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MESSAGES

Dr. Ma. Concepcion Alfiler
Dean, NCPAG - UP

It is my distinct pleasure to welcome everyone and to open this forum on Good Urban Governance. The National College of Public Administration and Governance through the Center for Local and Regional Governance is pleased to be part of the activity this morning.

There is an association of sorts among the organizers of this activity because the Philippine Society for Public Administration is also based in NCPAG in the sense that we are providing support. The Society is also represented in the Philippine Social Science Council through the professionals in the field and through the faculty of NCPAG. So there is really a very close collaborative relationship between PSPA, NCPAG and faculty and staff of the college and its alumni.

Academe is always pleased to be able to share what we have learned systematically with people who will be in the position to implement these ideas. Our role basically is to try to document, to do research and analyze what has been the experience in the field. But probably, and more significantly I think is that the

University hopes to be able to contribute to the continuing quest for improving the quality of life of our people. And with the decentralization code, the action is now in the field of local government. For more than ten years, we have seen how power has been

decentralized from what we used to call Imperial Manila. And where from now, greater action, greater resource and recognition that local government units have done so much to improve conditions in poor communities, villages, and cities are taking a lead role in promoting and introducing initiatives along this line.

We hope that today's forum, which I understand is really going to build up to an international conference, the *3rd International Conference on Decentralization*, which our college thru the center again will be hosting sometime this year, will build up towards not only sharing in the country but also sharing of countries across the world in trying to figure out what we have done in the field of good urban governance.

With this I wish everyone a fruitful morning and I know that we will be learning from each other and hopefully the learning and sharing will ultimately redound to the good of the Filipino.

Mr. Dante Liban
President
Philippine Society for Public Administration

The Philippine Society for Public Administration is quite honored together with Philippine Urban Forum to have this very important sharing of experiences on Good Urban Governance. I am sure this is just the beginning. There will be a series of workshops, foras and even conferences to see to it that this advocacy for Good Urban Governance will be sustained. We look forward to the 3rd International Conference on Decentralization that will focus on the theme of Good Urban Governance. I am happy that the Mayor of Makati is here because he was understandably very proud for they recently received the very prestigious award from the UN Center for Human Settlements in cooperation with Dubai. This health program of the city of Makati is now acknowledged as one of the best in the world.

Please extend my gratitude to Mayor Robredo as well for sending a very distinguished representative in sharing the very good practices in the city of Naga.

To all the participants, welcome. Again may I reiterate, this is just the beginning. And so we'll be sharing experiences, ideas, expertise with one another as we bring to a higher levels of cooperation and advocacy this issue of good urban governance.

Atty. Gil Cruz
Executive Director
League of Cities of the Philippines

I am very happy to be treading in familiar grounds. I see that we have several cities sharing with us today. Two of them actually are the only two Philippine cities that have so far won in the prestigious Dubai Awards for Best Practices. One of course, is Naga City for its Naga City People's Council and just last year, Makati City and I hope it will be presenting the 'yellow cards' that is the one that won for Makati the Dubai Awards for Best Practices. So in behalf of Mayor Francis Tolentino, the President of the League of Cities of the Philippines, we would like to express our support to initiatives like this ones especially those that would promote Good Urban Governance and Secure Tenure not as separate initiatives because just recently we have already just converged the campaign for Good Urban Governance and the international campaign for Secure Tenure.

The initiative of the League of Cities of the Philippines (LCP) on good urban governance (GUG) has led us to both a conceptual and an operational definition on that we and the city mayors think should GUG be. Conceptually we have defined GUG as the sum of the many ways by which individuals and institutions both public and private, plan and manage the affairs of the city. This one is a continuing process to which conflicting or diverse interests are accommodated and from here cooperative actions are undertaken. Operationally, LCP looks at GUG as the strategy by which the city express their commitment to reduce urban poverty in all its form and dimension. The city mayors particularly the 31 cities that are being piloted for the GUG campaign had developed City Action Plans on poverty reduction through GUG. But before they formulated these City Action Plans, these cities were required to conduct poverty mapping and poverty profiling. This alone entailed massive consultation, massive study, massive diagnostic analysis of the incidence of poverty in their respective cities. After conducting the poverty profiling, the cities also had to undergo environmental profiling. Why? Because when we conducted the localization workshop on GUG norms, the city mayors have voted sustainability as what they feel should be the priority norm, this time and age. So they have also formulated an environmental profile of their city. Based on these two profiles they were able to make some priorities which are now expressed in the City Action Plans. The GUG campaign is being championed by LCP in the Philippines, and the secure tenure (ST) campaign, by a consortium of urban poor groups -POST - NET.

The GUG campaign works around seven (7) norms. These are efficiency, security, equity, sustainability, decentralization and subsidiarity, transparency and accountability and civic engagement and citizenship.

For the LCP, it is now in the process of formulating and implementing programs and projects based on the GUG norms. For example, we had partnered with the Asia Foundation and USAID on the transparent - accountable governance project and also with the Governance Advisory Council (GAC). The GAC has formulated a formula for Good Governance: competition + accountability - discretion. This is similar to the corruption formula which is equal to monopoly + discretion - accountability. $C = M + D - A$. What we're saying is corruption is likely to exist in systems where there is monopoly of power, unlimited discretion but no accountability on the part of the individuals manning or operating the system.

On civic engagement and citizenship, we had partnered with the *Liga ng mga Barangay* through the conduct of a series of workshops. One is an empowerment

forum, and the other one is on mechanism building workshop for institutionalizing the people's day consultation. Our city mayors, municipal mayors, provincial governors, allot a day a week for a people's day consultation. But this consultation does not have any structure at all. To put a structure into it, we used a document produced by the Institute for Public Participation of Canada. We adopted this and called this the *Role of Local Leaders In the Process of Civic Engagement and Urban Citizenship*.

We look at the participation and engagement of the people on a spectrum. The first one would be the level of information. The role of the leader is to keep the citizens informed. Area of consultation is the second in the spectrum. Local leaders should keep citizens informed. They should listen and acknowledge their concerns and provide feedback. Third, involvement and the role is for the leaders to work with the citizens. Fourth is collaboration. Look to citizens for direct advice and innovation. The last stage, the ultimate, is empowerment and the role of the local leader is to guide the citizens in implementing what they have agreed on.'

We would leave this with the organizers of the conference and we hope that there could be some value you can find for this. We would also request that in the next series we invite the top five (5) winners of the 1st LCP Best Practices Awards we launched last year. It's now on its second year. All the 5 best practices conform with the campaign. They practice GUG and as a result, they are able to reduce urban poverty. So these would be (according to rank):

1. Mariculture Park project of the Island Garden City of Samuel
2. Lipa City Public College
3. Farm - tourism program of the Science City of Munoz
4. Tax payer's One - Stop - Shop of Balanga
5. Housing Program for the Urban Poor of Dumaguete City

Very common among all these best practices, and we believe this is what good urban governance is all about, is partnership. GUG is harnessing partnership and that is why we are here today. To show you that our active partnering with all the stakeholders and with all those who promote GUG, and that is all the people here present.

The following is a table that illustrates the role of local leaders in the process of civic engagement and urban citizen. This is for an easier grasp of the spectrum I was talking about earlier.

ROLE OF LOCAL LEADERS IN THE PROCESS OF CIVIC ENGAGEMENT AND URBAN CITIZENSHIP

	Information	Consultation	Involvement	Collaboration	Empowerment
Role	Keep the citizens / Constituents informed	Keep the citizens/ constituents informed; listen to and acknowledge concerns, and provide feedback on how their input influenced the decision	Work with citizens/ constituents to ensure that their concerns and issues are directly reflected in the alternatives developed and provide feedback on how their input influenced the decision	Look to citizens for direct advice and innovation in formulating solutions and incorporate their advice and recommendation in the decision to the maximum extent possible	Implement what citizens decide or agree on
Objective	Provide the people With Balanced and Objective information To assist them in understanding the problem, alternatives, and/or solutions	Obtain peoples feedback on analysis, alternatives and/or decisions	Work directly with the people throughout the process to ensure that issues and concerns are consistently understood and considered	Partner with the people on each aspect of the decision including the development of alternatives and the identification of the preferred solutions	Place final policy and decision - making in the hands of the citizens
Tools / Approach	Fact Sheets Web Sites Open houses	Public comment Focus Groups Surveys Public Meetings and assemblies	Workshop Deliberative Pooling	Citizen Advisory Committees Consensus building Participatory decision making	Citizen Executive Committees Ballots Delegate Decision

