

# URBAN MANAGERS DEVELOPMENT PROGRAM

## EXECUTIVE SUMMARY

In 2002, the Local Government Academy embarked on a task to lay the foundation of a continuing and sustained Urban Managers Development Program. The general thrust of this initial endeavor is three folded:

1. To prepare the Academy to carry on the program- a move to institutionally develop the capacity of the Academy and to prop up the necessary structure and formulate supporting and enabling policies;
2. To redefine urban management in the context of the need to effectively govern the demands of urban changes and,
3. To map-out a strategy to upgrade the capacities of the city managers to urban managers who can develop creative and efficient ways of tracking challenges brought about by urban change

Resources assistance was generated from the Philippine Urban Forum to augment the Academy's resources for this program. Because of this collaborative effort, the following have so far have been achieved

1. Creation of the urban leadership and Management Unit supported by LGA-BOT resolution No. 02-05 this unit is currently supervised by the Executive Director and manned by a program consultant and three (3) technical staff. This unit is currently full operational and one among its myriad task is the provision of the secretariat support for Agenda 4 of the Bahanggunihan-The countrys action plan for Good Urban Governance and Tenure.
2. An Intensive study that started in September 2002 have achieved the following results:
  - a) Definition of Urban management and Description of an Urban Manager and Managers
  - b) A Description of Urban Management- Related Capacity Building Programs.
  - c) Profile of Urban Managers in the Philippines
  - d) A study on the current Certification Processes
  - e) Consideration in the Development of Certification Process for Urban Managers.

The Academy is now working on ways and means to achieve the outcomes that have resulted from this initial undertaking in the pipeline are:

1. Formation of an Urban Observatory that will focus on the capacities of urban managers in the urban and peri-urban local government units;
2. Development of a Urban-Heritage program within the broader scope of Culture and Governance;
3. Mapping out the capacities of local resource institutions and their role as primary capacity development providers to urban and peri-urban local governments;
4. An Urban Development and Management program for DILG officials and fieldmen.

As a matter of enjoining stakeholder participation in the formulation of the Academy's programs and protects for urban/peri-urban governments, the LGA-BOT have also approved Resolution No. 02-01 designating the Chairperson of the Urban Poor Colloquium and the NAPC Urban Poor Sectoral Representative to form part of the Academy's pool of advisers.

# URBAN MANAGERS DEVELOPMENT PROGRAM TERMINAL REPORT

## I. INTRODUCTION

### A. Rationale

Urbanization poses a lot of demands and challenges for local government units and other stakeholders at the local level. This is evident from the number of issues and problems related to urban governance: shelter and basic urban service, rapidly increasing urban migration, strengthening peoples participation, improving financial studies and management, building local economy, ensuring public safety and peace & order, maximizing the use of information technology and human resource development. All these issues need to be given a serious focus but working on them is no simple and easy. Various information, situations and actions are necessary to be considered and analyzed. Addressing all these needs is indeed such a colossal task.

Because of its apparent complexity , people who shall be responsible for solving urbanization problems i.e., the existing urban managers should be competent and capable.They should possess special skills to operate urban services.

However, most urban managers today do not have the required skills and qualities. They lack competence that is deemed necessary for urbanization. Thus, they need capacity building programs that will help improve their ability as urban managers.

There are existing programs which are related to urban management. Not one of them however is focused on urban management itself. Most programs being offered by various, institutions concern only specific aspects of urban management. This is where the need, to develop a program that will focus on urban management arises. There should be a CB program that is holistic and comprehensive one that will entail the functions of urban managers

Aside from CB program another way to ensure the continuous upgrade in their competence is to guarantee that there will be a pool of urban management experts available to assist them in addressing all the issues that may continuously confront them, Regulation. therefore, may play an important role in this area. It could protect the public directly by raising professional standards of practice or by deterring unqualified professionals from practicing. With regulation, local governments may be assured and feel confident that the people they tap are certified experts in urban management.

Against this background an Urban Management Development Program (UMDP) was developed for this purpose. And this Project provides the impetus towards its implementation In particular; this Terminal Report highlights the proceedings, major results and findings from the efforts to formulate a capacity building framework, and corresponding Certification Scheme for Urban Managers.

## B. Goals and Objectives

In general, the Urban Management Development Program (UMDP) is aimed at providing continuous and sustained CB activities for urban managers in the country. To contribute to the achievement of the whole program objective this project focused on:

- Defining urban management in the Philippine context and identify the competencies of an urban manager:
- Identifying the people performing the role of urban managers at the LGU level and assess their current capacities:
- Mapping out the various capacity building interventions and programs related to urban management in the country: and
- Conceptualizing certification system for urban managers

## C. Conceptual Framework

The Project took off from the conceptual framework of the proposed Urban Management Development Program. specifically from its first phase *Program Development* This phase provided the direction in implementing the project. In particular the project was carried out on the following premises:

### 1. Identifying Urban Managers Competencies

This aspect is initially aimed at describing the competency requirements of an urban manager. Such description can be based on the following dimensions.

#### 1.1 Practical

Practical competence are the common characteristics and competencies of identified model urban managers in the country. This may also refer to the urban Managers standards as these may be the key qualities for successful urban management.

#### 1.2 Theoretical

Theoretical competencies are the expected competencies of Urban Managers based on existing curriculum. These are the competencies as described in the literature and materials on urban management.

#### 1.3 Environmental

Environmental competencies are the required competencies based on current urban management issues.

Data and information that will be gathered from the mentioned competencies of ideal model urban managers will be analyzed and consolidated to establish the required behavioral competence of ideal urban managers

## 2. Required Behavioral Competence of ideal Urban Managers

These are supposed to be based on the identified competencies of urban managers. These pertain to the knowledge, skills, and attitudes of an Urban Manager. These are the core competencies of an Urban Manager that sets them apart from an urban planner and other Local development manager. These behavioral competencies must make them adept with the varying facets of urban management

### 2.1 Assessment and Classification of Urban Managers

in this process, the people who are performing the role of urban managers at the local level will be identified. They will be assessed and classified according to their knowledge, skills, attitudes, and other qualities that will be deemed necessary for an Urban Manager to possess. By profiling them, their capacity building needs will be identified.

### 2.2. Development of Urban Management Training Modules

Assessment and classification of Urban Managers may be done simultaneously with the Urban Management Training Module. Three (3) basic steps will be involved in developing the training module: curriculum development, materials development, and practical applications.

#### a. Curriculum Development

This will include the conceptualization of the objectives of the program, flow of the specific workshops and activities, and the expected outputs for the participants.

#### b. Material Development

The second step in development of the materials. This will include the preparation of the training materials such as the presentation mediums and manual copies, the presentation and activities for the participants. All other materials necessary for the participants' learning will be prepared. Clarity and completeness of the training materials should be ensured.

#### c. Practical Application

This is the final step in developing the module. This will guarantee learning from the program. This step puts the participants in actual application. They will not be trained only for theoretical knowledge but will be taken to the actual workplace to have the opportunity to apply the knowledge immediately and to take corrective actions if necessary.

As the first phase; the project outputs are supposed to pave the way for the succeeding phases of UMDP, which also includes the following:

Phase 2. Implementation. It shall focus on the organization of the resource pool and the eventual conduct of Urban Management Training Program.

Phase 3. Application. It shall involve program/ proposal development, and applications in innovations laboratories.

In support of these different stages, other activities will be implemented. They include the following:

1. Institutional Mechanisms. It requires the need for partnership building between and among relevant institutions: DILG, Leagues of Cities, Civil Service Commission, among others.
2. Certification System. which shall be developed to ensure the continuous capacity development of urban managers. Its basic purpose is to identify the expertise areas of the urban managers in order to facilitate tapping of their services by other local government units.

The Project covered not just the Program Development phase of UMDP. It also included efforts to develop a certification system for urban managers.

#### D. Methodologies

Documents Review, Key Informant interview and focus Group Discussion (FGD) were the main methodologies used in generating essential and relevant data.

##### 1. Documents Review

A review of the literature was conducted to gather the basic information on urban management and urban managers. Documents Review was also used in identifying the existing local and international training programs and interventions related to urban management. For the purpose of generating ideas for the development of an appropriate system/ scheme to regulate profession-related to urban management, different accreditation, certification and assurance schemes were reviewed.

##### 2. Key informant Interview

Key Informant Interview, on the other hand was used to generate more information regarding urban management. Interviews were conducted to determine how key personnel perceive urban management. Urban management experts from selected local government units, and institutions were tapped for interview. Because the project is aimed at developing a framework of capability building program for effective urban management, the informants were asked to share their knowledge and insights regarding this. Therefore, aside

from suggesting and providing other training programs and interventions, the key informants also gave recommendations in designing a program that will focus on capability building in urban management. The interview of key informant proved vital in the validation of the information gathered from various literature.