

RECOGNIZING CAPACITY DEVELOPMENT INCENTIVES FOR GOOD LOCAL GOVERNANCE IN THE PHILIPPINES



President Arroyo presents a LoCIM special citation to Mayor Oscar Rodriguez of the City of San Fernando (Pampanga Province) and delegates from San Fernando

On February 12, 2009, at Malacanang Palace in Manila, the President of the Philippines, Gloria Macapagal Arroyo presided over the annual awards ceremony to recognize innovation and good practice in local governance. Since 1994, the Galing Pook Foundation (GPF) has awarded over 300 Local Government Units (LGUs) for their innovative programs. This year, in addition to the yearly Galing Pook awards given to ten LGUs, a Special Citation on Local Capacity Incentive Mechanisms for Good Governance (LoCIM), sponsored by UNDP and SNV Netherlands Development Organisation, was conferred to four LGUs -- **Barangay Sanito in Ipil, Zamboanga Sibugay Province** (*Harnessing Community Capacity for Good Governance*); **City of San Fernando, Pampanga Province** (*Making Governance a Shared Responsibility*); **Province of Albay** (*Institutionalizing Disaster Preparedness and Mitigation*); and **Province of Negros Oriental** (*Improving Market Access for Farmers' Produce: Tabo sa PAO*). UNDP Philippines Country Director Renaud Meyer joined President Arroyo to confer the awards.

UNDP's capacity development approach sees incentive systems as a powerful driver of change that provides a catalyst for innovation in public sector management and service delivery. This Special Citation therefore recognized LGUs that have given particular attention to investing in capacities at the local level, and the incentive systems that the LGUs introduced to support such local-level capacity development. The Chairperson of the Special Citation selection committee, Leonor Magtolis Briones, explained, "LoCIM focuses on local capacity innovations, exemplary practices that show how incentive mechanisms in internal governance systems can enable LGUs to function effectively and efficiently. The award stresses activities that have improved their leadership's and their community's capacity to attain their goals".

The LGUs that received this Special Citation had developed programs that strengthened local capacities in various ways: by ensuring that lynchpin organisations that perform services delivery and provide overall governance oversight be strengthened through sustained institutional development support, support for leadership and skills development, support for developing knowledge, and support for making them responsive to citizens. What incentives drove these innovations? One, providing opportunities for community and stakeholders to improve their conditions through self-help initiatives that capitalized on inherent traditional and value systems. Two, developing a sense of unity and common directions by distributing responsibility and demonstrating genuine accountability. Three, providing good leadership that empowers stakeholders through shared vision and actions. And four, generating a shared sense of pride among stakeholders for success. Awarding these pioneering LGUs, an incentive in itself, provides a powerful stamp of excellence by recognising new, innovative or quality performance in governance, setting off a demonstration spiral where many more are inspired to achieve similar standards of excellence.

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Written by Ashley Palmer and Robert G. Bernardo

Capacity Development Practice

UNDP Regional Centre in Bangkok

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