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1. プロ形ワークショップ報告書（ダバオ・カガヤンデオロ）
2. 要請案件調査票（ダバオ）
3. 要請案件調査票（カガヤンデオロ）
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5. 要請案件調査票（内務自治省）
6. プログラム概要表（例）

DOCUMENTATION REPORT

Project Formulation Consultation – Workshop on Rural and Community Development under a Decentralized Structure



designed, organized and conducted by:

jica Japan International Cooperation Agency

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Waterfront Hotel, Davao City
March 4, 2005

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Abbreviations

CB	<i>Capability Building</i>
GAA	<i>General Appropriations Act</i>
GOJ	<i>Government of Japan</i>
GOP	<i>Government of the Philippines</i>
IEC	<i>Information Education Communication</i>
LGUs	<i>Local Government Units</i>
NGAs	<i>National Government Agencies</i>
ODA	<i>Official Development Assistance</i>
PAPs	<i>Programs and Projects</i>
PhilDHRRA	<i>Philippine Partnership for the Development of Human Resources in Rural Areas</i>
POs	<i>Peoples Organizations</i>
RDC	<i>Regional Development Council</i>

Summary

1	Title of the Consultation-Workshop	Project Formulation Consultation-Workshop on Rural and Community Development under a Decentralized Structure		
2	Date of the Workshop	March 4, 2005		
3	Place of the Workshop	Waterfront Hotel, Davao City		
4	Objectives of the consultation-workshop	4.1	Grasp present situation of the problems on capacity building hindering decentralization and rural development efforts	
		4.2	Collect project ideas that may appropriately respond to identified problems	
5	Total number of participants: 21			
6	Agencies represented	NEDA-XI (2), DILG-XI (2), DOLE-XI (2), DSWD-XI (1), DLR-XI (2), DA-XI (2), DOST-XI (1), NGOs (1), MHDO (2), DIDP (2), MEDCo (3), LGSP-CIDA (1)		
7	Facilitators	Mr. Masahiro Ono, JICA Project Formulation Adviser	Mr. Rey Gerona, JICA In-house Consultant	Ms. Mary Cecile Legaspi-Aquino, Legaspi Research Consulting
8	Secretariat staff	2 staff, from Legaspi Research Consulting		
9	Contents of the Consultation-Workshop			
	9.1	Explanation about the Project Formulation Survey Activities of JICA and the Processes Already Undertaken		
	9.2	Explanation about JICA's Request Survey and Assistance Schemes		
	9.3	Workshop 1: Identification of problems on capacity building efforts that hamper advancement of decentralization and community development objectives		
	9.3	Workshop 2: Identification of project ideas that appropriately respond to such problems		
10	Results of the Workshop:			
10.1	Explanation about the Project Formulation Survey Activities	The participants understood the background and the objectives of the in-house project-finding activities of JICA as well as the survey activities already undertaken by M. Ono pertaining to the Project Formulation Survey on Decentralization and Community Development. Further, the participants were clarified of the connection of the consultation-workshop to the project formulation survey as well as the workshop objectives and expected outputs. Furthermore, the participants understood why the project formulation survey is oriented at Mindanao and why the survey is focused on capacity building issues.		
10.2	Identified problems on Capacity Building efforts that hamper advancement of decentralization and rural development	<p>The results of the workshops (or small group, un-structured discussions among participants) can be summarized in the following manner:</p> <p>1) Most LGUs are not effective and efficient in delivering devolved basic services as well as in making these services accessible by communities because: (a) they lack funds to finance project implementation, and they lack the necessary skills to generate or access funding external to them, (b) there is no vertical and horizontal project cooperation among LGUs even in issues that commonly affect them, (c) they lack skills in various areas such as planning and management, among others yet they consider capacity building the least of their priorities, (d) most trainings were not products of in-depth training needs analysis (TNA) and ex-trainees received no support after the training thus the difficulty in applying learned techniques and knowledge during the training.</p> <p>2) The problems of LGUs are also the same problems of the Regional Offices (R/Os) of national government agencies in the regions. In addition to their being not coherent, R/Os are not transferring technologies to LGUs due to lack of funds and mechanisms.</p> <p>3) The problems of LGUs and R/Os can be described to be similar with those of the NGOs however in different scale and magnitude.</p>		

10.3	Present situation of problems	Under the decentralized set up of governance, LGUs are tasked to deliver and make accessible basic social services, while NGAs through the Regional Offices are tasked to capacitate LGUs to become effective in the delivery of devolved services while implementing other public services not devolved to LGUs. However, most LGUs failed to deliver efficiently the devolved services for various reasons, and that most NGAs in the Regions also failed to capacitate LGUs
10.4	Main causes of the persistent problems on capacity building	1) LGUs and Regional Offices of NGAs do not complement resources 2) Lack of knowledge and skills in resource accessing and complementation, research and development & development approaches (also, lack of capacity to generate resources and utilize existing resources)
10.5	Rough outline of a capacity building project	<p>1) Diagram</p> <pre> graph TD Dec[Decentralization] <--> RCD[Rural community development] Dec --> LGUs[LGUs] RCD --> BS[Basic services] LGUs -- Delivery --> BS BS -- Access --> LGUs R/Os[R/Os] -.-> LGUs LGUs --> C/B[C/B Projects] C/B --> T[Training] C/B --> A[Advisory] C/B --> E[Equipment] C/B --> F[Facilities] T --> PP[Pilot Projects] A --> PP E --> PP F --> PP BS --> PP PP --- TD((Technology Demonstration Application)) BS --- Com((Community)) </pre> <p>2) Explanation</p> <p>(1) Decentralization and rural/community development are inseparable issues. Decentralization is necessary to effectively implement rural or community development.</p> <p>(2) In the decentralized set up of governance, decentralization automatically refers to Local Government Units (LGUs), while rural/community development refers to the basic social services devolved to LGUs. LGUs are tasked to effectively deliver devolved basic services and efficiently widen/enhance access by communities to these services.</p>

		<p>(3) In the regional setting, there exist Regional Offices (R/Os) of central government agencies in the Regions as well as NGO regional networks. R/Os are tasked to capacitate LGUs, which due to many reasons, is not being realized. NGOs on the other hand, are independently accessing outside resources and directly implementing basic services. There are indeed resources available in the Regions but R/Os, LGUs and NGOs are not pooling these resources together to implement a communal rural development project or in achieving effective delivery of services by LGUs and enhancing access by communities to these services.</p> <p>(4) Considering the points above, a capability building (C/B) project should be able to effectively address the issue of non-complementation of resources among R/Os, LGUs and NGOs, with the R/Os and NGOs complementing technical expertise to capacitate LGUs to become effective and efficient implementers of basic services.</p> <p>(5) As such, the capacity building intervention should focus on capacitating R/Os, LGUs and NGOs at the same time (decentralization aspect) and in establishing communal pilot projects (community development aspect) as products of R/Os-LGUs-NGOs collaborative efforts. The contents of the C/B project therefore shall include (i) training activities, (ii) advisory services, and (iii) supply of equipment or small construction of facilities that shall serve as "facilitating factors" of technology transfer activities. In this context, the pilot projects shall therefore serve as demonstration projects of technology applications.</p>
11	Summary of insights of participants	<ol style="list-style-type: none"> 1) First time to participate in JICA's participatory process of project finding 2) First time to familiarize JICA schemes of assistance 3) First time to realize that JICA is not a "hardware" or "funding" agency
12	Next steps	<ol style="list-style-type: none"> 1) Conduct similar consultation-workshop in Cagayan de Oro City 2) Produce and distribute copies of Documentation Report to participants and relevant agencies 3) Analyze results of the consultation-workshops, and come-up with a summary paper 4) Conduct internal consultations with JICA and EOJ 5) Implement second phase of consultation-workshops 6) Analyze results, come up with project idea paper, consult relevant agencies and facilitate proposal packaging

I. INTRODUCTION

1. Background

One of the in-house activities of JICA is about project formulation. This activity is aimed at identifying project ideas potential for bilateral cooperation in the future. For this purpose, JICA dispatches Project Formulation Advisers (PFA) every year to JICA overseas office.

One of the development themes subjected to project formulation study for the Japanese Fiscal Year (JFY) 2004 is about "Rural and Community Development Under a Decentralized Structure of Governance. In carrying out the project formulation activity, Mr. Ono works closely with Mr. Rey Gerona, an In-house Consultant of JICA Philippines. They comprise the Project Formulation Study Team for Rural and Community Development Under a Decentralized Structure of Governance.

The results of extensive data gathering activities that included direct consultations with representatives of some central government agencies, local government units, NGOs and other donor organizations, revealed that there is inadequate capacity enhancement interventions to bring LGUs and Regional Offices (R/Os) of central government agencies together and complement resources. Most capacity building efforts are either directed at specific or groups of LGUs or specific central government agency but failed to address the real need for resource integration among LGUs and R/Os and between R/Os and LGUs to be able to maximize impact of limited individual resources. This initial finding of the project formulation survey at the macro level however is in no way conclusive,

such that the project formulation process now enters into the stage of conducting consultation-workshops at the Regions to generate local information, views and opinions. With Japan's commitment for an ODA package for Mindanao development, the consultation-workshops were planned to be conducted in Davao and Cagayan de Oro cities, the results of which will be used as inputs in designing future project concepts related to the development theme being studied.



The participants listening to presentations of resource persons

2. Objectives

The consultation-workshops at the Regional level are designed to (i) grasp a common understanding about the present situation of problems besetting the capacity building efforts in advancing decentralization and rural development, and to (ii) collect ideas about potential technical cooperation project.



Workshop participants listening intently to the point being raised in the group discussions.

3. Participants

The total number of participants in the consultation workshop was 21. By organization, 8 regional offices of central government agencies were represented, 1 government initiated special regional council, 1 NGOs, 2 ODA-supported development program, By gender, 52 percent was comprised of male participants, while 48 percent by women. Refer to Annex 1 for the list of participants.



Animated discussions becoming a mark of the workshop groups.

Table 1: Organizations represented and Number of Participants

	Organizations	Number of Participants		
		Male	Female	Total
1	Regional Offices of Central Government Agencies			
	NEDA - X	2		2
	DILG - X		2	2
	DOLE - X	2		2
	DSWD - X	1		1
	DLR - X (formerly DAR)	2		2
	DA - X	1	1	2
	DOST - X		1	1
	Mindanao Health Development Office		2	2
	Mindanao Economic Development Council	1	2	3
2	ODA-Supported Program			
	Davao Integrated Development Program		2	2
	Local Government Support Program	1		1
3	NGOs			
	PhilDHRRA	1		1
TOTAL PARTICIPANTS		11	10	21
Source: Attendance sheets				

4. Order of discussions

- 4.1 Overview of the consultation-workshop
- 4.2 Explanation about the Project Formulation Survey and the activities already undertaken
- 4.3 Workshop 1: Identification of problems on capacity building efforts that hamper advancement of decentralization and community development objectives
- 4.4 Explanation about JICA's Request Survey and JICA's assistance schemes
- 4.5 Workshop 2: Identification of project ideas that may appropriately respond to identified problems on capacity building

5. Facilitators

- 5.1 Mr. Masahiro Ono, Project Formulation Adviser, JICA
- 5.2 Mr. Rey Gerona, In-house Consultant, JICA
- 5.3 Ms. Mary Cecile Legaspi-Aquino, Legaspi Research and Consulting

6. Secretariat Staff

- 6.1 Ms. Claire Auxilio, Legaspi Research and Consulting
- 6.2 Ms. Analyn Pelaez, Legaspi Research and Consulting

II. Highlights of the Workshop

1. Opening remarks

Mr. Masahiro Ono, Project Formulation Advisor of JICA formally welcomed the participants to the consultation-workshop.

JICA has been providing the Philippines assistance related to decentralization for the last ten years by dispatching experts to GOP agencies, sending Filipino counterparts to trainings, and implementing related projects. At the end of project cooperation, however, some reflections need to be confirmed to examine gains and draw lessons from each of the experiences.

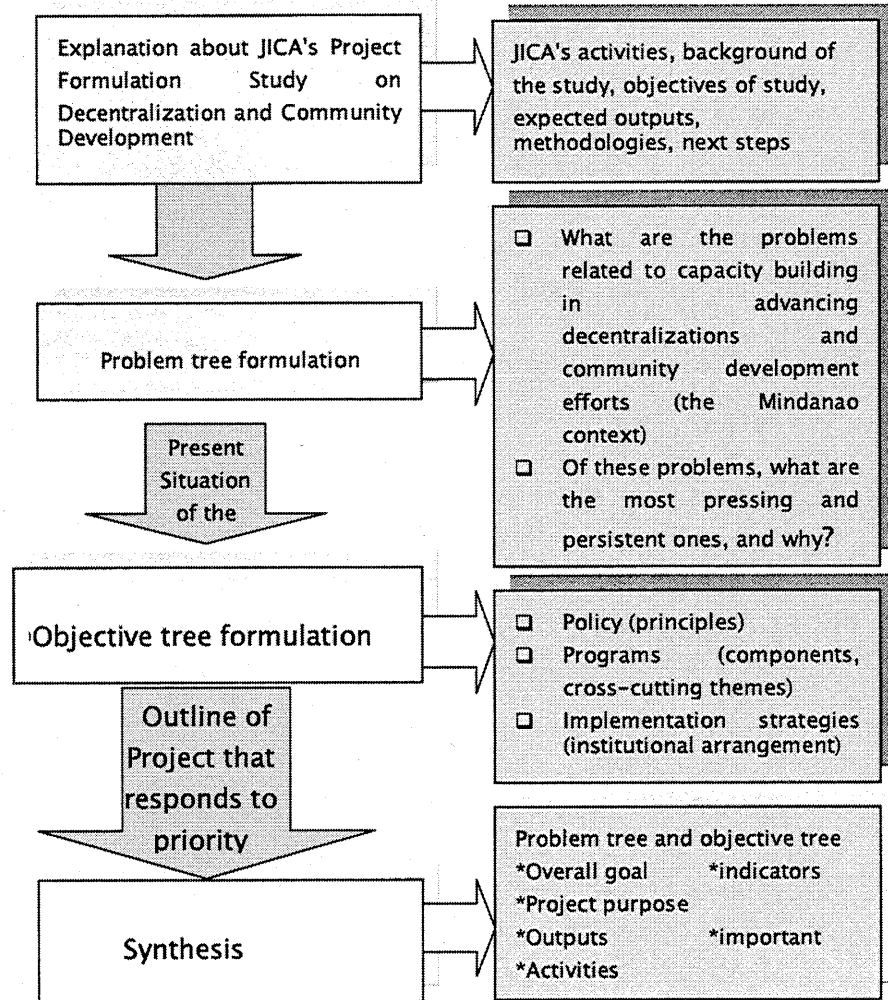
Worth noting are the varied perspectives about the situation on the ground level vis-à-vis the point of view of the central office. This prompted JICA to find ways, such as the day's consultation-workshop, to listen to the situation on the ground from the viewpoint of the stakeholders.

The consultation-workshop exercise would enable the gathering of information and the sharing of ideas. While there is no commitment for projects, it is hoped that the outcome of the workshop would translate to potential project cooperation in the future.

2. Explanation about the overview of the consultation-workshop

Engr. Rey Gerona, In-house Consultant of JICA, presented the overview of the consultation-workshop. The explanation clarified the background, objectives and expected outputs, the methodologies and the timeframe.

Figure 1: Overview of the consultation-workshop



Direct consultations with LGUs, NGOs, and other donor organizations were earlier undertaken by Mr. Ono. This extensive data gathering comprised the initial phase of the Project Formulation Survey that surfaced the observation on the inadequacy of capacity-enhancing interventions, which are critical in sustaining gains in decentralization and rural development.



Workshop participants representing various regional agencies

Hence, the technical consultation-workshops in Davao City formed part of the process that would validate in the regions the aforementioned preliminary observation and, likewise, generate local information on potential technical cooperation projects.

The workshop sessions were designed to enable participants to gain a common understanding about persistent and pervasive problems on capacity building and initially build on a project framework that may respond appropriately to such problems. The workshop processes were meant to be un-structured to maximize participation.

Two practical workshop exercises constitute the day's major events. In the first workshop, four major components were to be discussed:

- *Needs Identification*, where capacity building problems in decentralization and community development were to be presented. The participants would share thoughts and ideas on the issues of decentralization, local governance, and rural development, where they have gained substantial expertise.

Why are we here?

- Invited and WILLING TO SHARE thoughts
- Clarify present situation of PROBLEMS on CAPACITY BUILDING efforts related to decentralization and rural development
- Identify a potential project that responds to the problems

What shall we do today?

- Listen to inputs
- Share information, views and opinion
- Work in smaller groups
- Participate in discussions
- Clarify

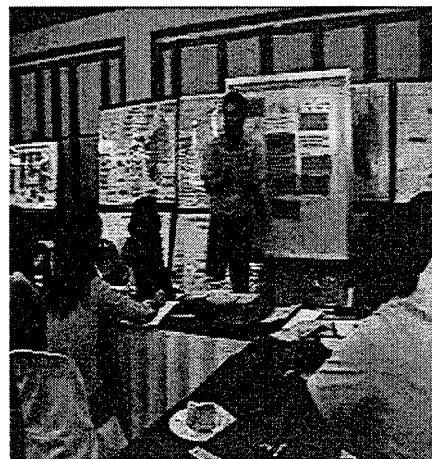
- *Prioritization of Problems*, where the identified problems were then categorized into most common and most persistent.
- The *root causes* for the existence and persistence of these problems were to be identified as a matter of logical step.
- *Conceptualization of a project idea* that could respond to the problems identified and the identification of known specific donor organizations with pertinent interest and/or were already working at addressing these problems or causes.

**What do we expect
at the end of the
day?**

- Draft outline of problems on capability building related to decentralization and rural development
- Draft outline of the potential project and cooperation between GOJ and GOP

The second workshop was designed for outlining potential project, which may address the identified priority issues in the first workshop using parameters such as: 1) policy issues on inclusions, and not on assumptions; 2) Statement of Overall Goal; 3) Statement of Purpose; 4) Drawing of Outputs; 5) Designing the main activities; and, identifying the input requirements.

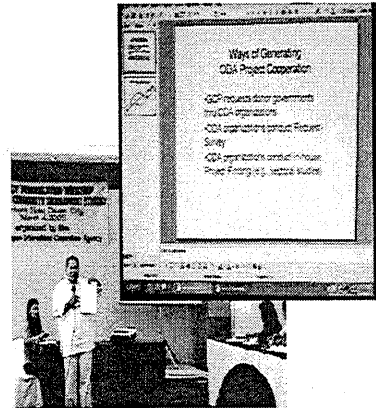
In summary, the exercises were expected to, among others: 1) draw initial ideas on capacity building problems and causes and outlining of a potential project and cooperation, 2) familiarize the participants with JICA assistance schemes, 3) ensure advocacy for bilateral discussions, although there were no promises or commitment for project realization, and 4) facilitate another round of workshop-consultation with, perhaps, counterpart local government units in the region.



Participants refining ideas in active discussions

3. Explanation about JICA's project formulation survey on decentralization and community development.

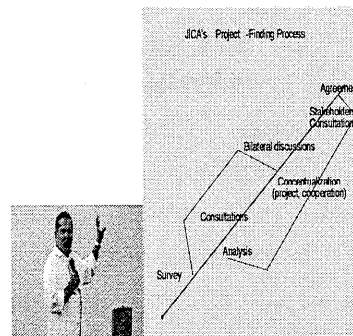
Practically, there are 3 ways of generating ODA project cooperation. First, is the submission of GOP requests to donor governments. Second, is the conduct by donor organizations of surveys of requests from GOP proponent agencies. Third, is the conduct by donor organizations of in-house sectoral studies or project finding surveys. JICA does all the 3 options, and the 3rd alternative covers the consultation-workshop.



Engr. Rey Gerona, presenting the overview of the workshop

One of the development themes in the Philippines subjected by JICA to in-house project formulation surveys for the Japanese Fiscal Year (JFY) 2004 involves decentralization and rural/community development. For this purpose, JICA Tokyo dispatched Mr. Masahiro Ono to the JICA Philippine office. A survey of the macro situation had already been conducted and initial analyses are inclined to conclude the following:

- No single donor would be able to respond sufficiently to the needs and problems of funding. Moreover, the Government of the Philippines, with its huge budget deficit cannot handle all funding concerns. Such constraints sometimes impede prompt and appropriate actions to regional or local development.

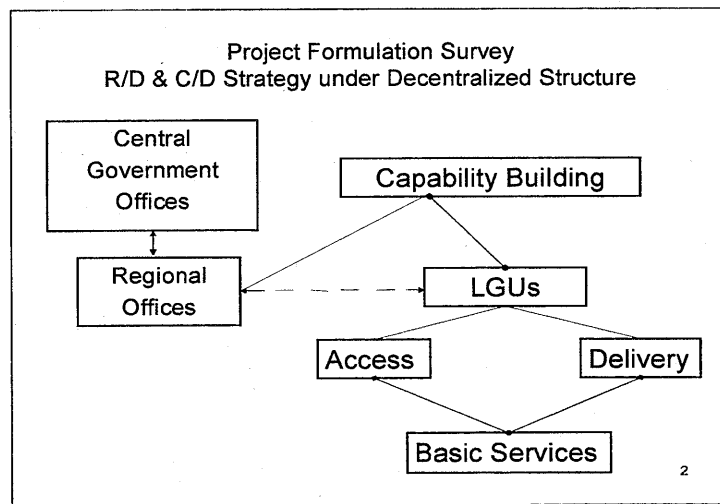


Engr. Gerona, explaining JICA's project finding process

- In the context of rural development, basic services have been decentralized to local government units (LGUs). This set-up raised major concerns worthy of attention: access of people and communities to these services and the delivery of these services by LGUs or central government agencies.

- Regional or representative offices of central government agencies are present within the framework and jurisdictions of LGUs. Such setting of coexistence entails cooperation. Further, JICA's macro survey reveals the need for strong capacity building along the line of central government offices situated in the regions and the LGUs. (This is in fact the focus of the day's exercises: capacity building under a decentralized structure.)

Figure 2: Conceptual framework:
Where Capacity-Enhancing Measures Should Be Taking Place?

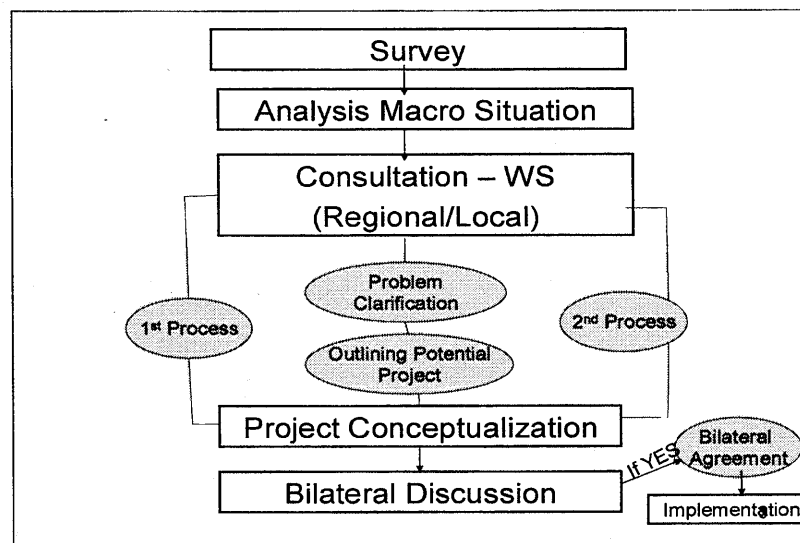


These initial analyses however are subject to consultation activities in the Regions, and for this reason, another consultation-workshop is planned in Cagayan de Oro within March and, possibly, one in the Visayas in April or May.

After the consultations, a project conceptualization process would follow. A round of consultation-workshops would again ensue to validate the findings and concepts. The presence of NEDA in these exercises is therefore important as NEDA is tasked with protocol processes of the GOP requests.

The fruition of a concept into a real project hinges upon the quality of the proposal. A good concept would probably translate into a concrete proposal while an unclear concept would most likely fail muster.

Figure 3: Overall framework
of the Project Formulation Survey



4. Presentation of JICA request survey

Mr. Masahiro Ono emphasized that JICA wants to find out through the consultation-workshop (with the participants collecting, sharing and discussing ideas even of a very rough picture) of potential project/s that could appropriately address the persistent and pervasive problem/s besetting decentralization and community development efforts in the region. The consultation-workshops were planned for the cities of Davao and Cagayan de Oro so that the results could be used as inputs in designing future project concepts related to the development theme being studied.

As such, Mr. Ono outlined a brief presentation on Request Survey for Technical Cooperation by the GOJ through JICA. The presentation delved on the Request Survey processes. The survey is conducted annually by the Embassy of Japan in collaboration with JICA and is aimed at grasping the needs of the GOP for Japanese Technical Cooperation and Grant Aid.

The discussion focused on available programs on capacity enhancing interventions and how these can be accessed. It was made clear though that JICA is *not a funding agency (that provides dole-out.)* Rather, JICA is a technical cooperation institution and, (as a reiteration), potential

cooperation projects are geared toward addressing inadequate capacity enhancement interventions, which JICA has noted to be a pressing concern in previous preliminary extensive data gathering activities.

Examples of the GOJ-JICA Cooperation Schemes include technical cooperation, development study, support for general grant in aid, Japanese overseas cooperation volunteers, and group training in Japan. Some of the areas of technical cooperation are the following:

1. Technical Cooperation Project
2. Individual Technical Cooperation
 - 2.1 Individual Expert Dispatch
 - Policy Advisor
 - Aid Coordination Advisor
 - 2.2 Equipment Supply for Health/
Medical Sector

Copies of the Informational Material on the Request Survey for Technical Cooperation were made available at the end of the briefing for interested agencies.

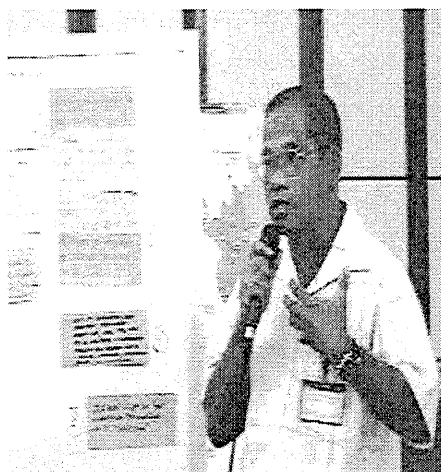
5. **Workshop 1: Part 1 -- Problem identification**

The participants were made to form two groups and were encouraged to actively participate in the workshops. Each of the two groups initially spent considerable time discussing the parameters and context from which the problems were to be drawn. Key words such as decentralization, capacity building, rural development and community development were discussed and grounded into the realities of each of the agencies.



Workshop participants actively discussing issues in workshop groups

One group eventually focused heavily on decentralization, in the form of devolved functions such that they were able to start identifying problems along the lines of capacity building within the less formally defined group framework. The other group worked on identifying directly problems encountered by each of the agencies represented and worked through the issues of capacity building, basic services and decentralization along with the discussion of each problem.



Plenary presentation of workshop group outputs

Group 1 identified the core problem as the lack of capacity to generate resources and utilize existing resources of LGUs.

It then classified the major problems on capacity building under five areas, namely: 1) lack of skills and knowledge, 2) access to information and rural development—limited knowledge on technology R&D, 3) political, 4) lack of interagency coordination on CB programs, 5) lack of capacity to generate resources –funding.

- *Lack of skills and knowledge.* This would include issues such as inappropriate approaches or methodologies used by concerned agencies, along with the lack of knowledge and skills on integrated area development. Lack of management support, conduct of TNAs.
- *Lack of access to information and development (Rural),* specifically, limited knowledge and skills on (agri) product development. Lack of technical experts (on DOST-technology vs. R&D project, site evaluation for i.e., seaweeds). Local Health Systems Development (manpower/equipment) and the capacity of health facilities.
- *Political.* Choice of projects, implementing agencies and programs are highly political in decision making. Human Resource development issues such as: status of government staff and qualifications.

- *Lack of inter-agency coordination*, specific to: harmonizing capacity building efforts initiated by government and non government agencies. Training needs analysis were not given importance, and capacity on participatory development planning and monitoring and evaluation were limited. Lack of skills in integrating sustaining inputs to study PPAs.
- *Funding*. Lack of capacity to generate resources, insufficient fund for R&D studies, accessibility to funding/donor agencies, and funding support.

The major problems on capacity building, which Group 2 identified were further narrowed down into ten focused issues, as follows:

- *Lack of interest/capacity of LGUs to access funds from financing agencies.*
 - Issues ranging from problems related to LGU's high dependence on Internal Revenue Allotments (IRA) to the lack of capacity to generate resources.
 - "Economies of scale," difficult to achieve for training programs at the LGU level as, capacity building is one of the least priority for most LGUs.
- *Monopoly of the government in the delivery of basic services, such as health, education, shelter.*
 - lack of coordination, commitment and support of various stakeholders, GOs, NGOs, others in identifying programs and projects for specific community, barangay or region, showing no convergence: LGUs does their things and other NGOs does theirs differently as well.
- *Identification of responsible institutions for the conduct of impact evaluation on various capacity building activities; CB is treated as "one shot deal" intervention.*
- *Community lacking the knowledge on decentralization, not clear on the communities' role and functions under the set-up.*
- *Extension service is devolved to LGUs but latter lacks capacity and resources to implement services.*

- *Philippine Statistical System is not adjusted to serve needs of a decentralized set-up of governance.* CB relies on data, if there's no centralized system for readily usable data, there would be no focused CB program planning.
- *LGUs structure not ready to effect full decentralization.* e.g. environment protection function have been devolved but MENRO is only an optional office for LGUs.
- *Lack of "trust" of the NGAs on the capabilities of LGUs to implement projects.* Willingness of NGAs to enforce devolved functions to LGUs.
- *Lack of coordination and commitment and support among LGUs, NGAs, NGOs, POs in identifying sustainable program and projects for specific communities—no convergence.*
- *Mainstreaming—DILG seems silent on how to mainstream ODA breakthroughs on capacity building.*

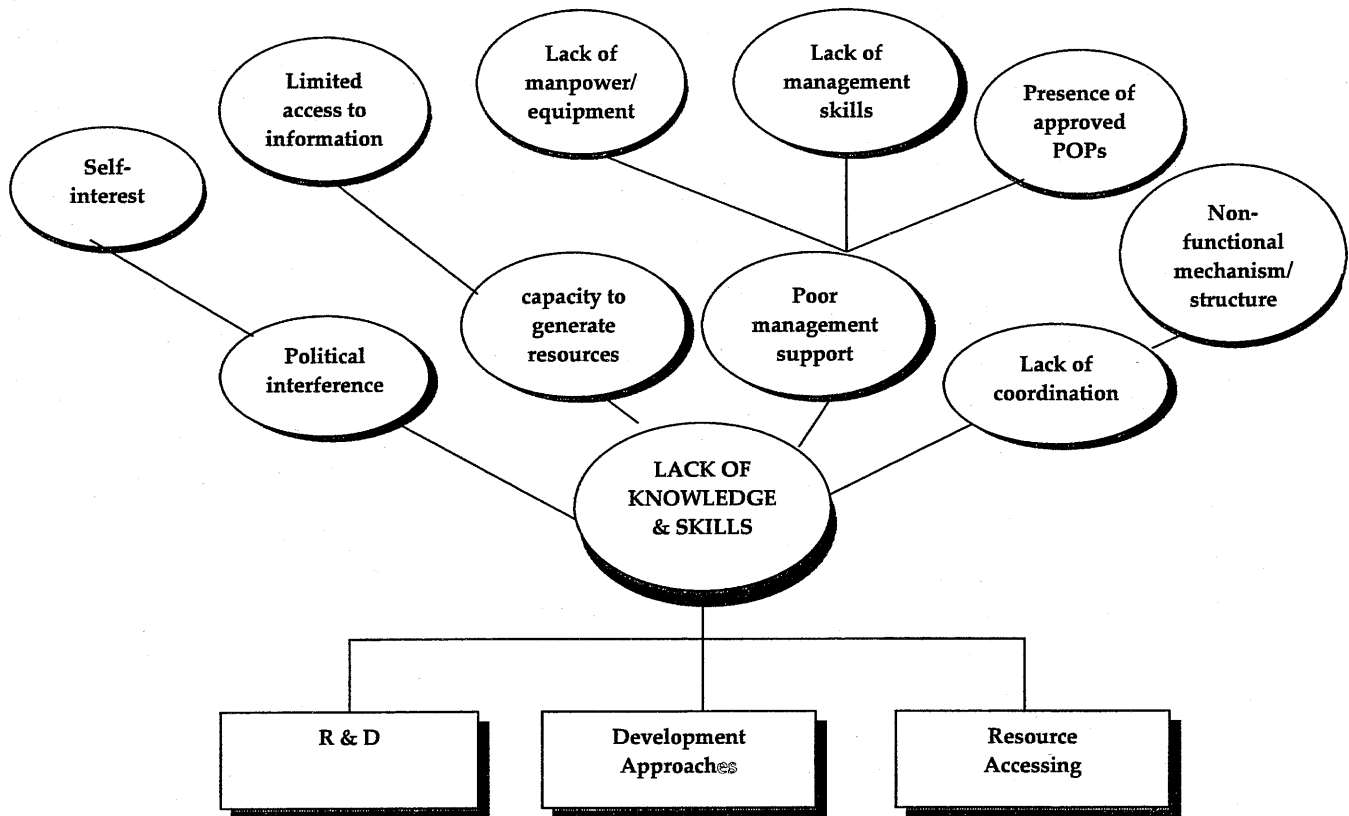
6. **Workshop 1: Part 2 -- Prioritization of Problems**

Prior to outlining the potential projects, Group 1 adverted to the issues and problems it raised in workshop 1, which it again presented in a different light though a diagrammatic presentation, as illustrated on the next page.

Group 1 categorized the problems and issues into four clusters: 1) political interference, 2) lack of capacity to generate resources, 3) poor management support, and 4) lack of coordination.

From the four clusters, Group1 derived or arrived at the core problem, which is the lack of knowledge and skills in the areas of research and development, development approaches, and resource accessing.

Diagrammatic Illustration by Group 1



From the issues that were discussed by the members, Group 2 pinpointed to the lack of capacity to generate resources, as well as utilize existing resources of local government units as the most pervasive problem.

Lack of capacity to generate resources and utilize existing resources of local government units.

7. Workshop 2: Outlining a Potential Project

As an application of the workshop proceedings, each of the two groups was asked to outline potential projects and the accompanying component items, such as the overall goal/purpose.

Group 1 drew up a potential project on *Skills Enhancement Training and Resource Accessing*. The proposal contains four components on (1) project development and management, (2) enterprise development, (3) community and institutional development, and (4) monitoring and evaluation. Encompassing the four components is management information system with attendant information campaign and social marketing (IEC).

The group identified two strategies in the pursuit of its proposal. First, partner institutions were pinpointed for each of the specific components:

- NEDA, MEDCO for project development and management
- DTI, DA, DOST for enterprise development
- DSWD, DILG, DOLE, DOH, DENR, DAR for community and institutional development
- NEDA, RDC for monitoring and evaluation

Second, it recognized possible funding sources that could be tapped:

- JICA and all other ODA for foreign sources of financing
- Alternative local sources: local funds, general appropriations act (GAA), tripartite agreement among NGAs, LGUs, and the local community

Group 2 in its presentation surfaced the issue of capability building on decentralization in the identification and prioritization of problems. It deemed as core problem, in particular, *the lack of capacity to generate resources and utilize existing resources of local government units*.

The group noted some existing interventions that are being undertaken to address the problem:

- Kalahi-CIDSS on empowerment of barangay leaders
- UNDP support to LGUs by way of land use-based participatory development planning and investment programming
- GOP-UN multi-donor programme/ACT for Peace
- Philippines-Canada LGSP (local administration and management, resource generation and management, service delivery, participatory governance)
- MINSSAD with components on infrastructure, AED, institutional development
- DOLE's Poverty Free Zone (PFZ)
- DIDP

The aforementioned interventions, notwithstanding, the group believes that there are project ideas that could likewise address the problem. Hence, the group transformed the core problem and surfaced the objective, as follows:

*Enabled LGUs to generate
resources and efficiently utilize
existing resources.*

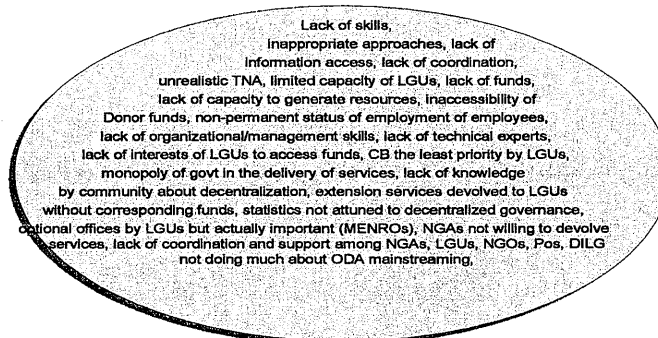
Apart from enhancing the self-reliance of LGUs with decentralization, the group proposed the following project ideas, while advocating support for existing concepts:

- Putting up transparency and accountability mechanisms among LGUs
- Institutionalization of a community-based management information system (CB-MIS)
- O T O P A – One Team One Province – an approach involving NGAs, CSOs, POs from the regional level down to the municipal level and mobilizing these agencies and organizations through a convergence approach in providing interventions, to include capability building on decentralization for municipalities.
- Implementation of alternative Service Delivery (privatization, public-private partnership) on locally-managed public economic enterprises.
- Capability enhancement program on planning, investment programming, and project development for LGUs
- Local governance enhancement program (DILG XI)
- Improving the development information base—e.g., statistical system

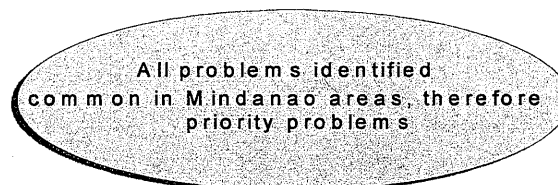
8. Summary

Engr. Rey Gerona presented the synthesis of the day's workshop exercises by initially noting that although this participatory activity is a first in JICA's experience, the workshop exercises have proven great potential in possibly bringing ideas into fruition, considering that the activity came up with concrete ideas on specific problem areas, as follows:

Problems on Capacity Building

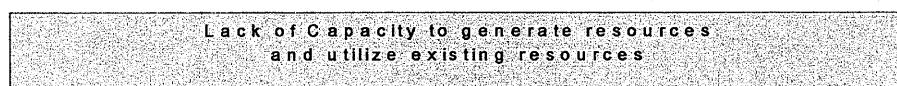
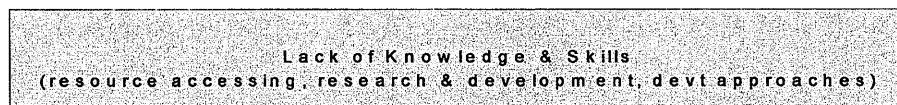


Priority Problems



The two workshop groups were noted to be generally in agreement that problems emanate essentially from the lack of knowledge and skills (such as on research and development and resource accessing) and from the lack of capacity to generate resources and utilize existing resources.

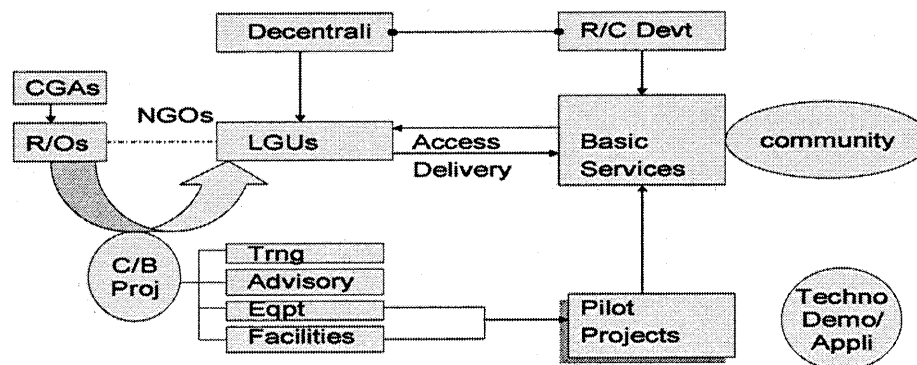
Main Causes of problems



Summed up, these problems were seen to have persisted because of failure to address the main causes. In this case, the cause is the capacity to resource-complement, or the capacity to manage relationship building among other service providers.

Therefore, in outlining or planning a capacity building project that would address these identified problems, clarity in the roles and relationships within a decentralized structure is deemed critical. While LGUs have the mandate to be in the frontline in the structure responsible for the delivery of basic services, understanding and acceptance, to this effect, is deemed necessary at any given level of any project. Other agencies affected by devolution, such as the regional offices, have to work with LGUs for more effective and decentralized program and project implementation. The agencies represented in the workshop—regional offices, NGOs, private sectors, have always been willing service providers and partner institutions, and therefore, a major strength to any project partnership.

Rough Outline of A Capacity Building Project



9. Insights by participants

<p>Mr. Mario Rojo (MEDCO)</p>	<p>“...I am grateful for opportunity to be part of a very productive workshop, specifically in generating inputs which JICA was set to achieve in conducting these exercises. While there have been similar activities of other funding institutions in Mindanao, we welcome JICA’s efforts especially because the focus is on participatory planning of programs and projects for the communities. It is hoped that the output, specifically the proposed programs and projects, would merit JICA’s consideration...”</p>
<p>Mr. Miguel Herrera III (NEDA)</p>	<p>“...NEDA’s role on ODA management centers on its task to initially screen/evaluate proposals based on compliance with donors’ criteria and its management of ODA in terms of total external debt/total debt. The context is that all ODAs have impacts on the government’s fiscal position or the ability of the government to handle its finances. As ODAs involve commitment of the GOP, it is in that sense NEDA is tasked to oversee ODA allocation. Other than these, it’s really demand driven exercise. In addition, as a matter of policy, NEDA does not proactively market ODAs, especially to LGUs as it is this government’s policy, as noted in the Medium Term Philippine Development Plan, to encourage LGUs to be self-reliant and self-sufficient. We affirm JICA’s breakthrough activity in assisting agencies in taking initial steps to be able to develop technical assistance project. It is hoped that the JICA team responsible for the workshop could sustain this type of consultation, and with enough resources, reach out to LGUs, where basic services are mandated to be provided...”</p>

10. Closing Remarks

After the sharing of insights of some participants, Mr. Masahiro Ono closed the workshop by expressing appreciation for the participants' time and contributions in the exercises and discussions, hoping they had productive time participating in return. He noted that it took eight months to plan for this workshop and back then, in the planning stage, the results were not definite. However, today he was more than pleased with the outcome which is much more than what was expected. In closing, he reiterated that while there is no commitment from JICA for project cooperation at this stage, he will do his part to advocate the results and project ideas that emanated from this consultation-workshop.