Organization, analysis and use of Data in Policy Formulation and Program Evaluation, Records Management
- Tax Administration

Sparse and Scarce

- Administering Economic Enterprises and Public-Private Sector Partnerships
- Budgeting and Expenditure Management
- Financial and Asset Management
- Developmental Legislation
- eGovernance
- Monitoring and Evaluation

More than skin deep

- Course content is broad and relatively ambitious to be appreciated within a limited
- Training courses are generic and provided without prior's assessment of LGUs resources and needs.
- Programs on financial management and procurement are tied with the requirements of the project and may not be particularly tailored to the needs of the LGU.

Overlays and Overlaps

- Development planning, resource generation, performance assessment and leadership training.
- Little indication that content and methodologies are harmonized.
- Possibilities of inconsistencies and conflicting concepts and strategies

Studies and Manuals

- A good number of manuals and studies: local finance, best practices on community-based planning, promoting people's participation in governance, formulation of executive-legislative agenda, local legislation, barangay justice, and, service delivery, among others.
- Constant reinvention of the wheel-There is little evidence that they are used as inputs in other programs.

Beyond Lectures and Discussions

- Information building relies heavily on lectures and group discussions. Programs make mention of “participatory activities”, “learning by doing”, “cross visits” but specifics are not provided.
- Non-traditional approaches-- peer mentoring, on-the job training, and coaching. Good practices in LGSP-CIDA, AusAID, Synergeia, and AIM’s programs.

Disconnect between Planning and Service Delivery

- Training programs are heavy on information building without clear strategies and follow-ups on knowledge application, i.e. how knowledge is used to improve current practices or to improve work processes.

Sustainability

- Sustainability of programs is assumed to result from perceived benefits of the community from projects, from trained personnel who would continue program operations and LGU involvement in project planning and implementation.
- Other programs have more specific strategies: formulation of policies and legislation, development of operations manual, documentation of success stories and celebrating them, e.g LGSP's "Kaagapay Seal for Excellence".

Low Level of Confidence on Program Sustainability

- Inadequate institution building
- Thin and intermittent ownership
- Lack of financing program
- Changes in political leadership

Local Resource Partners

- Increasing use of Local Resource Partners as facilitators, mentors, and coaches-- cost-effective, customizes training to local culture and conditions, promotes a good working relationship between trainers and participants, anchors capability building on the ground, and can support sustainability since LRPs have become major stakeholders in their communities.
- The challenge is how to continuously make the LRPs support their communities after the programs have ended.
- How can LRPs be organized to support replication strategies and scaling up of programs.

Orchestrating Convergence

- LGUs lack capacity to integrate components of the different programs and integrate them into their core work.
- Successful weaving of programs into a cohesive whole is attributed to a highly performing LCE.

Building Alliances

- Organization of LGUs and their LCEs based on a common cause, e.g. geographical proximity, common needs, similar passion, similar problems, has borne very good results. Mayors support each other, share learning experiences in informal meetings, complement each others strengths, and exert a pressure on other LCEs and communities to participate in similar reforms.
- Other organizations have benefited from such alliances in bringing their programs to scale. Alliances have been proven to be cost-effective to scale up programs

Disempowering Environment

- Inappropriate incentive system for full utilization of taxing powers and efficient budgeting is inappropriate. Local revenues do not match devolved expenditures.
- Unfunded mandates
- Grant system from the central government and donors communities does not use indicators of performance and resources of LGUs
- Inadequate incentives to encourage performance and accountability

Donor Driven Fever

- Owing to lack of fiscal resources, capability building programs of NGAs, academic institutions, and NGOs are donor-driven.
- On their own, training programs of NGAs are limited to implementation of new laws and circulars.
- LGUs tailor demand to “freebies”—supply driven

Scaling Up the Programs

- Capability building programs are discrete and disparate.
- Effects are localized and their overall impact on improving governance, reduction of poverty, and service delivery cannot be quantified.

Building Institutions

- Fixations in training individuals takes away focus on institution building. Short cuts in delivering outputs can mean loss of opportunities to empower communities
- Empowerment is laborious: analyzing capacity gaps, spending more time with the participants, guiding them to apply information in improving systems, adjusting to cultural and personal differences, regular communications, and feedback.
- Can program management be decentralized?

A Felt Need for Harmonization

- A convergence of concepts, goals, benchmarks, strategies, and systems for monitoring and evaluation of results. Its absence leads to conflicting messages, overlapping programs, cost inefficiency, fragmentation of results, and programs that are piecemeal and ad hoc.

Total Convergence of Capability Building Programs

- Vision for local governance
- Strategic perspective on choosing projects sites
- Assessment tools
- Definitions of institutional competence
- Program content
- Strategies on capability building
- Evaluation procedures
- Database management
- Phased-in devolution of program management

Focusing Programs

1. Participatory Planning And Project Implementation

Service Delivery
Integration and Consolidation

2. Financial Management

Resource Generation
Expenditure
Procurement
Asset Management
Governance
Transparency

3. Monitoring, Benchmarking Performance Incentives Sustaining Projects

4. Human Resource Development

Building career paths
and capabilities of
local personnel in
assessment, planning and
service delivery

Harmonization of Program Content and Assessment Tools

- Harmonizing the modules, syllabi, studies, and manuals on planning, leadership and resource generation
- Systems that provide for indicators of good governance and tools for self-assessment such as LGPMS that is complemented by a System on Assessment for Local Governments (SCALOG).

Training Gaps

- Assess needs of local governments on human resource development, project and expenditure management, monitoring and evaluation areas to identify competency skills that are available and unavailable among local government personnel .
- Development of new programs or their integration into existing programs.

Project Implementation

- Document how specific programs have been successfully implemented by LGus focusing on steps, procedures, strategies, and tools. The outputs are templates on “how to” start and implement a program.

Peer Mentoring

- Support the organization of learning circles among local chief executives especially those acknowledged as “primus inter pares”.
- Building a course on governance based on their experiences in partnership with academic institutions or the LGA.
- Developing a program on mentoring

Building Capabilities of LCEs and Administrators to Orchestrate Convergence of Programs

- A dedicated and less generic program to build the capabilities of LCEs in program management
- More exposure to how peer LCES build constituencies for their vision, mobilize broad-based support for programs, manage convergence of stakeholders, integrate programs into the LGU development and financing plans, manage conflicts, and motivate personnel

Alliance Building

- The success of programs in organizing LGUs that are bound by a common cause can be documented and analyzed. What factors bind them together? What are the modalities for governance and accountability? How do they learn from one another? How do they evaluate impact of programs? How much does the organization of alliances cost? How do members allocate responsibilities and project costs? What organizational structures do they use? What are the incentives that make the alliance work? How can these alliances be supported so that their programs can be scaled-up?

Support for Competitions for Excellence in Local Governance.

- The continuous search, recognition, and documentation of innovations and cases of excellence on local governance can be encouraged to ensure that parameters do not become static but become dynamic and progressive relative to needs

Reinforcing the Strength of LGA

- The LGA has strategic roles to play in capability building. In addition to systematizing, coordinating, and possibly leading the process of accreditation of LGU training programs, the LGA can develop and mentor the process of developing Local Resource Centers.

Institutionalization of Donors' Forum

- The regular meeting of donors can be “institutionalized” with a permanent secretariat.
- The donors' meeting can serve as a forum for sharing and development of a consensus
- Opportunity for sharing information on program developments.
- To enrich discussions with a reality check, LGU representatives can be invited to participate in some meetings.

Localizing Coordination

- Collaborative work among donors can be brought down to the municipal level. The DILG can encourage the Municipal Administrator to call for a donor's workshop to: 1) orient them with what the program that each one is implementing; 2) minimize duplicative work; 3) identify areas or programs where they can work in partnership.

Organizing Local Resource Partners

- Build a support system for LRPs
- Develop a database on the LRPs by municipality
- Concept paper on how their expertise can be used to support program implementation and sustainability.

Where Angels Fear to Tread

- Identify a lead institution for a program instead of shared management among institutions.
- Responsibility of the DILG in coordinating LGU capability-building programs of donors can be stepped-up through an Executive Order or through the specification of this function in the reorganized DILG
- **Bridging Program for National Government Agencies**

Elusive Dream

- The feasibility and modalities for providing LGUs with direct access to loans and grants from multinational institutions should continuously be pursued through studies that go beyond the box.

Policy Advocacy.

- Findings and recommendations from donor-supported studies should be organized to serve as a basis for information and advocacy programs that can be implemented by the different leagues.

Going beyond Short-run Needs

- Conceptualize a common framework for targeting project sites, monitoring and evaluation, non-traditional methods for developing capability for service delivery, and, decentralized program management.