



Paglaurm



Volume 2 No. 3 • 12 pages

HOPE FOR NATIONAL TRANSFORMATION

March 2012

The official publication of the Pimentel Center for Local Governance and the Pimentel Institute for Leadership and Governance

CLIMATE CHANGE INT'L ACTIVISTS HOLD CONFERENCE AT UMAK



Kenyan Ambassador to the UN George Owour and Dr. Victor Sebek of Inter-American Center for Peace and Security (in dark suits) pay a call on the Center. They are flanked (L-R) by Prof. Raymund John Rosuelo, Dean Ederson Tapia, UMak Pres. Tom Lopez, Prof. Nene Pimentel, Hugh Nguyen and Roger Birosel. (Story on p.2)

SEMINAR: "UNIQUE"

Participants in the March 22 and 23 local government seminar conducted by the Pimentel Center, College of Policy and Good Governance at the University of Makati paid tribute to the "uniqueness" of the seminar compared with others they had previously attended.

Solid Discussion

Aside from the candid talk on our country's national security concerns by DND Secretary Voltaire Gazmin, "solid discussions on good local governance" by erstwhile Dean Alex Brillantes of the UP NCPAG, PUP Prof. Terry Domugho, Business Media Executive Winston Marbella, Luigi Gana and Gwen Gana, the participants found the inputs of the other fellows of the Center "exhilarating".

The participants particularly liked the insights of Archbishop Oscar Cruz on the relevance of Ethics to good governance; Pas-

Turn to Page 8

Word from the Center

Somebody once said, 'Guns don't kill. People do.'

The truth is that with guns people kill a lot more of the human species than if there were no guns.

With guns criminals also are emboldened to commit more crimes than just killing people.

Criminals use guns to hold up their victims, deprive them of their belongings and injure them as they please.

That is why the indiscriminate licensing to possess and carry firearms must be stopped. And the law against illegal possession, use and carrying of guns must be strictly enforced.

The police must also make their presence felt on the streets of our cities to assure the people of their safety.

Otherwise, it will be every one to himself or herself. That will certainly be a bad thing for our society as the Rule of Force or the ability to use force will supplant the Rule of Law as the arbiter of rights mandated by our Constitution.

Without the Rule of Law governing a country like ours democratically will be most difficult to attain. And without moral values underpinning that rule, national transformation would be impossible to realize.

DND HEAD GAZMIN FITS AFP NAT'L SECURITY ROLE INTO DEMANDS OF TODAY



DND Sec. Voltaire Gazmin

Department of National Defense Secretary Voltaire Gazmin assured his audience of barangay captains, councilors and mayors that even as the role of the armed forces must now be expanded to meet the challenges of the changing times, "civilian

Turn to Page 12

TRI-COUNTRY ROUNDTABLE ON DISASTER MANAGEMENT

By Jay Dejaresco



The Pimentel Institute for Leadership and Governance hosted last March 12 at the Center's new conference hall at the 4th floor of the University of Makati Administration Building, a roundtable discussion on the forthcoming Rio Conference on Sustainable Development. Among those who discussed the issue were from left: Kenyan Ambassador to the United Nations, George Owuor, Professor Aquilino Q. Pimentel, Jr., Former Senator Heherson Alvarez moderator of the forum, and Dr. Viktor Sebek, Executive Director of the Inter-America Center for Peace and Security.

The Pimentel Center for Leadership and Governance (PILG) hosted the international conference on climate change attended by countries representing America, Africa and Asia at the University of Makati on March 12, 2012.

The international conference on climate change brought together stakeholders from countries like Columbia, Kenya and the Philippines.

Key resource persons at the conference were the UN Kenyan ambassador George Owuor, Dr. Viktor Sebek from Executive Director of the Inter-America Center for Peace and Security, former Senator Aquilino Q. Pimentel Jr. of PILG.

The conference was attended by former environment Secretary and former senator Heherson Alvarez who set the direction of the discussions.



Cecile Guidote Alvarez (standing) stresses the need for preparing the collective stand of the Philippine-Kenya-and-Columbia delegations to the Rio de Janeiro conference in Disaster Management through South-South Cooperation in Brazil in June, 2012.

Alvarez said the dialogue was an effort to bring together the voices of developing countries in Latin America and Africa to seek common denominators in meeting the most pressing challenge of the modern era: climate change.

The dialogue was joined by Columbia and Kenya which tried to find out how the voices of smaller nations, many of which are most vulnerable to destruction by calamities, could search for the answers and share them in the forthcoming major conference on sustainable development, known as the Rio+20 later in June this year.

Sebek highlighted the importance of the active participation of local government units in facing the threats brought about

by climate change.

"Whatever masterplans, institutional arrangements are made at the level of central government, basically the success of any disaster response is dependent on how the local governments react," Sebek emphasized.

The Philippines ranks no. 4 among 162 countries in terms of the number of incidents of landslides.

The Philippines also ranks 8th among 162 countries in terms of flood incidents.

The ambassador of Kenya shared his country's experience of severe droughts that had adversely affected many lives of his country's people and had taken a heavy toll on their economy.

The participants in the dialogue expressed high hopes that the concerns raised during the discussion would be aired and addressed during the gathering of countries in the Rio United Nations Conference on Sustainable Development in June.



The official publication of the Pimentel Center for Local Governance and the Pimentel Institute for Leadership and Governance

Editorial Director **Jay Dejaresco**
 Contributing Writers **Alex Brillantes**
Norma Camunay
Roy Carandang
Jaime Ocampo
Nene Pimentel
Raymund Rosuelo
Ed Tapia
Cris Uy
 Artist/Photographer **reyronda**
 Publisher **Gwen Gana**
 Editorial Consultant **Coylee Gamboa**
 Editorial Staff **Clarisse Aquino**
Maelyn Calizo
Carla Caringal

Pimentel Center for Local Governance
 Pimentel Institute for Leadership & Governance
 4th Floor Administration Building, University of Makati,
 JP Rizal Extension, West Rembo, Makati City
 Telephone No.: 882-0678 loc 307
 Email: info@pimentelinstitute.org, rcroffice@yahoo.com.ph
 Website: www.pimentelinstitute.org

SUMMING UP IN PICTURES

ROUNDTABLE DISCUSSION ON THE SPRATLYS



AIPA Sec. Gen. Antonio Cuenco (Center) receives a certificate of appreciation from Nene Pimentel on March 15. Among those watching the proceedings are (from L-R) Atty. Henry Bensurto Jr., (partly covered) Mr. Greg Tabor, Dr. Mila V. Espinosa of the Social Science Department, CCA, Prof. Renato Tan, Allan Mediante, a director of the PCIJ and Johnny Pecayo, President of the Rotary Club of Makati Nielsen.

JAPANESE PROFESSORS VISIT CENTER RE LOCAL GOVERNMENT DECENTRALIZATION



Dr. Norma Camunay (extreme right) underscores the beneficial role of the Katarungang Pambarangay in settling barangay disputes and “declonging the regular courts of law” before three Japanese academics who visited the Center on March 16. Listening around the table (clockwise) are Joe T. Songco, Prof. Eisuke Hatakeyama, Prof. Akio Kamiko, Nene Pimentel, Prof. Hiroshi Ikawa, Dean Alex Brillantes and Pastor Hugh Nguyen.



Atty Henry Bensurto, Jr. discusses the ramifications of the Spratlys issue from “his personal perspective”. Listening are Liza Ting, Hugh Nguyen and Nene Pimentel. Other Professors and students on political science were also in attendance (March 15).

THAI FOREIGN CORRESPONDENTS



Nene Pimentel fields question from members of the Foreign Correspondents Club of Bangkok on why the death penalty should be abolished (March 7). To his right is the former Minister of Justice of Thailand, Phongthep Thepkanjana, and to his left is Danthong Breen, Chair of the Union of Civil Liberty of Thailand.

CLIMATE CHANGE PLANS



At the Center. Planning a forthcoming climate change forum are (L-R) Archbishop Tony Ledesma of Cagayan de Oro City; Nene Pimentel, Ms. Bel Fomanes, Secretary General of Climate Change Congress of the Philippines, and Sister Angie Villanueva, chair of the AMRSP-JPICC on March 16.

THAI PRESS CLUB



Nene Pimentel explains before the Press Club of Thailand in Bangkok on March 8 how the Philippines abolished the death penalty.



Local press club members and anti-death activists listen to Professor Pimentel's anti-death penalty thesis on March 8 in Bangkok.

LOCAL EXECS CITE GAINS, CHALLENGES FOR LOCAL AUTONOMY IN NAT'L FORUM

By Dean Alex Brillantes

Delegates to the National Forum on Decentralization and Devolution hailed the major strides of local autonomy in the country but also noted the challenges that need to be hurdled so that local government units may attain genuine empowerment.

The National Forum on Decentralization and Devolution in the Philippines, spearheaded by the Philippine Councilors League-Legislative Academy (PCL-LA), the College of Governance and Public Policy (CGPP) and the Pimentel Center for Local Governance (PCLG) was held last February 27 to 29, 2012 at the University of Makati.

Vice President Jejomar Binay keynoted the Forum.

More than a thousand members of the Philippine Councilors League (PCL) representing various local government units and other local officials from all over the country joined the Forum.

Resource speakers led by President Tom Lopez of the University, Prof. Nene Pimentel, Dean Ederson Tapia



(L-R) Dean Ederson Tapia, Prof. Nene Pimentel, Vice President Binay, UMak President Tomas Lopez and Councilor Alan Zulueta.

and Dean Alex Brillantes discussed various aspects of the theme of the Forum. The participants not only gained new insights into their power as local government officials but also earned credits leading to a bachelor's or master's degree.

The three day national conference workshop focused on the theme: assessing decentralization and de-

volution in the Philippines.

President Lopez of the University of Makati welcomed the participants to the national workshop. He emphasized the key role of local governments as frontliners describing their position in the Philippine administrative system as one "LGU where rubber hits the road."

Professor Tapia, Dean of the University of Makati's Center for Governance and Public Policy underscored the role of the academic sector and the seamless relationship between the PCL-LA and UMAK PCLG.

He described the relationship as the "town and gown" approach to capacity building that has been adopted by a number of academic institutions, such as the University of the Philippines and also the Local Government Academy of the Department of Interior and Local Government.

Binay shared some insights into his experience as mayor of Makati.

In his keynote address, Vice President Binay spoke of the initiatives he made when he was mayor of Makati. These were documented in the scholarly book, *Reinventing a Local Government in the Philippines: The City of Makati*.

The Vice President stressed the importance of the key role of ethics, leadership and political will in local governance that will bring about reform and transformation in local governance.

Upsetting the status quo

At first plenary session for the conference, Professor Nene Pimentel gave a lecture entitled "Upsetting the Status Quo: The Local Government Code After 20 years."

Professor Pimentel posed the question as to whether



Some of the participants of the forum crowd around Vice President Binay.

or not after 20 years, the local autonomy unleashed by the Local Government Code in 1991 has made a difference in the lives of the people?”

With characteristic modesty, Pimentel (who was the author of the Local Government Code) replied, “I think so.”

Recognizing that there are abuses by some local governments, he said that those maybe curtailed by enforcing existing laws strictly. He stressed that “with some powers originally concentrated in the hands of the central government in Manila now devolved to the LGUs, there is no way the status quo (before the Code was enacted) in the areas of local governments would be kept.”

He added that overall, “there is no preventing changes for the better in local governance from taking place.”

Amendments needed

Citing national experience, Professor Pimentel proposed the following amendments to further deepen and strengthen decentralization in the country.

- Increase the internal revenue share of LGUs from 40% to 50%. This will translate into several billions more for the coffers of local governments.

- Include the collections of all government agencies like Customs, the LTO, and, even from gas revenues in the totality of the funds to be divided up between the central and local governments 50-50. As of now, only BIR collections are included in the funds that are shared by the central government with the local government unit.
- Prohibit the central government from recentralizing directly or indirectly the powers of agencies like Health, Agriculture and Social Welfare that had been devolved.
- Reduce the Internal Revenue shares of certain cities that are awash with money and redirect the excess funds to municipalities and barangays in clear need of development assistance.
- Increase the power and the funds of local governments for the education of their constituents and for disaster mitigation and risk management.

Taking a cue from Professor Pimentel’s input that local government units’ power and funds be used to mitigate disaster, Bel Formanes, an Executive of the Climate Change Congress of the Philippines, underscored the need for local officials and their communities to be prepared for



Participants from an island cluster pose with (seated from left to right) EVP Edita Chan, Prof. Nene Pimentel, Vice President Binay, University President Tom Lopez and Councilor Alan Zulueta.

natural calamities that are now hitting the country. Ms. Formanes said that there is no denying that “climate change is upon us.”

She said that mapping the “water basins” especially of the vulnerable areas like Cagayan de Oro, Lanao del Norte and Marikina City should be given priority to enable the people to identify the sources of flooding and make adequate preparations for the safety of the people in those areas and prevent the extensive damage to life and property that typhoons Ondoy and Sendong brought to the mentioned communities.

Advice to national government

Professor Pimentel advised national administration officials to refrain from controlling funds intended for local governments

He cautioned, “Please do not tinker with the INTERNAL REVENUE shares of local governments. If you have to reduce their internal revenue shares, do so in accordance with law.”

There is a procedure defined in the Local Government Code to adjust the internal revenue shares, he added.

He strongly urged the national government to “Follow the law and avoid

complicating the lives of our people in and out of local governments.

By following the law, the national government will also avoid unnecessary lawsuits and antagonizing the officials and the residents especially of the poorer areas of the country, Pimentel said.

The second day provided the participants and students the opportunity to go deeper into the discourse of decentralization and local autonomy not only by raising pressing issues and concerns pertaining to real world issues on local governance, but also identify and recommend specific recommendations.

Workshop Themes

The following were the themes of the workshop groups participated in by the student / participants of the three day conference.

1. Implications of Disaster Risk Management: Professor Nene Pimentel and Dr Jaime Ocampo and Prof Andrew Lou Mungkal
2. Marketing of Development in LGUs: President Tomas P. Lopez and Prof Arturo Maravilla and Prof Stanley Fernandez



Another cluster of participants with EVP Edith Chan, Prof Pimentel, VP Binay and University Pres. Tom Lopez.

(Turn to Page 9)

THAI MPS, NGOS HEAR PHILIPPINE EXPERIENCE RE DEATH PENALTY ABOLITION

By Clarisse Aquino in collaboration with Omeng Maglangit

Prof. Nene Pimentel of the Pimentel Center of Local Governance discussed in Bangkok the successful struggle of the Philippines to abolish the death penalty.

The Professor spoke before Members of Parliament, officials of the Ministry of Justice, the Foreign Correspondents Club of Thailand, local journalists, the Union of Civil Liberties and Human Rights groups in the capital of Thailand last March 7, 8 and 9.

Long struggle

Pimentel was invited to the Bangkok Forums by Dantong Breen, Chair of the Thai Union for Civil Liberty, and Parinya Boonridrethai-kul of the Thai Amnesty International. He said that 'we succeeded in abolishing the death penalty only in 2006, 60 years after we had regained our independence in 1946; 110 years from the start of the American occupation of our country in 1898, and 485 years after Magellan had claimed the country as a colony of the Spanish crown in 1521.'

Patience & dedication

He said that patience and dedication are two virtues demanded of those who advocate the abolition of the death penalty. In addition, they



Sen. Somchai Sawaengkaru, chair of the Thailand Senate Committee on Human Rights, introduces Nene Pimtel (center) as the discussant of the death penalty abolition issue to his committee members. Sen. Weeravit Kongsak, vice chair, listens intently.

must also get the rest of the people understand the reasons behind the move.

'That,' he said, 'needs a lot of effort to get the masses to understand why the death penalty does not translate into justice.'

Death, no justice

In his explanation, Pimentel told his audiences that the death penalty must be abolished because: (1) it had no deterrent value; (2) it obviously could not fit into the

rationale of modern penology that is to reform or rehabilitate a criminal because once a criminal is executed, there is nothing left of him or her to reform or rehabilitate; and (3) the principle of Lex Talionis, 'an eye for an eye' of medieval Roman Law no longer complies with the demands of modern civilization.'

Biased vs poor

The Professor stressed that the most telling arguments that he and his colleagues in the Senate who had sponsored and defended the bill that ultimately led to the abolition of the death penalty in the Philippines were that 'it was (1) biased against the poor and the unlettered, and (2) prone to error in its imposition and execution.'

To back up the argument that the death penalty was antipoor in the Philippine experience, Pimentel cited statistics gathered by the renowned Free Legal Assistance Group (FLAG).

In 2003 when he used the statistics, Pimentel said that: 69.4% of death row convicts

belonged to the 'Class D' (Poor) and 'Class E' sectors.

'Those death row convicts also had very low or no education at all,' he added,

Professor Pimentel said that the death penalty had also been erroneously imposed on minors and the mentally incompetent in the Philippines.

He cited figures that showed that at the time the Senate was debating death penalty abolition bill, there were '8 boys and 8 girls on death row.'

He also mentioned the case of Angel Parazo, a death convict who had the mentality of a 7 year old boy and an IQ of 60.

High error risk

The death penalty, the former senator also said had a 'high error risk since the death penalty had to be imposed and executed by human beings. Human fallibility is an indispensable part of being human. Hence, the risk of error in the imposition and execution of the death penalty



Meeting with Ministry of Justice officials led by Pithaya Jinawat, Director-General, Rights and Liberties Protection Department, Nene Pimentel is backstopped by Dantong Breen, Chair of the Union for Civil Liberty, Parinya Boonridrethai-kul, Chair, and other members of Amnesty International (Thailand).

was so high, there was no reason to keep it in our statute books.'

The Nation, a Bangkok daily, reported on March 11 that after Pimentel's presentation, Somchai's committee would continue the debate on the abolition of the death penalty. He added that 'some people see the need for the death penalty for those who are beyond redemption.'

Somchai, however, said that the adoption of 'a com-

promise ... such as replacing the death penalty with long prison terms without parole as is practiced in the Philippines today,' was a possibility.

The director of Thai Amnesty International, Parinya Boonredrithaikul in a statement reported by UCANEWS Bangkok of March 12 described the Pimentel visit to Thailand as 'a big boost to local advocates' seeking the abolition of the death penalty.

She said "Pimentel's views

were very useful ... to our senators (so that) they are more open these days to discuss the issue."

Another positive note was struck by Pongthep Thepkajana, a Thai former justice minister, in an item published by the Bangkok Post of March 10.

Pongthep who was a co-panelist of Pimentel at the Foreign Correspondents Club said that the "abolition of the death penalty should not be

controversial issue ... if it is replaced by a stiff sentence without parole."

Senator Somchai informed Professor Pimentel that the members of his committee were given the mandate to craft a bill to redefine the status of the death penalty in Thailand.

Pimentel also met with the Acting Secretary-General of the National Human Rights Commission Wirawit Wiwatvanich.



Nene Pimentel states why the Philippine Senate found the death penalty as anti-poor before the Thai Senate Committee on Human Rights and Civil Liberties at the Thai Parliament on March 8, At his right is the Chair of the Committee, Senator Somchai Sawaengkuru and at his left is Senator Veeravit.



Part of the members of the Thai Senate who attended the Committee meeting on the issue of abolishing the death penalty in Thailand .



Thai Senator Monthian Buntan (in dark suit), who is completely blind, told Nene Pimentel that he is in favor of abolishing the death penalty in Thailand.



Senator Somchai, chair of the Senate Committee on Human Rights and Civil Liberties thanks Pimentel for his presentation on why the death penalty should be abolished. Looking on are Danthong Breen and Parinya Boonridrethaikul.



Some Committee members .

VP BINAY STRESSES ETHICS IN GOVERNANCE

By Jay Dejaresco



VP Jejomar Binay

Vice President Jejomar Binay exhorted local government officials and leaders to always maintain high ethical standards, leadership and political will to bring about true genuine reform and transformation in local governance.

Vice President Binay, a long time mayor of Makati City, the country's prime commercial city, delivered the keynote address to members of the Philippine Councilors League during the National Forum on Decentralization and Devolution in the Philippines that was co-organized by the College of Governance and Public Policy, the Pimentel Center for Local Governance of the University of Makati and the Philippine Councilors League last February 27.

Vice President Binay shared the initiatives he made when he was mayor of Makati, since 1986.

His strides in effective local governance have been documented in a serious scholarly book, *Reinventing a Local Government in the Philippines: The City of Makati*, edited by Dean Alex Brillantes of the UP NCPAG.

A key message of the book was that even before it was fashionable to "reinvent" government in the US, the city of Makati under the leadership of Mayor Binay was actually practicing the principles of reinventing government.

Reinventing government from the perspective of Binay meant applying the principles of "steering vs rowing."

This concept meant that the leadership should provide the general direction while the local governments down to the barangay level would implement the programs within the framework collectively designed by all stakeholders in local governance.

SEN. KOKO PIMENTEL: CRIMINALIZE BALIMBINGS

By Gwen Gana

Senator Aquilino Koko Pimentel III has suggested that political turncoatism, more popularly known in the local language as "pag-balimbing", should be made a criminal offense because it weakens the political party system.

Senator Pimentel spoke before the National Forum on Decentralization and Devolution in the Philippines that was co-organized by the Philippine Councilors League, the College of Governance and Public Policy, and the Pimentel Center for Local Governance of the University of Makati. The three day forum was held from 27 to 29 February 2012.

Pimentel decried the massive practice of politicians acting like butterflies hopping from one party to another, depending on what their personal interests dictate.

This practice should be banned, and even criminalized, Pimentel stressed.

At the same time, the senator from Mindanao emphasized the need to cleanse the rotten electoral system in the country.

Pimentel was a victim of electoral fraud in the 2010 senatorial elections where he was dislodged from the winning senatorial candidates through massive cheating.

Eventually Pimentel was proclaimed winner of the 2010 senatorial elections by the Senate Electoral Tribunal, which paved the way for the removal of Juan Miguel Zubiri from the Senate.

Pimentel also stressed the need to recognize that the ballot is priceless and a great equalizer because a person whether poor



Sen. Koko Pimentel

or rich has the same single vote as another voter.

Pimentel chairs the Committee on Electoral Reforms in the Senate, and the Select Oversight committee on Suffrage.

The Senator said that he is open to extending the terms of office of local officials from three to four years, but that the proposal requires a constitutional amendment.

Having gained expertise in the area of election law, owing to his legal battles in the commission on elections and the electoral tribunal, Pimentel suggested clustering fewer precincts together, which can be done by getting more automated election machines.

He also called for the extension of benefits of the local absentee voting to media practitioners.

Pimentel said that a review of the country's party-list system is necessary because it does not appear to benefit the marginalized sectors which were the law's intended beneficiaries.

BARANGAY...

tor King Flores on the spiritual pillars of good governance; Architect Roy Carandang on Power and Authority; Bel Fomanes on how local governments may meet the challenges of climate change.

They also expressed gratitude for the "clarifications" made by Prof. Nene Pimentel on certain provisions of the Local Government Code of 1991 regarding the power of supervision of national government and higher level local government officials over



Seated (center) Archbishop Cruz and Sec. Gazmin (right) with Gen. Luna, Quezon participants.

the barangays.

The participants expressed the hope that the seminar they had undergone could be brought to all barangays so that their

peers in the "country's smallest unit of government would likewise benefit from the experience."

The bulk of the participants



With participants from Panglao, Bohol

were barangay captains of the municipality of General Luna of the province of Quezon. Others were local officials from Bohol and private citizens from Quezon City.

LOCAL...

3. Intergovernmental Relations: Alex Brillantes Jr and Jose Tiu Sonco II
4. Challenges of Urbanization: Focus on the Comprehensive Use Plan: Professor Remigio Ocenar and Herisadel Flores
5. Integrity Development in LGUs: Professor Simeon Ilago and Prof Renato Jorge Tan and Prof Juan Jose Angustia
6. Decentralization and Poverty Reduction: Prof Joseph Capuno and Professor Eliseo Co
7. Public Relations for LGUs: Mr Winston Marbella and Professor Coleen Sual
8. Civil Society Participation: Mr Isagani Serrano of the Philippine Rural Reconstruction Movement (PRRM) and Director Lucia De La Cruz

A ninth workshop group was convened by Dean Edson Tapia and Dr Helario Camenero. It was an orientation on Capacity Building for LGUs.

The workshop flow for each discussion group was divided into three parts: (1) Summary of Achievements of Decentralization in the sector studied as provided for by the resource speaker; (2) Discussion of issues and concerns by the participants on the sector being examined; and (3) Identification of recommendations and next steps by the participants.

The following is a summary of the highlights raised by the workshops groups.

Highlights

(1) As in the message of Professor Pimentel, the resource speakers at the sub-groups agreed on the balance, the effects of decentralization since 1991 are positive, due to:

- An Enabling Policy



Vice President Binay (seated center, white barong) with enthusiastic participants.

Framework (The Local Government Code of 1991)

- Strong Leadership at the Local Level;
- Improved Access to Financial Resources;
- Stronger Inter-local Government Partnerships;
- Wider Participation and Engagement with Civil Society Institutions;
- A Broader Role for the Leagues of Local Governments.

However, some emerging issues and questions were raised in the workshop groups. These include

- Inadequate Local Finance
- Weak Local – and National – Capacity
- The need to encourage business and civil society participation
- Continuing need to address accountability due to the emergence of abuse and corruption.

Specifics

More specifically, decentralization substantially increased the financial resources to local government.

Decentralization enabled local governments to address common problems in a cooperative manner cutting across formal political and administrative boundaries

Decentralization Provided

the Enabling Framework for Citizen Engagement. More specifically, SEC. 34. Role of People's and Non-governmental Organizations.

Decentralization Provided the Environment Local Innovations. For instance, the Galing Pook Program, a national competitive program has recognized innovation and creativeness at the local level launched in 1993 by the Local Government Academy in partnership with the Asian Institute of Management.

Finally, Decentralization provided a framework for reform at the local level.

Reform Areas

The reform areas to strengthen and deepen local autonomy and decentralization four general areas:

- Reform of institutions, structures and processes including amendment of laws and policies including the local government code
- Reform of paradigms, mindsets and behavior, including the need for national government officials to learn to "let go" and local governments assuming responsibilities that have been devolved to them.
- Reforms in leadership. More specially, this refers to the need for transformational leadership as advocated by Pimentel,

tel, Binay and Robredo. This is also at the heart of the philosophy of capacity building of the Pimentel Institute for Leadership and Governance and the Pimentel Center for Local Governance of the University of Makati.

- Finally, it is imperative that in order for reforms to be implemented, AND SUSTAINED, participation of the people is indispensable. This was the key message of Binay and is a basic ideology of the Local Government Code authored by Senator Nene Pimentel.

Electoral Reforms

The third and last day featured the needed reforms in the electoral system for local governance with Senator Koko Pimentel as the Plenary speaker. [Story on page 8]

Many questions and issues were raised during the open forum, most of which pertained to the need to deepen the electoral reforms.

Successful

Overall, the three day conference workshop / academic gathering of over a thousand local officials (mostly councilors) and students (pursuing their MA or BA at the University of Makati) was successful. It not only raised major issues and concerns pertaining to decentralization and local autonomy, and also elections, but more significant, it enabled the participants to articulate their views and recommend reforms that would deepen democratization – through decentralization, devolution and meaningful electoral reforms - in the country.

Students who meet the academic requirements like attendance in classes and lectures such as the three day national workshop, fulfillment of paper requirements are expected to graduate in April or May 2012.

CARRY YOUR CROSS: A LENTEN REFLECTION

By Coylee Gamboa



Coylee Gamboa

Diyos ko! Ang krus ko ay ang asawa kong naliligaw... biyanan kong nakikialam... anak kong suwail...ang boss kong malupit ...kapitbahay kong makulit....

Yes, a wayward spouse, meddling in-law, defiant child, merciless boss and pesky neighbor can cause us so much pain that we complain to God about them being the crosses we have to carry. But are they? When Jesus said, "If you want to be My disciple, deny yourself, pick up your cross and follow me" (Luke 9:23), did He mean that we should endure these people who hurt us and suffer those who offend? I don't think so.

I think there's a greater dimension to taking up our individual crosses and we discover what that is when we think about Jesus and His cross.

Jesus was born for one purpose and one purpose only — to save us. And for that to happen He had to die on the cross. So think about this: *He was born for that moment on Calvary.*

Our Savior didn't just endure the cross; He loved it. Don't get me wrong. Jesus was no masochist. In fact, like any human being (for He was both human and divine), He wanted to be spared the pain of it all. In the Garden of Gethsemane, He had a conversation with the Father that might have gone this way (at least from the side that we would have been able to hear):

"Dad, is there any chance that I can skip Good Friday? We both know what's going to happen on Calvary and I'm afraid."

What the Father said in reply we don't know. But the rest of the dialogue went this way: *"So the cross is the only way to save the people?...OK, Dad. I get it. I will do what You want."*

From that moment on, Jesus embraced the cross

— figuratively and literally. How willingly He received the cross when it was placed on His shoulder! As the wood cut deeply into His tattered flesh, creating wound upon wound, He murmured no complaint. He accepted the nails that pierced His hands and feet without drawing away. And, when He was hoisted up, He leaned back into the wood in surrender instead of calling the angels to free Him.

It was inconceivable. The God of All Creation impaled upon a cross! How much He must have loved us to let that happen to Him!

Dying on the cross was not easy. Jesus alternated between gasping for breath and bearing the excruciating pain of the nails when He pushed up to get some air. But Jesus loved that cross every moment that He was on it because He was winning our salvation. It wasn't a pretty sight, yet that was His finest moment — the culmination and fulfillment of His mission on earth. *That was what He had been born to do.* With every painful breath that He took, He was working out our redemption.

So, this Lent, when we contemplate our crosses, we should not immediately think

of the people who have caused us our most grievous pain, but consider *what we were born to do.* Has God given us special qualities or abilities? Has He revealed a special need? Has He called us to a special mission that is uniquely and individually ours? What were we put into this world to achieve?

If you think that you and your spouse were born for each other, then love your spouse the way he or she should be loved. If you were meant to preach or tell the stories of God's people, then do it the way God wants you to. If you were meant to lead, then lead your people to the right path.

Carry your cross; fulfill the mission that is uniquely yours. Nobody else is equipped to do your task in the same way you would. Focus on what you were created to do and do it to the best of your ability. Do it for God's glory.

But don't stop at the Cross. Look beyond the dying to the rising again for that is our hope of transformation.

Oh, by the way, the spouse, in-laws, children and neighbors who have caused you so much pain — you're not supposed to suffer them or endure them. You're meant to *love* them. Love your cross!

CONGRATULATIONS CRIS UY!

From PCLG/PILG Family

Philippine Campus Crusade for Christ (PCCC) held a symbolic ceremony on January 30, 2012 at PCCC National Head office in Quezon to formally introduce Cris Uy, a core group member of Pimentel Institute for Leadership and Governance, as the National Team Leader for its organization. Cris also re-

tains his position as the Director for Leader-Led Movements.

Campus Crusade for Christ is an international organization and reflects a continental organizational structure. The various phases of the worldwide ministry are directed by the President who is responsible to an international Board of Directors. CCC has ministry presence in



Cris and Marlyn Uy

190 countries, one fewer than members of the United Nations. Its mission is launching spiritual movements by winning, building, and sending Christ-centered multiplying disciples.

WHEN DO WE SAY "EXCELLENCE" IN LOCAL GOVERNANCE?

By Dr. Jaime G. Ocampo



Jimmy Ocampo

Many local governments throughout the country claim excellence in running the affairs of their localities. Some even brag that they are implementing the best practices and innovations in their local governance services, programs and projects that affect the lives of their constituents for the better. Others claim to have risen to the challenges of good governance as set by the Constitution and the Local Government Code of 1991.

In a series of lectures and trainings conducted by the author in the different parts of the country, he has observed such claims duly documented in workshops and exchanges of views of the participants. Many such presentations were awarded by various Institutions like the Galing Pook Awards Program, initiated by the Local Government Academy (LGA) of the Department of Interior and Local Government (DILG) and

the Asian Institute of Management, Konrad Adenauer Medals of Excellence and of the Local Government Foundation (LOGODEF). A good number of best practices were focused on health, social welfare/services, disaster management and rescue operations, shelter provision, environmental conservation, watershed management, marine culture, solid waste, inter-local alliances and cooperation, business enterprises and other endeavors. These, are the themes of the "good" or the "best" practices of those LGUs.

But when do we say "excellence" in local governance"? In answering the question, the author bases his essay on the experiences, insights and perspectives presented during the lectures and workshops by the different local officials/participants from many parts of the country.

1. There is "excellence" in local governance when the LGUs readily identify the issues, problems and concerns of their constituents and solve them promptly taking into consideration the structural configuration of their institutions, political management, and legal impediments as well as the environmental constraints and recognizing their complexity and differences from other local concerns. Good local governments are willing to experiment and face the risks of their ac-

tions. They are action-oriented institutions for the benefit of the such people.

2. Excellence in local governance means closeness to citizens who are being served by local institutions. These include people whose actions might need regulation even against their will. LGUs empower people to be part of the local governance process. This means that citizens play an important role not only as recipients of government services but as contributors to the policies and programs that affect their lives. This is the essence of participatory governance.

3. Excellent local governments practice empathic listening which means that they must hear the voice of the people. After all the voice of the people is the voice of God. LGUs must be sensitive and responsive to public inputs affecting their community.

4. Excellent local governments manage to develop a climate conducive to new ideas and doing new things or using alternative means to solve problems. Despite inadequate or limited resources, they can implement creative solutions to their problems.

5. LGUs are excellent in running their local affairs if they provide more than a lip service to the articulated and perceived needs of their employees. They are employee-oriented, insistent

ing on intensive and pervasive treatment of employees as responsible human beings. LGUs give employees trust and respect.

6. Excellent local governments have defined sets of core values based on their mission, goals and competence. These are operationalized by providing the best service to the public. Their core values are communicated clearly to both the employees and the public and provide the source of their enthusiasm and pride.

7. In excellent local governments, the local officials and policy makers are tuned in to the political environment with open and respectful relationships with all sectors of society, thus resulting in political stability.

Lastly, LGUs are excellent when they are enabling institutions, hence entrepreneurial. Thus, excellence in local governance does not only consist in the awards and recognitions that they reap out of governance but likewise in lessons learned from the various sectors of society.

What the author wishes would happen after the workshops of participants is to make those in the local governments confident about what they do, and move their activities to where local governments need to go: the greater good of the greater number.

DEANS TAPIA & BRILLANTES SHARE CPLG PROGRAMS WITH HK INTERNATIONAL FORUM



Dean Ederson Tapia

Dean Ederson Tapia of the College of Governance and Public Policy of the University

of Makati shared with other international participants the thrusts, programs and activities of the College at a two-day conference at the Institute of Hong Kong last February 9 and 10.

Dr. Alex Brillantes of the UP National College of Public Administration and Governance, and, a fellow of the Pimentel Center for Local Governance of the University of Makati, facilitated the participation of Dean Tapia and his colleagues, Dr. Jaime Ocampo and Prof. Raymond Rosuelo.

At the Hong Kong Institute

forum, Dr. Brillantes presented a paper on administrative and policy reforms. He emphasized that with the use of advanced technology and exchange of experiences among Asian and other countries, modernization of public administration and good governance will follow as a matter of course.

The HK conference underscored the need for accountability, responsiveness and commitment to result-based governance by local executives.

The conference emphasized the importance of learning the



Dean Alex Brillantes

values and respecting local customs and traditions of tribal groups within nations to enable government to function well.

ADVICE TO NEW ARCHITECTS: "DO YOUR BEST, EXCEL!"



Nene Pimentel

Prof. Nene Pimentel exhorted the 822 new architects who took their oath as members of the national organization of architects last March 20 at the Manila Hotel to do their best and excel in their profession.

Pimentel was the guest speaker at the induction ceremonies upon invitation of the Chair of the Professional Reg-

ulatory Board of Architecture, Amando N. Alli, and Board members Angeline T. Chua-Chiaco and Marietta B. Segovia.

Reflect customs

He emphasized that as Filipino architects, they should reflect the

nation's customs and traditions in their architectural designs.

He urged the national organization of architects to engage the various leagues of local government by executing appropriate memoranda of agreements that will bind them to construct local government buildings that capture the Filipino spirit and way of looking at life.

The professor also added that the inductees should not be con-

tent with 'just getting by in the exercise of your profession. Innovate. Do your own thing. Only in that way would you truly merit the adulation of your family, your friends and your country.'

Difficult times

The challenges of architects of today, Pimentel said, cannot be more difficult than those faced by designers of Taj Mahal in India in the 17th century or of the Potala Palace in Tibet in the 7th century. These two structures are up to this day considered masterpieces of beauty in the architectural world," he said.

Easier today

The architects of today, Pimentel told **Paglaum**, 'have the advantage of the new technologies like the internet that enable them to do extensive research into the realm of what is possible in their profession.'

"The success of the architects of today," he added, "depends on the intensity of their passion to design things of beauty and functionality."

Pimentel also paid tribute to the "able women of the country who made-up 36 percent of the new passers of the recent architectural examinations.

Prof. Pimentel, the main author in the Senate of the Republic Act No. 9266, the new architectural law, also said that there was no cause whatsoever for the engineers and the architects to sue one another over the provisions of the Act. "It is clear that Act provides that plans and designs for horizontal structures are for engineers to do and for those vertical structures are for architects to design and approve."

DND...

control over military and security organizations" will remain a basic principle in the hearts and minds of the soldiers of the Republic.

Sec. Gazmin spoke on the first day of the two-day seminar conducted by the Pimentel Center for Local Governance, College of Policy and Good Governance last March 22 and 23 at the University of Makati.

Climate change

From "the traditional concept of protection of the nation's people and territory from physical assault and against threats from outsiders its territorial boundaries", Gazmin said, evolving changes in the environment have reshaped our approach to national security."

"We ... now need to effectively address the ill effects of ... natural calamities and climate change, and prevent loss of many lives, injuries, and displacements of large communities."

Military & citizen concerns

He emphasized that "national security...is both the concern of the military and the entire citizenry (and) now includes :

"1. The protection and enhancement of the nation's fundamental values;

"2. The way of life of Filipinos, its institution, and its socio-political interest; and

"3. The welfare and wellbeing of the citizenry and vitality of

the State itself."

The Defense Secretary summarized the DND's "foremost mission and constitutional duty are the protection and security of our nation, the people's way of life and institutions, territory and sovereignty."

Better discipline

In the open forum that followed his talk, Gazmin heard from the participants that they now saw a qualitative change in the behavior and discipline of the "soldiers" who operate in their territory. They also told the secretary that the Bondoc peninsula that used to be deeply infiltrated by insurgents now appear to be better controlled by the government.

Participants from Bohol also said that the island was generally speaking "peaceful and stable".

West Philippine Sea

Using diplomatic language, Sec. Gazmin added that "the recent emergence of the west philippine sea situation" demands that the country has to upgrade the capability of and modernize the armed forces to secure the sovereignty of the republic "and preserve the integrity of our national territory."

He praised President Benigno S. Aquino III for releasing funds for the modernization of the armed forces.

Six strategic aims

Gazmin spelled out the, "strategic objectives of the DND. These are:

Protect territory & resources

"1. Secure our territorial integrity and maritime interests ... to protect our natural resources in land, sea and air; provide protection against environmental hazards.

Suppress armed insurgency

"2. Promote internal socio-economic stability. This means the suppression of armed insurgency and other threats; and establishing peace and sustaining it;

Fight terrorism with LGU assist

"3. Win the fight against terrorism... subdue the Abu Sayaff group and other violent extremists; prevent terrorist attacks against our people and our way of life; break local terrorists' alliance with Jemaah Islamiyah and Al Qaeda; and strengthen our local governments in their capacity to defeat terrorism.

Plan vs calamities with LGUs

"4. Promote people-centered security and disaster risk resiliency ... to strengthen our planning and integration against natural and man-made disasters; promote human rights and human development efforts; and create partnership with LGUs, NGOs, and the communities.

Cooperation with neighbors and allies

"5. Enhance our cooperative security arrangements ... to upgrade bilateral and multilateral engagements by developing confidence-building mechanisms for greater cooperation, harmony and understanding with

our neighbors and allies; and increase our capabilities to comply with our international commitments.

Civilian control over military & use of good governance principles

"6. Promote security sector reform ... to assure civilian control over military and security organizations; ensure good governance principles in the use of resources; and provide transparency for the awareness of the society about its armed forces and other security organizations, their development and operations.

Local gov't leadership role

In sum, to achieve these defense strategic objectives, Gazmin said, the "whole of nation approach" that recognizes "the leadership of the government officials, from the local, regional and national levels in addressing all security issues", in other words, "a multi-stakeholder effort" will be used under his watch.

More specifically, the Defense Secretary wants to create a comprehensive and "a credible deterrence and response" that will establish "our presence throughout the length and breadth of our territory; integrate all efforts of security organizations", including "the coast watch system for maritime areas; strengthen military alliances and cooperation to fill up capability gaps in our armed forces; and engage the cooperation of other countries in confidence- building efforts."