

Table of Contents

| | Page |
|--|---|
| Acronyms | 1 |
| I. Project Background | |
| Project Brief | 2 |
| Objectives | 3 |
| Expected Outputs | 3 |
| II. Summary of Accomplishments | 4 |
| III. Documentation & Publication of Exemplary Cases | 5 |
| IV. Pre-Workshop Development Needs Assessment | 6 |
| V. Proposal Development Workshop | |
| Objectives | 8 |
| List of Participants | 8 |
| Program of Activities | 10 |
| Workshop Results | 11 |
| VI. Memorandum of Understanding | 17 |
| VII. Project Proposal | |
| Executive Summary | 20 |
| Context | 21 |
| Strategy for the Use of UNDP Resources | 23 |
| Program Objectives, Outputs, Indicators and Activities | 28 |
| Management and Implementation Framework | 31 |
| Implementation Plan | 32 |
| Proposed Budget | 33 |
| References | 34 |
| ANNEXES | |
| Annex 1: | Development Needs Assessment Survey Form |
| Annex 2: | Development Needs Assessment Survey Respondents |

I. Project Background

A. Project Brief

The Galing Pook Foundation is a private awards-giving body and a resource institution that advocates for innovation and excellence in local governance. It was established in 1998 to institutionalize the Galing Pook Awards program, which gives recognition to outstanding projects and programs of local governments. It aims to promote innovation and excellence in local governance by recognizing best local government practices and facilitating the replication of these practices in more communities in the country.

Since the inception of the Galing Pook Awards in 1993, it has conferred recognition to 136 pioneering programs of at least 80 local government units (LGUs).

Galing Pook aims to assist in building the capacity of the local government units through the dissemination of innovative and effective LGU programs by acting as a resource institution on local governance innovations and best practices. It provides a venue for LGUs to learn from each other's experience by facilitating exchange of ideas or learning laboratories that provide sources for policy agenda / reform, theory and model-building on local governance. The end goal is the replication of these ground-breaking and validated methodologies and strategies in local governance in response to the challenges of decentralization and local autonomy.

To pursue these goals, Galing Pook proposes a project that seeks to lay down the groundwork for the replication of winning programs and best practices on a specific urban governance concern in a specific area within a given timeframe. This project will complement and follow through initiatives of the League of Cities of the Philippines (LCP) in sharing workshops. The project will build on the gains of the LCP by undertaking community-based replication of enhanced framework, methodology and tools in various aspects of urban governance.

This will be undertaken by providing a **facilitative project development process** where selected highly urbanized LGUs will come together to share innovative practices and identify a specific area of concern in urban governance where such practices can be replicated in a collaborative manner and in the spirit of partnership among various stakeholders.

The end-goal of this process is to develop a **comprehensive program implementation plan** that will clearly outline the complementary activities and mechanisms to be undertaken by the various stakeholders **leading to the replication of the best practices at the community level**. This comprehensive program implementation plan would be inclusive of a detailed program of work with specific activities, outputs / indicators, resource requirements, responsible collaborating agencies, implementing mechanisms and strategies.

This entire pre-work process is expected to jumpstart the replication of innovative and excellent practices in urban governance in more cities and urbanizing areas in the country.

B. Objectives & Expected Outputs

This 3-month project is the preparatory work that will lay down the groundwork for the replication of innovative programs and practices in urban governance in more cities in the Philippines. The project specifically aims to accomplish the following:

- To disseminate of innovative best practices in urban governance through publication of case studies and sharing of expertise, to be able to formulate models, framework and tools for replication.
- To forge collaboration among key highly urbanized LGUs who will implement field-based replication of a refined framework and methods in urban governance.
- To formulate a comprehensive program implementation plan or proposal for replication.

Corollary to the above, the project is expected to accomplish the following tangible outputs:

- Output 1: Publication of exemplary case studies in urban governance, as part of the compendium of local governance case studies that will be published by the Foundation in Partnership Local Government Academy of the Department of Interior and Local Government (DILG)
- Output 2: Memorandum of Understanding (MOU) between Galing Pook and the LGUs who are willing to work together in the replication project.
- Output 3: Comprehensive Program Implementation Plan or Proposal for replication of innovative and best practices in urban governance.

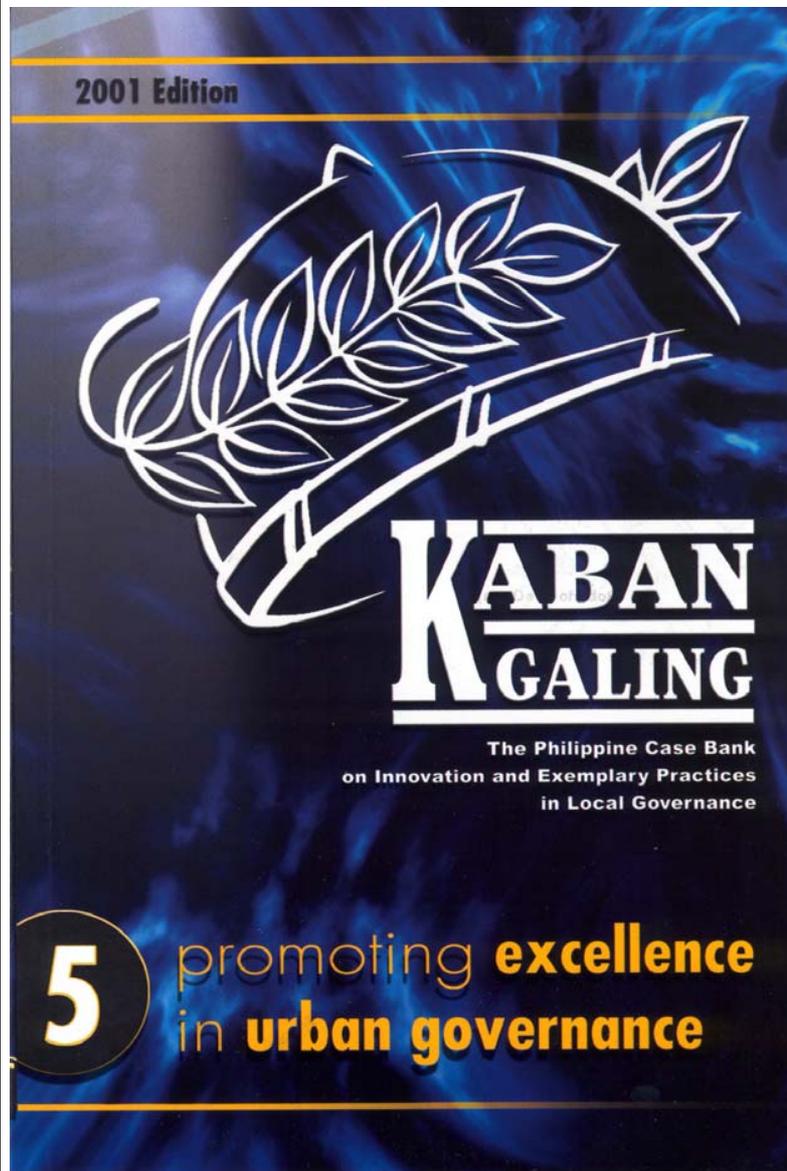
II. Summary of Accomplishments

Following the objectives of the project, the subsequent outputs and accomplishments were generated:

- Documentation and publication of ten exemplary cases in good urban governance in the 2001 Edition of the *Kaban Galing*, a replication guide and a compendium of innovative and excellent practices in governance.
- Conduct of a pre-workshop capacity development assessment to determine the areas of intervention and needs of the LGUs that will be participating in the project development workshop. A survey questionnaire was developed for this purpose.
- Conduct of a 2-day project development workshop in Cebu City last 6-7 December 2001. Workshop results are input to the project development process.
- Forge a partnership with the League of Cities of the Philippines for the implementation of the project.
- Forge a Memorandum of Understanding (MOU) with city-participants to signify the parties' commitment to the replication of best practices in good urban governance in their respective areas.
- Formulation of a project proposal that will address the development needs of LGUs using tools and models of innovative practices in good urban governance.

III. Documentation & Publication of Exemplary Cases

Ten cases of exemplary projects in good urban governance were showcased in Book 5 of the *Kaban Galing* 2001 Edition, a seven-volume compendium covering 7 thematic themes on good governance. Six thousand copies were reproduced and distributed to LGUs, development agencies, government and non-government agencies through the network of Galing Pook, UNDP, LGA, DILG and the Leagues.



Exemplary cases in good urban governance were showcased in Book 5 of the Kaban Galing 2001 Edition.

IV. Pre-Workshop Development Needs Assessment

A survey questionnaire was developed to assess the capacity of the LGUs as well as to determine their development needs. The matrix below summarizes the development needs identified by fifteen (15) city-respondents to the survey. The table below served as the basis for the clustering of the cities for the project development workshop. The survey questionnaire and the responses are given at Annex 1 and 2 respectively.

Table 1. Matrix of Priority Development Needs

| City | Local Government Administration | Social Service Delivery | Environmental Management |
|----------------|--|--|---|
| 1. Antipolo | (3) Local Enterprise Development | (1) Housing | (2) Upland / Watershed Conservation & Development |
| 2. Butuan | | (2) Integrated Program for Neglected & Abused Children | (1) River Rehabilitation (3) Clean and Green Landfill Dumpsite / Sagip Hangin / Information Education Campaign |
| 3. Candon | (1) LGU Reorganization / MIS / Fiscal Management / Enterprise Development | 2) Emergency Rescue / Memorial Park / Water and Electricity Mgt and Devt / Housing | |
| 4. Iligan | (1) Investment Promotion | (2) Water and Electricity | (3) Solid Waste Management |
| 5. Lapu - Lapu | (3) Citizen Monitoring and Feedback Mechanism | (2) Squatter Relocation | (1) Environmental Protection and Management |
| 6. Maasin | (1) Real Property Tax Administration | (3) Land Acquisition Schemes for the Homeless | (2) Solid Waste Management |
| 7. Sorsogon | (3) Personnel Management / Information System / City Website (4) Local Enterprise Development | (2) Land Acquisition for Homeless / Housing | (1) Solid Waste Management |

| City | Local Government Administration | Social Service Delivery | Environmental Management |
|--------------------|---|--|--|
| 8. Surigao | (1) Fiscal Management | (2) Housing | (3) Solid Waste Management |
| 9. Tabaco | (1) LGU Reorganization / Personnel Productivity / MIS / Fiscal Management | (2) Emergency Rescue / Housing | (3) River Rehabilitation / Marine and Coastal Development and Conservation |
| 10. Tacloban | (1) Personnel Productivity | | (2) River Rehabilitation |
| 11. Tagum | (2) Government Center / City Hall Construction | (1) Potable Water Supply (3) Drainage System | |
| 12. Tangub | (1) Public Enterprise Development as Revenue Centers (2) Management Information System | | (3) Eco- cultural tourism and Environmental Education |
| 13. Toledo | | (1) Housing (2) Water and Electricity Services (3) Memorial Park | |
| 14. Trece Martirez | (1) Cooperative and Enterprise Development | (2) Housing | (3) Eco-cultural Tourism Development |
| 15. Valenzuela | (3) Local Enterprise Development | (1) Housing (2) Infrastructure Development | |

V. *Proposal Development Workshop*

A. Workshop Design & Objectives

As mentioned earlier, the entire project is about participatory project development on promoting innovation and exemplary practices in urban local governance based on enhanced models, frameworks, strategies and tools. To pursue this goal, Galing Pook Foundation, the League of Cities and selected member-cities conducted a two-day project development workshop of selected LGU participants who expressed willingness to invest and collaborate in that will produce a project proposal for replicating good urban governance models and practices.

At the end of the two-day workshop, the participants will have been:

- Oriented and clarified on the general framework of adaptive replication strategy for good urban governance practices;
- Collated a draft project development proposal for submission to UNDP
- Signed a memorandum of understanding to participate and support the Adaptive Replication Exemplary Practices in Urban Governance

B. List of Participants

A total of 50 participants were expected to attend the workshop, composed of the following:

- 40 Urban LGU representatives (20 LGUs: with Mayor & Planning Officer)
- 3 Galing Pook Officers & Staff
- 3 LCP Officers & Staff
- 4 Resource Persons

The LGU participants were hand-picked by the League of Cities using these criteria:

- No existing major foreign-assisted projects;
- Newly created cities;
- Cities in dire need of development assistance;
- Cities with limited access and/or technical capacity.

The participants from the cities are:

- Antipolo:
- 1] Mr. Ogie Balbalosa, Executive Asst. III & Liaison Officer
 - 2] Mr. Jeffrey Santos, Chief, Cooperative Development Office
 - 3] Mr. Jomar Cantado, Chief, Urban Development Office\
 - 4] Mr. Apolonio Samson, Chief, Business License Permit Office

| | |
|-------------------|---|
| Butuan: | 1] Engr. Antenedo Milloren, Asst. City Planning & Development Coordinator |
| Candon: | 1] Honorable Grace Singson, City Mayor 2] Engr. Naulie Cabanting, City Planning & Development Officer 3] Evangeline Libatique, Secretary |
| Maasin: | 1] Wilfredo Justimbaste, City Development Manager |
| Palayan: | 1] Honorable Lorelei Fajardo, City Mayor 2] Mr. Roberto Bolinao, City Planning & Development Coordinator |
| Sorsogon: | 1] Honorable Sally Lee, City Mayor 2] Mr. Orlando Huenda, City Planning & Development Officer 3] Dr. Librada Esplana, Technical Officer |
| Surigao: | 1] Mr. Uriel Correos, Planning Officer III 2] Mr. Genaro Azarcon, Project Evaluation Officer IV |
| Tabaco: | 1] Honorable Alex Burce, City Mayor 2] Mrs. Fe Barrios, Technical Officer |
| Tagum: | 1] Mr. Reynaldo Cadelina, City Planning & Development Coordinator |
| Tangub: | 1] Honorable Jennifer Tan, City Mayor 2] Mr. Pedro Ferraren, City Planning & Development Officer 3] Virgintino Suminguit, Asst. City Planning & Development Coordinator |
| Trece Martinez: | 1] Mr. Gregorio Isla, Executive Assistant |
| Toledo: | 1] Roque Diada, City Planning & Development Coordinator 2] Mr. Amador Cavan, Executive Assistant |
| Valenzuela: | 1] Florencio Lam, Liaison Officer |
| Lapu – Lapu City: | 1] Engr. Perla Amar, Asst. City Planning & Development Coordinator |
| Mandaue City: | 1] Mr. Arnel Herreru, Engineer II – City Engineer’s Office 2] Mr. Serafin Blanco, Liaison Officer |
| Iligan City: | 1] Honorable Franklin Quijano, City Mayor 2] Mr. Glenmoore Logakit, City Information Officer 3] Mr. Gil Balardo, Head of City Planning |

C. Programme of Activities

The program of activities was as follows:

| Time | Activity |
|------------------------------|---|
| 5 December, Wednesday | Registration |
| 5:00 – 7:00 Evening | National Anthem |
| 7:00 – 7:05 | Invocation <i>Honorable Mayor Lorelei Fajardo</i> |
| 7:05 – 7:10 | Welcome remarks <i>Honorable Governor Tomas R. Osmeña</i> Chairman, League of Cities |
| 7:10 – 7:20 | Opening Remarks <i>Honorable Mayor Francis Tolentino</i> President, League of Cities |
| 7:20 – 7:30 | Fellowship Night & Welcome Dinner Coaching of Pre-Workshop Outputs |
| 6 December, Thursday | |
| 8:00 – 8:30, Morning | Recap |
| 8:30 – 9:00 | Project Orientation & Inputs on Adaptive Replication Framework <i>Ms. Luz Lopez Rodriguez</i> Executive Director, Galing Pook Foundation |
| 9:00 – 9:30 | City Development Framework <i>Atty. Gil Cruz</i> Executive Director, League of Cities of the Philippines |
| 9:30 – 10:00 | Open Forum / Snacks |
| 10 – 10:30 | Inventory of LGU Capacity Development Needs & Proposed Development Plans <i>Ms. Pamela A. Grafilo</i> Programme Officer, Galing Pook Foundation |
| 10:30 – 11:30 | Models of Effective Urban Governance <i>Honorable Mayor Jesse Robredo</i> |
| 11:30 – 12:00 | Open Forum |
| 12:00 – 1:00 | Lunch Break |
| 1:00 – 5:00, Afternoon | Small Group Workshop: Refining the Project Proposal & Mechanics for On-Site Replication & Networking Collaboration |

| Time | Activity |
|--|---|
| 7 December, Friday 8:00 – 10:00, Morning | Presentation of Workshop Outputs & Critiquing |
| 10:00 – 11:00 | Summation of Agreements, Commitments & Follow-Through Action |
| 11:00 – 12:00 | Press Conference & Luncheon <ul style="list-style-type: none"> ▪ <i>Launching of Gawad Galing Pook Awards 2002</i> ▪ <i>Signing of MOA between Galing Pook and University of San Carlos</i> ▪ <i>Workshop Results and Signing of MOU between LGUs, LCP & Galing Pook</i> |

D. Workshop Results

The participants were grouped based on the initial results of the pre-workshop development needs assessment. There were four (4) workshop groups, namely: 1] Enterprise Development; 2] Local Administration and Management; 3] Environmental Management; and 4] Infrastructure Development. The results of the workshops are summarized in the succeeding tables below.

Workshop Group: Infrastructure Development

Members:

- | | |
|----------------------|---|
| 1] Jomar Cantado | Chief, Urban Settlement Development Office, Antipolo City |
| 2] Librada Esplana | Technical Officer, Sorsogon City |
| 3] Engr. Perla Amar | Assistant City Planning and Development Coordinator, Lapu-Lapu City |
| 4] Genard Azarcon | PEO IV, Surigao City |
| 5] Engr. Roque Diada | City Planning and Development Coordinator, Toledo City |
| 6] Amador Cavan | Executive Assistant, Toledo City |



| Statement of Needs / Problem | Objectives | Strategies | Resources |
|---|---|--|--|
| 1. Housing | <ul style="list-style-type: none"> ▪ Acquire innovative but realistic schemes in land acquisition for the relocation of urban poor in high risk areas ▪ Develop a system for squatting prevention / control ▪ Relocation area / site | <ul style="list-style-type: none"> ▪ For urban poor with existing lots: resource mobilization ▪ Alliance-building and adoption of replicable practices from other LGUs | <ul style="list-style-type: none"> ▪ Availability of city-owned lots for resettlement purposes ▪ Existing alliances with NGOs and urban poor organizations |
| 2. Basic Support Services (water, electricity, etc) | <ul style="list-style-type: none"> ▪ Provide basic support and housing services to recipient families | <ul style="list-style-type: none"> ▪ Coordination with national government agencies and private institutions | <ul style="list-style-type: none"> ▪ Grants and loans |
| 3. Housing Components (schools, market, etc) | <ul style="list-style-type: none"> ▪ LGU to provide local housing units, its component housing amenities will be in coordination with private and government sectors within the LGU jurisdiction | <ul style="list-style-type: none"> ▪ Forge linkages and alliances with private and public financial institutions ▪ Fund decentralization | <ul style="list-style-type: none"> ▪ NHA, Presidential Social Fund, Mortgage Association, PAGIBIG, SSS, GSIS |

Workshop Group: Local Government Administration

| | | | |
|----------|----|---------------------------|------------------------------------|
| Members: | 1] | Honorable Sally Lee | Mayor, Sorsogon City |
| | 2] | Honorable Jennifer Tan | Mayor, Tangub City |
| | 3] | Honorable Alex Burce | Mayor, Tabaco City |
| | 4] | Honorable Grace Singson | Mayor, Candon City |
| | 5] | Honorable Lorelei Fajardo | Mayor, Palayan City |
| | 6] | Mr. Uriel Correos | Planning Officer III, Surigao City |

Discussion Areas:

- Organizational and Human Resource Development
 - Restructuring and re-organizational needs
 - Personnel capacity-function mismatch
 - Personnel discipline and management
 - Legal and institutional framework

Laying the Groundwork for the Replication of Best Practices in Urban Governance

- Citizen's Feedback
 - Assessment of personnel performance and LGU efficiency
- Fiscal Management
 - RPTA
 - Tax mapping and Computerization
 - Enabling mechanisms
 - Systems and procedures
 - Cost cutting schemes
 - Centralization (fuel, long distance, etc)
 - Strict monitoring
- Procurement Procedures
 - Annual procurement plan
- LGU Local Economic Enterprise Development
 - Establishment of traditional and non-traditional income generating facilities
 - Credit – financing
 - Other innovative financing approaches



Workshop Group: Local Enterprise Development

Members:

- | | |
|-------------------------|--|
| 1] Roberto Bolinao | City Planning and Development Coordinator, Palayan City |
| 2] Glen Longakit | City Information Officer, Iligan City |
| 3] Willie Justimbaste | City Development Manager, Maasin City |
| 4] Jeffrey Santos | City Community Affairs Officer II / Head, City Cooperative and Livelihood Program, Antipolo City |
| 5] Virgintino Suminguit | Asst. City Planning and Development Coordinator, Tangub City |

| Statement of Needs / Problem | Objectives | Strategies | Resources |
|---|--|--|---|
| Poor or lack of Investment Promotion and Economic Activities | <ul style="list-style-type: none"> ▪ To promote a comprehensive and intensify investment promotion and business opportunities | <ul style="list-style-type: none"> ▪ Creation of a Multisectoral Investment Promotion Board ▪ Institutionalize in the LGU structure the creation of an Eco. Enterprise Division ▪ Conduct Investment Fora, Lakbay Aral, Trade Fairs, etc. | <ul style="list-style-type: none"> ▪ LGU budget/ 20% DF ▪ Co-sponsorship with Chamber of Commerce |
| Poor or low level of income generation of LGUs | <ul style="list-style-type: none"> ▪ To raise and generate additional income for LGUs | <ul style="list-style-type: none"> ▪ Computerization of income generation program like tax mapping, assessment, etc. | <ul style="list-style-type: none"> ▪ Local budget and assistance of DBM, DTI, PEZA, BOI |
| Low projects and lack of markets of local produce of farmers/ local producers | <ul style="list-style-type: none"> ▪ To scout / establish marketing networks for local producers | <ul style="list-style-type: none"> ▪ Establish/ Federate Producers Coops ▪ Establish market linkages | <ul style="list-style-type: none"> ▪ Local funds assistance ▪ DTI/ DA/ CDA support ▪ Coops/ NGOs support |
| Lack, upgrading and development of Agricultural Industrial Centers / Ecozone | <ul style="list-style-type: none"> ▪ To identify, reserve, declare a special Ecozone in LGUs to continue macro enterprise and provide concentration of agri-industrial projects | <ul style="list-style-type: none"> ▪ Establishment of an Ecozone or industrial centers | <ul style="list-style-type: none"> ▪ Support from DTI/ PEZA/ BOI ▪ BOT/ Bond Flotation/ Securitized Certificate |
| Lack, Poor Eco. Facilities and related infra | <ul style="list-style-type: none"> ▪ To provide / improve certain eco. Facilities like | <ul style="list-style-type: none"> ▪ Construction / Improvement of Markets, Processing Centers, and other economic infrastructure facilities | <ul style="list-style-type: none"> ▪ CDFs ▪ Loan from GFIs / WB, ADB ▪ 20% DF |



Workshop Results: Environmental Management

Members:

- | | |
|--------------------------|--|
| 1] Apolonio Samson | Head, Business Permit License Office, Antipolo City |
| 2] Antenedo E. Millioren | City Planning and Development Officer, Butuan City |
| 3] Naulie G. Cabanting | City Planning and Development Officer, Candon City |
| 4] Arnel P. Herrero | CEO, Mandaue City |
| 5] Fe B. Barrios | City Planning and Development Officer, Tabaco City |
| 6] Pedro O. Ferraren | City Planning and Development Officer, Tangub City |
| 7] Orlando Huenda | City Planning and Development Officer, Sorsogon City |

| Statement of Needs / Problem | Objectives | Strategies | Resources |
|---|--|---|--|
| 1. Solid Waste Management | | | |
| <ul style="list-style-type: none"> ▪ Uncontrolled landfill / dumpsite | <ul style="list-style-type: none"> ▪ To reduce volume of garbage generated | <ul style="list-style-type: none"> ▪ Recycling | <ul style="list-style-type: none"> ▪ Private sector |
| <ul style="list-style-type: none"> ▪ Improper waste disposal | <ul style="list-style-type: none"> ▪ To create a viable solid waste mgt. System | <ul style="list-style-type: none"> ▪ Waste segregation | <ul style="list-style-type: none"> ▪ LGU's external sources |
| <ul style="list-style-type: none"> ▪ Lack of equipment | <ul style="list-style-type: none"> ▪ To improve garbage collection activities | <ul style="list-style-type: none"> ▪ Composting | <ul style="list-style-type: none"> ▪ Funding institutions – local and foreign |
| <ul style="list-style-type: none"> ▪ Absence of suitable area for dumpsite/ landfill | <ul style="list-style-type: none"> ▪ To promote healthy and ecologically balanced environment | <ul style="list-style-type: none"> ▪ Reforestation | |

| Statement of Needs / Problem | Objectives | Strategies | Resources |
|--|--|--|---|
| <ul style="list-style-type: none"> ▪ Increasing volume of garbage | <ul style="list-style-type: none"> ▪ To generate income / livelihood ▪ To have a scientifically maintained landfill / dumpsite | <ul style="list-style-type: none"> ▪ Organize waste pickers ▪ Information campaign ▪ Enactment of laws and ordinances ▪ Purchase of equipment | |
| 2. River Rehab | <ul style="list-style-type: none"> ▪ To revive the river and generate livelihood | <ul style="list-style-type: none"> ▪ Information campaign ▪ Relocation of squatters ▪ Proper waste mgt. ▪ Enactment of laws and ordinances ▪ Creation of special task force ▪ Cleaning and greening of river banks ▪ River control projects | <ul style="list-style-type: none"> ▪ Loans ▪ Foreign aids/ grants ▪ IRA ▪ NGO participation |

VI. Memorandum of Understanding

The major output of the workshop are (1) a Memorandum of Understanding (MOU) between the Galing Pook Foundation and (2) Project Proposal to address development of LGUs through the adaptive replication of exemplary projects, tools and models.

This MOU was signed by Galing Pook and the League of Cities to cement their commitment to collaborate and pour in their available resources in the effort to replicate innovative practices in good governance.

KNOW ALL PERSONS BY THESE PRESENT

This Memorandum of Understanding which defines the terms and conditions of partnership in project development for the adaptive replication of exemplary practices in urban local governance, is entered into by and between:

The **Galing Pook Foundation** with office address at Unit 1604 Jollibee Plaza, Emerald Avenue, Ortigas Center, Pasig City and hereinafter referred to as the Foundation;

The **Local Government Academy** of the DILG with office address at Agustin I Bldg., Emerald Avenue, Ortigas, Pasig City; and

The **League of Cities of the Philippines** represented by its National President Francis Tolentino with principal address at Unit 1209 City Land Tower II, Makati City and hereinafter referred to as the LCP.

Witnesseth

Whereas the Galing Pook Foundation seeks to recognize and replicate innovative and excellent local governance programs that have successfully addressed urgent social and economic problems in their respective communities;

Whereas the Foundation facilitates replication and advocacy for good local governance practices through networking with LGUs and governance- focused organization;

Whereas the Local Government Academy is the training arm of the DILG that undertakes capacity building for local government officials and promotes replication of exemplary practices

Whereas the League of Cities (LCP) is an organization of cities united and committed to genuine and effective local autonomy and development, with democratic access to all available resources;

Whereas the LCP serves as discussion forum that engages in membership development through collaboration with local, national and global partners.

Whereas the Foundation, LCP and the LGA are engaged in joint project development to assess capacity development needs and undertake resource mobilization and networking strategies to replicate good urban governance.

Whereas selected member-cities of the LCP have identified capacity development needs in good urban governance such as in the areas of local government administration, local economic transformation, infrastructure, housing and utilities, environmental resource management and basic service delivery;

Now, therefore, in view of the foregoing premises, the parties hereto agree to promote, support and practice good urban local governance through the following areas of cooperation:

- Collaborative proposal development for a three-year adaptive replication program of exemplary urban governance practices based on the needs agreed upon during the December 6-7, 2001 Project Development Workshop in Cebu City;
- Undertake resource mobilization and negotiation with the United Nations Development Program and other donor groups for the fund and technical support to such proposal/s; and,
- Knowledge management (acquisition, dissemination, sharing) on good urban governance.

To ensure the success of this undertaking, all parties agree to the following responsibilities:

Galing Pook Foundation

- Render technical assistance in proposal development and negotiation with funding agencies;
- Organize and facilitate workshops and resource sharing activities for the refinement of proposals and the promotion;
- Disseminate resource materials on exemplary practices in good governance;
- Promote and affirm good urban governance through a special citation award in the Gawad Galing Pook; and
- Make available website and publication materials for the promotion of good urban governance.

League of Cities of the Philippines

- Activate experts' pool;
- Coordinate structured study tours and experts' exchange;
- Ensure wider dissemination among members; and
- Make available data, website facilities and publication materials.

Local Government Academy

- Promote good urban governance through its training modules for local government units;
- Disseminate training and other resource materials through the DILG network; and,
- Mobilize the DILG local and regional offices to support cities on activities along this project.

Member Cities

- Refine the focus on their identified areas of capacity development needs assessment and proposal development with the packaging of relevant data, development plans and revised project proposal/s;
- Integrate into their development plans, policies, personnel management , resource allocation programs support for adaptive replication that may be needed; and,
- Make available technical experts/ resource persons to other cities and LGUs.

In witness thereof, all parties hereby affix their signatures this 7th day of December 2001 at Cebu City, Philippines

OSCAR F. SANTOS
President
Galing Pook Foundation

FRANCIS TOLENTINO
National President
League of Cities of the Phils.

AUSTERE PANADERO
Officer-in-Charge
Local Government Academy

VII. *Project Proposal on Adaptive Replication of Good Practices in Urban Governance*

A. Executive Summary

A Partnership Project of



Galing Pook Foundation



League of Cities of the Philippines



Local Government Academy



United Nations Development Programme

Adaptive replication is a group learning and social advocacy strategy that aims to apply the lessons and better practices from proven models of good local governance in order to improve local governance in another locale. This involves means a series of coordinated activities based on agreed goals, framework, strategies, tools and parameters of cooperation that will ensure maximum positive effects for good governance. It essentially involves the principle of action-reflection-action where the praxis of knowledge and theories are constantly subjected to validation given variable situations. The actors involved are the models, replicators and change management catalysts. The models are Galing Pook winners whose awarded programs were validated by a collegial review process. The replicators are LGUs who recognize areas for improvement in their community and who aspire to learn from the models. The change management catalysts are resource groups and institutions within and outside the LGUs whose expertise can guide and lend support to the adaptive replication process. Among the change management catalysts are Galing Pook, LCP and LGA. These may also refer to local resource groups, donor and resource institutions around some potential replicators.

The fund will support four thematic clusters of LGUs organized on their following areas of needs and target goals: local government administration, local economic development, environmental resource management, housing and utilities. Adaptive replication will consist of a series of thematic workshops, structured exchange visits, field-based adaptation projects, monitoring, documentation and evaluation. LGU participants will counterpart personnel, time and some funds and/or will mobilize other resource groups for counterpart support required of them. Galing Pook, LCP and LGA will provide technical support and coordination in the program implementation. A total grant support of **PhP30 million** is requested from UNDP as seed money to launch a series of adaptive replication program with 15 newly-created cities. The fund will be managed for a two-year period by Galing Pook Foundation, LCP and LGA. Galing Pook will anchor the program secretariat.

B. Context

The greatest challenge for many urbanizing cities in the country today is how to keep up with the demands of its rapidly growing population through effective and efficient delivery of basic services. To face this challenge, urban governments must be able to increase and expand its internal capacity, capability and its resources, both human and financial.

Urban Development Problems

Urban centers play an important and crucial role in national development. Aside from serving as political hubs, these centers contribute a substantial portion in industrial production and economic growth. According to experts, almost three-fourths of national investments, consumption and expenditures are accounted by urban centers. Since there are more jobs created in the cities, thousands of people seeking for work from the rural areas are attracted to migrate. Escalating problems of pollution and garbage, sanitation, transportation, water shortages, shortage of low-cost and affordable housing, increase in slum communities, rise of criminality, problems in peace and order are just some of the dire consequence of urban migration that face many cities in the country today. (Porio, 1997)

The metropolitan and urban centers in the Philippines are rapidly growing. Urban population is almost a third of the country's total population. According to the National Statistics Office (NSO), the country's 113 cities are home to more than 25 million Filipinos. (LCP, 2001) Cities could hardly keep up with the demands and needs of its growing population, further exerting more pressure in the cities' capacity to deliver basic services, much more provide decent homes and productive sources of livelihood. Consequently, poverty has become prevalent in many city enclaves, home to slum dwellers and urban poor communities.

Poverty in urban centers is largely characterized by economic vulnerability brought about by insecurity of jobs, lack of productive income sources, lack of affordable decent housing, environmental degradation and lack of access to basic services. Urban governments therefore face enormous challenges in meeting the needs of its growing population. The tensions arising from these challenges demand new forms and strategies in urban governance. (Porio, 1997)

Experiences and Lessons by International & National Partners

The fight against poverty has been the underlying concern in many urban centers and cities especially in developing countries like the Philippines. The World Bank (World Development Report 2000-2001) offers a strategy to combat poverty through the three pillars of **opportunity**, **security** and **empowerment**.

Opportunity refers to improving the access of the poor to human and physical assets and increasing the returns on these assets both in absolute terms and relative to the rest of the society. It encompasses the range of policies that promote broad-based growth and equitable investments in human capital.

Security refers to protecting the assets of the poor and reducing the volatility in their returns. It involves minimizing the consequences of short-run negative shocks for the poorest, such as health shocks, unemployment, transitional costs of economic reforms, macroeconomic crises and natural disasters. Protecting the poor requires policies that serve to reduce the probability of shocks, mitigate their impact, and improve the ability of the poor to cope with them.

Empowerment is about making public institutions work for the poor. This requires action to improve service delivery, especially by giving the poor people a “voice” to shape policies and influence program design and implementation. Finally, an effective program of action to attack poverty requires good information to monitor developments, to analyze key policy and institutional determinants of poverty, and to evaluate the impact of specific interventions.

UNDP underscores the importance of developing a new generation of programs that focus on making growth strategies more pro-poor, target inequality and emphasize empowering the poor. It also emphasizes the need for responsive and accountable institutions of governance, often the missing link between anti-poverty efforts and poverty reduction (UNDP Poverty Report, 2000).

The role of government, particularly the local government units (LGUs), is very crucial in winning the fight against poverty and in setting the strategies mentioned above in motion. However, government cannot do it alone. It has to work hand in hand with civil society and other concerned groups in the spirit of collaboration and partnership.

To respond to the challenges of poverty alleviation both at the rural and urban areas, the Arroyo administration will focus its efforts in four aspects, namely: employment, housing, food security and basic services delivery. The administration will implement a four-pronged strategy to combat poverty as illustrated below.

| Dimension | Strategy: |
|--|--|
| SOCIAL: Access to quality basic services | Effective delivery of public goods and basic social services |
| ECONOMIC: Asset reform and access to economic opportunities | Focused targeting |
| ENVIRONMENTAL: Sustainable development of productive resources | Equitable and sustained economic growth |
| POLITICAL: Democratizing decision-making and management process | People empowerment |

Source: National Anti-Poverty Commission

Various initiatives converge to address this challenge under the Campaign for Good Urban Governance (GUG), an advocacy campaign that articulates and translate the international norms on good urban governance in the Philippine setting. The vision and strategy of the campaign is to realize the “inclusive city”, a place where everyone regardless of wealth, gender, age, race or religion, is enabled to participate

Laying the Groundwork for the Replication of Best Practices in Urban Governance

productively and positively in the opportunities cities have to offer. The GUG will engage LGUs and key partners in a normative debate centered on the argument that sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and citizenship, and security characterize good urban governance

Urban poor NGOs and POs such as the Urban Poor Colloquium and the Homeless People’s Federation networked themselves into a Campaign for Secure Tenure (ST), an advocacy campaign that seeks to mainstream the urban poor agenda in governance. The Global Campaign for Secure Tenure has been designed to spearhead a shelter strategy that promotes the rights and interests of the poor, and which recognizes that the vast majority of their shelter is provided by the urban poor themselves. The campaign will, in particular, promote the rights and the role of women as essential to successful shelter policy.

The Galing Pook Foundation is a support and resource institution for innovation and excellence in local governance through awards recognition since 1994. For the past seven awards year, 17 or 31 % of its 55 Top Ten Outstanding Local Governance Programs are cities in various parts of the country that can serve as models of good urban governance programs. These are in the areas of local government administration, development planning, environmental management, local economic transformation and social service delivery.

C. Strategy for the Use of UNDP Resources

To operationalize these strategies, the League of Cities of the Philippines (LCP) puts forward several universal norms in good urban governance as the basic tenets to reduce poverty. LCP’s battlecry is to “reduce poverty through improved urban governance. These universal norms will give flesh to the various strategies and methods that will be implemented by cities at the community level.

Equity of access to decision-making processes and basic necessities of urban life. The sharing of power leads to equity in the access to and use of resources. Women and men must participate as equals in all urban decision-making, priority-setting and resource-allocation processes. Inclusive cities provide everyone – be it poor, the young or elderly, religious or indigenous peoples, disadvantaged groups – with equitable access to nutrition, education, employment and livelihood, health care, shelter, safe drinking water and other basic services.

| Objectives | Operational Principle |
|---------------------|---|
| Resource Allocation | <ul style="list-style-type: none"> ▪ Establishing equitable principles for prioritizing infrastructure development and pricing urban services ▪ Establishing investment incentives for targeted sectors and geographic areas] ▪ Removing unnecessary barriers to secure tenure and to the supply of finance ▪ Creating fair and predictable regulatory frameworks |

| Objectives | Operational Principle |
|-------------|--|
| Empowerment | <ul style="list-style-type: none"> ▪ Ensuring that women and men have equal access to decision-making processes, resources and basic services and that this access is measured through disaggregated data ▪ Establishing quotas for women representatives in local authorities and encourage their promotion to higher management positions within cities ▪ Ensuring that by-laws and economic development policies support the informal sector ▪ Promoting equal inheritance rights for land and property |

Transparency and accountability of decision-makers and all stakeholders. The accountability of local authorities to their citizens is a fundamental tenet of good governance. Similarly, there should be no place for corruption in cities. Corruption can undermine local government credibility and can deepen urban poverty. Transparency and accountability are essential to stakeholder understanding of local government and who benefits from decisions and actions made. Access to information is fundamental to this understanding and to good governance as a whole. Laws and public policies should be applied in a transparent manner, following generally acceptable norms and procedures. Elected and appointed officials and other civil servant leaders need to set the example of high standards of professional and personal integrity. Citizen participation is a key element in promoting transparency and accountability.

| Objectives | Operational Principle |
|---|---|
| Transparent and accountable decision-making processes | <ul style="list-style-type: none"> ▪ Regular, organized and open consultations of citizens on city financial matters and other important issues, through mechanisms such as participatory budget processes; transparent tendering and procuring procedures and the use of integrity pacts and monitoring mechanisms in the process; internal independent audit capacity and annual external audit reports that are publicly disseminated and debated ▪ Creating public feedback mechanisms such as an ombudsman, hotlines, complaints offices and procedures, citizen report cards and procedure for public petitioning and/or public interest litigation |
| Access to Information | <ul style="list-style-type: none"> ▪ Promoting the public's right of access to city information ▪ Providing access to city information to level the playing field for potential investors |
| High standards of ethics | <ul style="list-style-type: none"> ▪ Regular, independently executed programs to test |

| Objectives | Operational Principle |
|--------------------------|--|
| and professional conduct | public officials' integrity responses <ul style="list-style-type: none"> ▪ Removing administrative and procedural incentives for corruption, including simplifying local taxation systems and the reduction of administrative discretion in permit processing ▪ Promoting an ethics of service to the public among officials while putting into place adequate remuneration for public servants ▪ Establishing codes of conduct and provision of regular disclosure of assets or public officials and elected representatives ▪ Developing practically enforceable standards of accountability and service delivery such as ISO, that will transcend the terms of public office holders. |

Civic engagement and citizenship. People are the principal wealth of the cities. They are both the object and means of sustainable human development. Civic engagement implies that living together is not a passive exercise. In cities, people must actively contribute to the common good. Citizens, especially women, children and disadvantaged groups, must be empowered to participate effectively in decision-making processes. The civic capital of the poor must be recognized and supported.

| Objectives | Operational Principle |
|--|--|
| Leadership for public participation and stakeholder involvement and responsibility | <ul style="list-style-type: none"> ▪ Making use of mechanisms such as public hearings and surveys, town hall meetings, citizen's forum, city consultations and participatory strategy development, including issue-specific working groups ▪ Understanding city referenda concerning important urban development options |
| Building democratic culture | <ul style="list-style-type: none"> ▪ Promoting strong local democracies through free and fair elections participatory decision-making processes ▪ Promoting an ethics of civil responsibility among citizens through mechanisms such as "City Watch" groups |
| Enablement | <ul style="list-style-type: none"> ▪ Enabling the equal contribution of men and women and the full participation of citizenry in civic life ▪ Establishing the legal authority for civil society to participate effectively through mechanisms such as development councils and neighborhood advisory committees |

Sustainability in all dimensions of urban development. Cities must balance the social, economic, environmental needs of present and future generations. This should include a clear commitment to urban poverty reduction. Leaders of all sections of urban society must have a long-term strategic vision of sustainable human development and the ability to reconcile various interests for the common good.

| Objectives | Operational Principle |
|--|--|
| Balanced social, economic and environmental priorities | <ul style="list-style-type: none"> ▪ Undertaking consultations with stakeholders within communities to agree on a broad-based mission statement and long-term strategic vision for the city, using tools such as city development strategies ▪ Integrating urban poverty reduction strategies into local development planning ▪ Increasing green cover and preserving historical and cultural heritage |
| Stakeholder Involvement | <ul style="list-style-type: none"> ▪ Engaging civil society and various stakeholders in consultative processes such as environmental planning and management, Local Agenda 21, geared to reach agreement on acceptable levels of resource use, applying the precautionary principle in situations where human activity may adversely effect the well-being of present and/or future generations ▪ Ensuring financial viability by promoting economic activity through the participation of all citizens in the economic life of the city ▪ Promoting the transfer of appropriate technology |

Decentralization of responsibilities and resources based on the principle of subsidiarity and accountability. Responsibility for service provision should be allocated on the basis of the principle of subsidiarity means that at the lowest appropriate level consistent with efficient and cost-effective delivery of services. This will maximize the inclusion of th citizenry in the process of urban governance. Decentralization and local democracy should improve the responsiveness of policies and initiatives to the priorities and needs of the citizens. Cities should be empowered with sufficient resources and autonomy to meet their responsibilities.

| Objectives | Operational Principle |
|-----------------------------------|---|
| Local autonomy and accountability | <ul style="list-style-type: none"> ▪ In consultation with local authorities, developing clear constitutional frameworks for assigning and delegating responsibilities and commensurate powers and resources from the national to the city level and/or from the city-level to the neighborhood level ▪ Adopt local legislation to translate constitutional amendments in support of subsidiarity into |

| Objectives | Operational Principle |
|------------|--|
| | <p>practical means to empower civil society to participate effectively in city affairs and which promote the responsiveness of local authorities to their communities</p> <ul style="list-style-type: none"> ▪ Creating transparent and predictable inter-governmental fiscal transfers and central government support for the development of administrative, technical and managerial capacities at the city level ▪ Protecting financially weaker local authorities through systems of vertical and horizontal financial equalization agreed to in full consultation with local authorities and stakeholders |

Efficiency in the delivery of public services and in promoting local economic development. Cities must be financially sound and cost-effective in their management of revenue sources and expenditures, the administration and delivery of services, and in the enablement, based on the comparative advantage of government, the private sector and communities to contribute formally or informally to the urban economy. A key element in achieving efficiency is to recognize and enable the specific contribution of women in the urban economy.

| Objectives | Operational Principle |
|--|--|
| Management and service delivery | <ul style="list-style-type: none"> ▪ Encourage city departments to find innovative means of delivering public good and services through management contracts ▪ Promote integrated, inter-sectoral planning and management ▪ Remove unnecessary barriers to secure tenure and to the supply of finance ▪ Develop and implement fair and predictable legal and regulatory frameworks that encourage commerce and investment, minimize transaction costs and legitimize the informal sector ▪ Adopt clear objectives and targets for provision of public services, which maximize the contribution of all sectors in society leading to urban economic development ▪ Encourage volunteerism |
| Efficient investment in infrastructure | <ul style="list-style-type: none"> ▪ Delivery and regulation of public services through partnerships with the private and civil society sectors ▪ Promote equitable user-pay principles for city services and infrastructure ▪ Promote integrated, inter-sectoral planning and management ▪ Improve the effectiveness and efficiency of local revenue collection |

Security of individuals and their living environment. Every individual has the alienable right to life, liberty and the security of the person. Insecurity has a disproportionate impact in further marginalizing poor communities. Cities must strive to avoid human conflicts and natural disasters by involving all stakeholders in crime and conflict prevention and disaster preparedness. Security also implies freedom from persecution, forced evictions and provides for security of tenure. Cities should also work with social mediation and conflict reduction agencies and encourage the cooperation between enforcement agencies and other social services providers such as in health, education and housing.

Beneficiaries

Anti-poverty and participatory initiatives at the urban areas directly benefited the local government units and organized groups (POs and NGOs) among urban communities. The fruits of capability building activities, resource mobilization and advocacy campaigns are eventually felt by more urban residents as they directly and/or indirectly enjoy housing, water, electricity, garbage collection and traffic efficiency and other improvements in service delivery.

Regulatory / Policy Framework

The Philippine Medium Term Development Plan has always targeted the provision of basic human needs for the most number of citizens especially among the poorest sectors. This has been reiterated in social development and anti-poverty summits that were spearheaded by national government agencies.

International ODA fund and technical support for urban poor and urban governance issues also draw their mandate from the international protocols on human rights, environment and social development.

D. Program Objectives, Outputs, Indicators & Activities

A total grant support of PhP30 million is requested from UNDP as seed money to launch a series of adaptive replication program with 15 newly-created cities that have signified commitment to collaborate with the Leagues of Cities of the Philippines, the Galing Pook Foundation, and the Local Government Academy. The fund will be managed for a two-year period by Galing Pook Foundation, LCP and LGA. Galing Pook will anchor the program secretariat.

Adaptive replication is a group learning and social advocacy strategy that aims to apply the lessons and better practices from proven models of good local governance in order to improve local governance in another locale. This involves means a series of coordinated activities based on agreed goals, framework, strategies, tools and parameters of cooperation that will ensure maximum positive effects for good

governance. It essentially involves the principle of action-reflection-action where the praxis of knowledge and theories are constantly subjected to validation given variable situations. The actors involved are the models, replicators and change management catalysts. The models are Galing Pook winners whose awarded programs were validated by a collegial process. The replicators are other LGUs who recognize areas for improvement in their community and who aspire to learn from the models. The change management catalysts are resource groups and institutions within and outside the LGUs whose expertise can guide and lend support to the adaptive replication process. Among the change management catalysts are Galing Pook, LCP and LGA. These may also refer to local resource groups, donor and resource institutions around some potential replicators.

The fund will support four thematic clusters of LGUs organized on their following areas of needs and target goals:

- Local Government Administration;
- Local Economic Development;
- Environmental Resource Management; and,
- Basic Social Service Delivery (Housing and Utilities).

Adaptive replication will consist of a series of thematic workshops, structured exchange visits, field-based adaptation projects, monitoring, documentation and evaluation. LGU participants will counterpart personnel, time and some funds and/or will mobilize other resource groups for counterpart support required of them. Galing Pook, LCP and LGA will provide technical support and coordination in the program implementation.

Program Objectives

The immediate program objectives for the two-year period are:

1. To promote innovation and excellence in urban governance through an adaptive replication process among local governance models, replicators & change management catalysts.
2. To enhance frameworks, strategies, tools and mechanisms for replication in the areas of local government administration, local economic development, environmental management, and basic social service delivery.
3. To facilitate field-based adaptation of enhanced local governance models towards improving the living condition of urban communities.
4. To monitor, document and disseminate enhanced models of urban governance from the replication projects.

Expected Outputs and Indicators

The following activities, outputs & indicators will be targeted:

| Activities | Outputs | Indicators |
|---|--|--|
| 1. Consensus Building Workshop on Adaptive Replication and Good Urban Governance among LGA, LCP and GPF Representatives | <ul style="list-style-type: none"> ▪ Consensus on adaptive replication framework, program direction and strategies among stakeholders ▪ Effective multisectoral partnerships among CSOs, LGUs, GOs and resource groups | <ul style="list-style-type: none"> ▪ Memorandum of agreement between LGU models, replicators, LGA, LCP, GPF and UNDP ▪ Detailed program design, organizational structure, work and financial plan agreed upon. |
| 2. Four Thematic Workshops – one for each of the following themes: <ul style="list-style-type: none"> ▪ Local Government Administration ▪ Local Economic Development ▪ Environmental Management ▪ Social Service Delivery (Housing and Utilities) | <ul style="list-style-type: none"> ▪ Operational framework, strategies & tools are drawn from case studies of urban governance models ▪ Cluster action plans | <ul style="list-style-type: none"> ▪ Working paper on Framework, Tools and Time Frame & Budget ▪ Work teams designated; roles delineated ▪ Case studies and resource kits |
| 3. Structured Exchange Visits | <ul style="list-style-type: none"> ▪ Each cluster will have annual exchange visit to a chosen model LGU for a 3-day period | <ul style="list-style-type: none"> ▪ Field trip reports recommend specific strategies and tools to mayors & legislators |
| 4. Field - Based Replication | <ul style="list-style-type: none"> ▪ Recommended replication, design, tools and strategies are applied by replicator LGUs | <ul style="list-style-type: none"> ▪ Quarterly Progress reports on LGU program application |
| 5. Monitoring & Evaluation | <ul style="list-style-type: none"> ▪ Quarterly site visits /mtgs. by change management team to replication sites ▪ Twice a year cluster fora ▪ Annual partners fora | <ul style="list-style-type: none"> ▪ Quarterly progress notes exchanged among program participants ▪ Annual Reports |
| 6. Documentation & dissemination | <ul style="list-style-type: none"> ▪ Case Studies ▪ Publications ▪ Mass media | <ul style="list-style-type: none"> ▪ Kaban Galing editions of the cluster themes ▪ Video case studies |

| | | |
|--|--|--|
| | | |
|--|--|--|

E. Management & Implementation Framework

Galing Pook will be the lead implementing institution in partnership with LCP, LGA and the respective. The LGUs, LGA and LCP representatives will provide policy input through a Project Steering Committee. Overall, the project will provide for an opportunity for a partnership between the LGUs, civil society organizations and GPF with clearly delineated roles right from the start. The LGUs will be largely involved in the **result-producing strategies** (field-based project implementation and management; Consensus-building and Partnership Development) while GPF will manage the **result-contributing strategies** (institutional strengthening and capability-building; multimedia documentation, research and popularization).

Galing Pook will act as catalyst to harness cooperation and unity of purpose between and among the LGUs, LCP, LGA and partner organizations. It will also coordinate and monitor the project's program and financial management. This is expected to be accomplished through the installation of a performance tracking system that will focus on three major areas: 1] compliance with UNDP financial standards; 2] efficiency in the use of allocated resources to generate output; and, 3] effectiveness in translating the outputs into intended impact.

As process facilitator, GPF will conduct baseline studies, concurrent monitoring and project performance evaluation. GPF will ensure that planning and program implementation process and methodologies are participatory, gender-sensitive and broad-based. It will provide timely analyses and recommendations on the gap between actual and planned performance, and undertake preventive and remedial measures. It will also conduct periodic strategic management reviews to ensure continuing validity and effectiveness of strategic management plans given a changing political landscape and fluid policy environment.

Since project coordination work with various LGUs and stakeholders “dynamic systems” that do not work under predictable conditions, GPF will provide technical assistance on action research, stakeholder dynamics and processes, and other organizational development and team-building, as well as intra- and inter-group conflict management strategies. After project completion, an impact study will be made to look into the translation of policy gains and modifications into results.

F. Implementation Schedule

| | 2002 | | | | 2003 | | | | 2004 | |
|---------------------------------|------|----|----|----|------|----------------|----|----|------|----|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q |
| Consensus – Building | → | | | | | | | | | |
| Four thematic workshops | → | → | | | | | | | | |
| Structural Exchange Visits | | → | → | | | | | | | |
| Field-based Replication | | | → | → | → | → | → | → | → | → |
| Monitoring And Evaluation | | | | → | → | Periodic M & E | | → | → | → |
| Documentation And Dissemination | | | | | | | | | → | → |

G. Proposed Budget

| Activities | Outputs | Indicative Budget |
|-------------------------------|---|----------------------|
| Consensus Building Workshop | <ul style="list-style-type: none"> ▪ Consensus on adaptive replication framework, program direction and strategies among stakeholders ▪ Effective multi-sectoral partnerships among CSOs, LGUs, Gos and resource groups | 2,040,000.00 |
| Four Thematic Workshops | <ul style="list-style-type: none"> ▪ Operational framework, strategies & tools are drawn from case studies of urban governance models ▪ Cluster action plans | 5,740,000.00 |
| Structured Exchange visits | <ul style="list-style-type: none"> ▪ Each cluster will have annual exchange visit to a chosen model LGU for a 3-day period | 3,060,000.00 |
| Field-Based Replication | <ul style="list-style-type: none"> ▪ Recommended replication, design, tools, and strategies are applied by replicator LGUs | 3,140,000.00 |
| Monitoring & Evaluation | <ul style="list-style-type: none"> ▪ Quarterly site visits/mtgs. by change management team to replication sites ▪ Twice a year cluster fora ▪ Annual partners fora | 6,540,000.00 |
| Documentation & Dissemination | <ul style="list-style-type: none"> ▪ Case Studies ▪ Publications ▪ Mass Media | 9,480,000.00 |
| TOTAL BUDGET | | 30,000,000.00 |

References:

Good Urban Governance and Secure Tenure Campaign (Draft orientation materials).

League of Cities of the Philippines. 2001. Workshop documents on the series of roundtable discussions on good urban governance to reduce poverty.

Halfani, Mohamed, Patricia Mc Carney and Alfredo Rodriguez et al. 1994. Towards an understanding of governance: the emergence of an idea and its implication for urban research in developing countries. *Urban Research in the Developing World*.

Karaos, Anna Marie, 1994. Power and revolution: revolutionizing our concepts of power. *Intersect*, volume 8 (4-5): 10-11

Porio, Emma. 1994. State, civil society and urban governance in southeast Asia. In *Urban Governance and Poverty in Southeast Asia: Prospects and Trends*.

United Nations Development Programme. *Poverty Report 2000*.