Developments in Public Administration in the Philippines:

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NEW PUBLIC MANAGEMENT: LEAN STATE, LEAN GOVERNMENT
7-10 OCTOBER, 2008
NAGA CITY, CAMARINES
Old Public Administration

- Large bureaucracy, slow, and inefficient
- Low quality of civil service
- Citizens unaware of their rights
- Limited resources
- Lack of capacity building for citizens and politicians
- Excessive and overlapping rules and regulations
Old Public Administration

- Weak performance and results-based management system
- Lack of culture of competitiveness
- State has strong monopoly position (excessive regulation)
- Discrete information process (lack of transparency)
- Poor accountability mechanisms
Towards New Public Management

- The citizen as customer is king
- Transparency
- Decentralized service delivery systems
- Accountability through participation
- Enhance the quality of public services through increased flexibility, effectiveness, and efficiency
New Public Management: Elements

- Lean State
- Separation of Decision-making Levels
- Lean Management
- New Service Attitude
- New Model of Control
Lean State

- Cutting back on excessive regulation
- Prioritizing the freedoms of citizens
- Defining the core functions of government
- Developing Public-Private Partnerships (PPP)
- Active participation of civil society in governance – from planning, budgeting, and implementation to monitoring and evaluation
- Leveraging Resources
Separation of decision-making levels

- Separation of the strategic level (deciding what has to be done; setting targets and time frames; and defining the budget) from the operative level (deciding how things have to be done; delivery of services; reporting) of decision-making
Lean Management

- Focus on efficiency, continuous improvement, and capacity building
- Development of new leadership style
- Management by objectives
- Teamwork
- Flat organization
- Performance incentives
New Model of Control

- Quality Management
- Decentralization
- Benchmarking
- Results-oriented
- Product Approach
Local Government Code of 1991 - local autonomy law adopted decentralization as a development strategy; devolved power and authority to local government units
Windows for NPM

- The Local Government Code fosters the opportunity for reforms that allows for greater transparency, accountability and participation through the establishment of Local Special Bodies, including Local Development Councils.
Windows for NPM

- Performance incentives provided by LGU competitions, such as the Galing Pook Award, Panibagong Paraan, and the Local Government Leadership Award
- Grants and technical assistance provided by donor agencies
Local Governance Innovations

- Environmental Governance
- Disaster Preparedness
- Transparency and Accountability
- Conflict Management
- Improving Delivery and Quality of Services (social welfare, health, and infrastructure)
- Protecting the Vulnerable Sectors
- Local Economic Development (improving opportunities for investment)
NPM Tools for Local Governance

- Capacity Building Tools
- E-Governance
- Public-Private Partnerships
- Outsourcing
- Participatory Local Development Planning
- Multi-Stakeholders Forum
- Adoption of Local Citizens Charter
- Employing LGU Watch (Budget Watch, Procurement Watch, PLG Watch, Participatory Auditing, Environment Watch)
- Benchmarking
NPM: Snapshots in the Philippines
Environmental Citizenship

- Eco-Savers – Marikina City
  - The local government introduced a waste reduction program that involved school children. This has enabled the program to instill waste segregation and recycling practices at the household level.
  - Introduced in June 2004 by Marikina’s Waste Management Office, in coordination with the Department of Education, the Eco-Savers program required students to bring recyclable garbage from their respective households during an assigned Eco Day
  - An awareness/ training program for children that promotes effective Solid Waste Management
Participatory Watershed Governance in Davao

- The main objective is to contribute to the improvement of the management of the watershed ecosystems in Davao.
- The strategy is to establish an institutional mechanism for multi-stakeholder participation in watershed rehabilitation, planning and management.
- The watershed governance board provides a venue for clarifying tenure rights issues and discussing conflicts in the watersheds.
Conflict Management

- Peace Council – Cebu City
  - Lupong Tagapamayapa (Peace Council) from 80 barangays of Cebu City organized themselves and elected their first set of officers. They called themselves the Liga Ng Mga Lupong Tagapamayapa of Cebu City (or League of Peace Councils of Cebu City) which included CSOs.
  - The program envisions peaceful and progressive communities brought about by competent Lupons who help community members resolve conflicts amicably and dispense justice in a professional way.
  - The peace councils undertook pulong-pulongs (discussion groups), trainings, crossvisitations, experiential sessions, and benchmarking
Disaster Preparedness

- Community-based Disaster Preparedness Program – Infanta, Quezon
  - The barangays were taught that their community could reduce the risks of natural hazards by reducing the vulnerabilities of their residents, implementing the four important Ps (Predict, Plan, Prepare, Practice), and focusing on their own community-based early warning and communication systems.
  - The LGU also empowered small multi-sectoral “core groups” within the community (i.e., the reorganized and reactivated Municipal Disaster Coordinating Council, Special Committee) to plan, implement, monitor and sustain, in a participatory manner, any disaster preparedness and risk reduction program of the municipality.
Youth Service Learning

- **City Youth Program – Naga City**
  - Competitive local internship initiative that exposes future leaders of the city to the challenges of urban governance.
  - For a month each year, the project enabled selected youth leaders to experience how to handle local government operations.
  - The project enhanced greater involvement of the youth in government affairs. It allowed intelligent and responsible youngsters to experience for a brief period how government operations are managed. And, it permitted proper planning and implementation of projects that entailed the involvement of the youth.
Bantay Banay – Cebu City

An Inter-Agency collaboration has developed among service providers, community groups, the pillars of justice and the local government units as well as regional service agencies.

Regular sharing and case conferences and referrals as well as joint advocacies exist. Its membership includes government officials and employees, service providers from non-government organizations, private professionals, youth groups and associations of men opposed to violence, religious congregations and women’s/ community associations and the survivors themselves.
Domestic Violence Watch

- **Empowering Local Stakeholders**
  for Women’s Human Rights Defense and Advocacy – Morong and Binangonan, Rizal

  - This project is aimed at enhancing local governance in the partner-municipalities of Binangonan and Morong, Rizal
  - Aims to build the capacities of local stakeholders to analyze problems besetting women using the women’s human rights framework; to apply the law and provide effective paralegal intervention in cases of VAW; and to educate the community on VAW and advocate for local measures to respond to VAW in the municipalities.
E-Governance

- I-Governance Program – Naga City

  - Through the program called i-Governance, Naga City promotes good governance by providing the people with information on city government policies, programs, and operations.

  - Through this network, the Nagueños can access the city’s website at www.naga.gov.ph, get information, and monitor practically all aspects of city operation.

  - The program also has a TxtNaga component. It is a feedback mechanism that allows mobile phone users to send inquiries, comments and complaints through text messaging and get a reply within 24 hours.
E-Governance

- **Real Property Tax Computerization and Administration (RPTA) Technology: Muntinlupa City 2002**
  - The city government has already computerized its real property tax based successfully.
  - Assessment tools like tax maps and cadastral surveys have been used to develop a master list of all real properties within the locality.
  - The system which covers both the RPTA operations of the City Assessor’s Office and the property Billing and Collection of the City Treasurer’s Office, is recognized and recommended by the Bureau of Local Government-Finance, as the Model System worth replicating by other local government units.
Concerned Citizens of Abra for Good Government

A participatory audit was successfully pursued by COA and the CCAGG, a civil society organization. It aims to enhance transparency and public accountability in government audit activities.

The team identified deficiencies and made recommendations based on actual observations, participatory analysis and validation. COA has been used to post-auditing where it is very difficult to correct any substandard outcomes.
**Agri-Watch**

- **Bantay Kasapatan** - Negros Occidental 2002
  - “Bantay Kasapatan” (Poultry and Livestock Watch). The program provided quarantine services, which included surveillance, identification, confirmation, control and treatment of livestock diseases.
  - The program increased public awareness and participation through public forums, radio and TV announcements, and through an “Info Caravan”, which is the mobile information drive. The program also brought the veterinary office closer to the people.
Reengineering Transaction Processes

- **Streamlining the Business Permit Process: ‘One-Stop-Shop’** Cabuyao, Laguna 2002
  - This One-Stop-Shop made it possible to process a business permit in only 30 minutes.
  - The applicant can spend those thirty minutes waiting in an air-conditioned room, drinking coffee or tea while watching cable television.
  - Shortly after, the municipality’s tax collection grew by 149.5% over the previous years. Cabuyao has occupied the top tax collector position in Laguna for the two years in a row now.
Citizens’ Charter – Naga City

- A guidebook on 130 key services being delivered by the City Government to customers (Procedure, Response time, Personnel responsible for each service, Requirements checklist to facilitate service delivery, Schedule of fees (if applicable), Location maps sketching office/s handling the service)

- Provides customer feedback form and directory of city hall agencies
Thank you very much!