

ADDRESSING CONCERNS, OVERCOMING CHALLENGES:

A HANDBOOK ON CSO
PARTICIPATION IN GOVERNMENT
PLANNING AND BUDGETING 2016



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Networking. Empowering. Transforming.



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The Caucus of Development NGO Networks (CODE-NGO) is the country's largest coalition of civil society organizations (CSOs) working for social development, with its 6 national networks and 6 regional networks representing more than 1,600 development NGOs, people's organizations (POs) and cooperatives nationwide. It is the trusted national voice of CSOs and it exercises transformative leadership.

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RATIONALE

This handbook puts together the rich experience of civil society organizations (CSOs) in the Philippines who actively took part in the Bottom-up Budgeting (BUB) program implemented by the government nationwide from 2012 up to 2016.

The BUB opened the budgeting process of the national government to local government units (LGUs) and local CSOs. It provided an opportunity for LGUs and CSOs to work together and the process allowed them to acquire a deeper understanding of the roles that each play in governance. The opportunity resulted to broader LGU-CSO partnerships in many localities nationwide which resulted to a meaningful CSO participation in the local governments' planning and budgeting process.

The BUB attempted to further democratize the fiscal pie by allocating a budget for a set of priorities and affirmed under the General Appropriations Act (GAA). It was realized by opening up the yearly budget by national government agencies to programs and projects aimed to reduce poverty and identified no less by CSOs and LGUs through a participatory process at the local level.

By 2017, however, the BUB program was discontinued after the new administration under President Rodrigo R. Duterte emphasized peace and order and fighting illegal drugs trade as its primary priority. The move concluded the BUB program established by the previous administration and ushered an end to what is considered a 'critical space' offered by the BUB process in strengthening LGU-CSO relationship through participatory planning and budgeting engagement.

The end of the BUB program under the new dispensation, however, did not mean a termination of participatory planning and budgeting altogether. Whether the BUB was discontinued or maintained, the heart of participatory planning and budgeting will continue to pump blood to sustain its life, because the Local Government Code of 1991 has ensured that the mechanism is embedded in the exercise of governance.

The Local Government Code or Republic Act No. 7160 which was passed in October 1991, mandates local governments to provide avenues for non-government organizations (NGOs) and people's organizations (POs) to participate in local special bodies, such as; the local health board, local school board, peace and order council, and the local development council.

Yet ahead of the passage of the RA 7160, there were already models of people's participation at the local level which were tried and tested in different areas and situations. The BUB perhaps can be considered as one of the models as far as active citizens' participation in local governance is concerned.

The challenges and levels of success gathered by CSOs from their experience on the BUB engagement may have varied from one place to another, but, nonetheless, it offered valuable lessons that will serve as points for reflection in our desire that new ideas will emerge from the experience and innovations will be developed on participatory planning and budgeting that will be applicable in the context of Philippine society in the future.

This handbook will refresh lessons collected from previous guides and publications and hopefully serve to supplement the experiences that CSOs have gathered from their engagements in participatory governance. It is also our hope that this material will contribute in the evolution of participatory governance as a cornerstone of nation-building, in particular; and, in democracy, in general.



OBJECTIVES

This handbook seeks to promote participatory planning and budgeting by:

- 1** Highlighting key lessons and successes of CSOs that have participated in government planning and budgeting in recent years;
- 2** Providing information to CSOs on specific actions that they may take when faced with challenges in the following areas:
- 3** Planning and budgeting,
- 4** Implementation and monitoring of projects, and
- 5** Participating in local governance in general.

CONTEXT

A) BOTTOM-UP BUDGETING PROCESS

In 2006, poverty incidence in the Philippines stood at 26.6 percent of the total population. Notwithstanding 6 years of continuous economic growth, however, poverty incidence was barely reduced. By 2012, it stood at 25.2 percent¹.

In an effort to reduce poverty, the Philippine government introduced the Bottom-up Budgeting Process (BUB) starting in the national government budget for 2013. Based on the model of participatory budgeting in Porto Alegre in Brazil, the BUB was presented as a reform program on public fiscal budget engagement by prioritizing projects that address causes of poverty. For the first time, community members through CSOs took an active role in preparing the budget side-by-side with the local government officials.

¹The poverty incidence went down to 21.6% in 2015. Press Release from the Philippine Statistical Authority, March 18, 2016 - <https://psa.gov.ph/content/poverty-incidence-among-filipinos-registered-263-first-semester-2015-psa>

The BUB process started in 2012 in preparation for the 2013 budget with 595 municipalities and cities. The coverage increased to 1,223 in 2013 and by 2014 the program covered all 1,634 municipalities and cities.



All qualified Local Poverty Reduction Action Plans (LPRAPs) were integrated into the proposed General Appropriations Act (GAA) or the national budget.

Joint Memorandum Circulars

The guidelines of the BUB were covered by Joint Memorandum Circulars (JMCs) issued by four lead National Government Agencies (NGAs), namely; the Department of Budget and Management (DBM), the Department of Interior and Local Government (DILG), the Department of Social Welfare and Development (DSWD), and the National Anti-Poverty Commission (NAPC).

The JMC is issued annually to all NGAs involved and to all local governments for compliance. The JMC is also issued with revisions based from assessments of LGUs and CSOs which are gathered from experiences and feedback regarding the process and its implementation.

Table: Illustration of the basic steps of the BUB for the 2015 budget planning cycle²

REGULAR PROCESS	ENHANCED PROCESS
<ul style="list-style-type: none"> For use by all cities and municipalities that have not yet participated in the National Community Driven Development Project (NCDDP). In situations wherein the local development council (LDC) does not meet regularly or is not functional, the LPRAT may be constituted independently from the LDC. 	<ul style="list-style-type: none"> For all municipalities that have graduated from or are currently implementing the NCDDP. Integrates the BUB program into the processes of the LDC.
	

Infographics from the DBM³

The main output of the BUB planning process is called the Local Poverty Reduction Action Plan or LPRAP. The LPRAP or plan is crafted by the Local Poverty Reduction Action Team or LPRAT, a body composed of LGU officials and CSO leaders.

The composition of LPRAT is 50 percent representation from CSOs. It is chaired by the Local Chief Executive and co-chaired by a representative from the CSOs. The CSO representatives to the LPRAT were selected by the CSOs from among themselves in a CSO Assembly convened prior to convening the LPRAT.

²Table guide by the “Strengthening Monitoring of BUB Projects in Selected GPH-UNICEF LGUs” A project supported by UNICEF, 2015.

³Infographics from the Grassroots Budgeting: Participation Manual published by Department of Budget and Management on January 2, 2014.

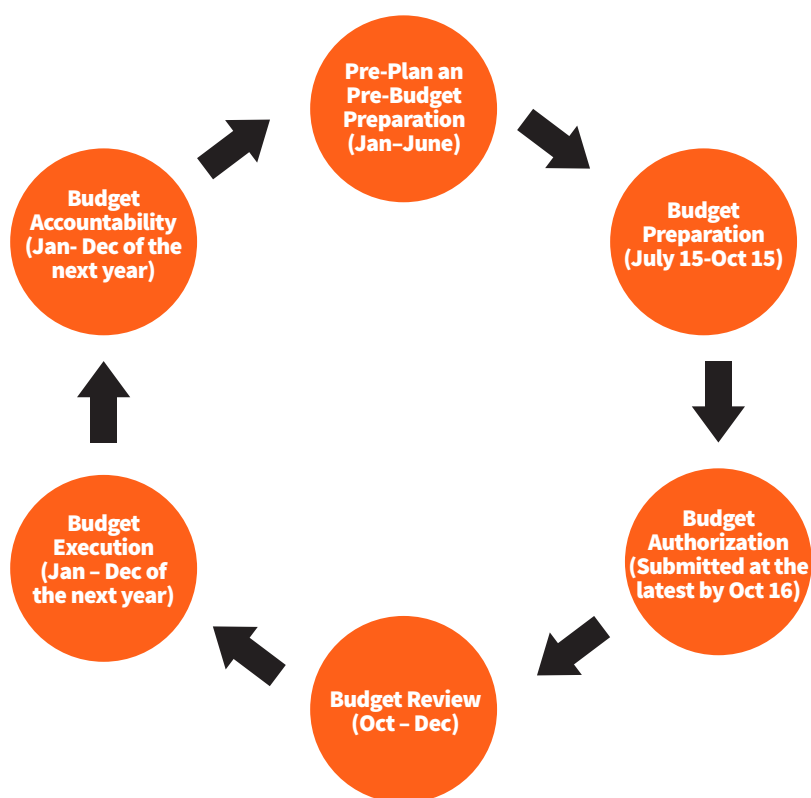
The Enhanced BUB Process

Another process is called ‘enhanced process’ which is aimed to streamline the process of the BUB to the local planning and budgeting of the LGU. This was introduced later for the LGUs where the National Community Driven Development Program (NDCCP) was being implemented. In this process, the “LPRAT” becomes a working group or committee within the Local Development Council (LDC).

In this process, CSOs also participate in various stages of the local budgeting through various means. The local budgeting process follows the basic phase as illustrated by the chart provided below.

B) LOCAL PLANNING AND BUDGETING PROCESS

CHART: The Phases of the Local Budgeting Process⁴



The CSOs, for example, take active role in the budget analysis and advocate for programs and projects during the Pre-Budget Preparation phase and up to the Budget Authorization stage.

They also monitor projects during the Budget Execution stage. CSOs engage in this process as members of the local development councils (LDCs) and also through direct actions like during meetings or forums with local government officials in the form of statements and petitions and by any other means.

Citizens’ participation plays a critical role in both the BUB and the local planning and budgeting processes for it is at this juncture where CSOs can intervene to ensure that the projects being funded respond to the needs of the people in the communities, are consistent with attaining the overall target of the government in reducing causes of poverty and are in line with development goals.

⁴The chart was prepared by CODE-NGO for its DRRM Fund Watch Project and was used in a presentation in July 2016.



CHALLENGES AND GOOD PRACTICES OF CSOs:

01/11/2013

A) PARTICIPATION IN PLANNING AND BUDGETING PROCESS

The CSOs participate in local governance, especially in local planning and budgeting, in order to represent citizens or stakeholders of their communities. These members of the communities or stakeholders comprise the organized groups from the different sectors.

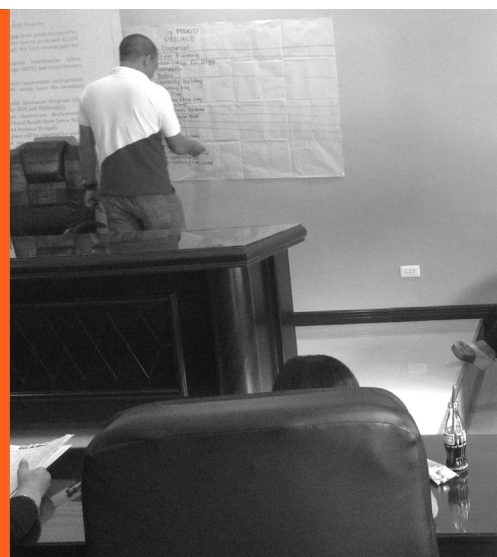
The CSOs who are accredited by the Sangguniang Bayan of a Local Government Unit (LGU) may sit in the municipal or city development council and participate in LGU deliberations on the proposed plans and annual budget and also contribute recommendations for revisions when necessary. Among the plans of the LGU that passes through the development council deliberations are the following: Comprehensive Development Plan (CDP), three-year Local Development Investment Plan (LDIP), the Executive-Legislative Agenda (ELA), and the annual budget.

The CSOs selected among themselves their representatives to the LPRATs through CSO Assemblies when the BUB program was carried out. A list of CSOs was provided to local government officers by the community mobilizers of the Department of Interior and Local Government (DILG), and all listed CSOs were invited whether they were accredited or not.

Ideally, notices were released two weeks before the scheduled assembly to ensure that all CSOs will be reached and will enable them to attend. In spite of the keen interest of many CSOs to participate in the planning and budgeting, however, challenges of varying degrees were confronted by numerous CSOs.

PARTICIPATION IN PLANNING AND BUDGETING PROCESS

CHALLENGES



There are numerous anecdotes and reports that help explain the failure of CSOs to participate in the planning and budgeting processes of LGUs, and, to a lesser extent, even in the BUB process. Several factors about CSOs' failure to participate come to play like the following:

■ **CSOs are not informed of the process of participation and they do not receive invitations.**

There are LGUs who have limited knowledge about CSOs operating in its locality and it includes not knowing who the key persons responsible of the CSOs are, who to contact, or where its office is located. There are also instances that CSOs are intentionally excluded by the LGU or its Local Chief Executive from the process for some LGUs may have their "own CSOs" or preferred CSOs to partner with in order to influence the process and ensure that their political agenda is accommodated or carried out.

There are also CSOs who are not accredited by the LGU, hence; they do not participate in the process.

■ **CSOs lack resources to attend meetings by the LGU or its Local Special Bodies.**

■ **CSOs lack the capacity for effective participation in planning and budgeting process at the LGU. There are CSOs who have deficient understanding of the terminologies and jargons used in planning and budgeting.**

■ **Meetings and workshop sessions are dominated by the mayor and other LGU officials.**

One of major hurdles in the planning and budgeting process is when workshops and meetings become dominated by the local chief executive or other LGU officials. Because of this, proposals by CSOs end-up either unrecognized or disapproved.

On the other hand, the lack of clear common agenda by local CSOs sometimes explains why their proposals could not earn approval.



PARTICIPATION IN PLANNING AND BUDGETING PROCESS

LESSONS & RECOMMENDATIONS

1. Build local CSO networks, alliances, or federations.

Alliance building is critical strategy in maximizing engagement of CSOs with LGUs, especially in the context of BUB⁵.

The municipal or city network, alliance or federation of CSOs is a good venue to sharpen agendas and prioritize projects. It is also a vehicle for power and influence leveraging with the LGUs. The network, alliance, or federation could also be a machinery to build good relations with other stakeholders and it can serve as a venue for information sharing by its core leaders and members.

Building a network can also facilitate effective use of resources, limited or otherwise, and it can offer help for other CSOs to participate in the process.

2. Work together to set local poverty reduction and development agenda.

The CSOs affirm the importance of arriving at a common agreement in the crafting of local development agenda of priority programs and projects⁶ among themselves. This agenda clarification process was often one of the key activities in forming the local CSO networks. The common local development agenda clarifies proposals coming from CSOs and it can be presented and advocated as in the case of the BUB and in local planning and budgeting processes.

3. Build relations with LGU officials and staff and establish close coordination and partnership.

Successful engagement of different CSOs in planning and budgeting may be attributed to the close coordination of CSO leaders with LGU officials, especially among planning and development officers and other key persons within the LGUs. It is also crucial for CSOs to build good inter-personal relations with LGU officials for it also facilitates better coordination and it establishes favorable condition for partnership.

⁵“Bottom-Up Budgeting in the Philippines: Navigating through the challenges, opportunities and learnings of participatory reform” By: Kimberly Ko, June 2015, un-published. An output of the author’s re-entry plan (REAP) as required by the Australia Awards scholarship program.

⁶In the Citizens’ Participation in Monitoring LGU Performance and Development Planning for Poverty Reduction (CML) project, this agenda is called the Local Poverty Reduction and Development Agenda (LPRDA)

PARTICIPATION IN PLANNING AND BUDGETING PROCESS

LESSONS & RECOMMENDATIONS



4. Know the priorities, programs, projects, and budget of the LGU.

Local CSOs may become more effective in advocating for their agenda if they are familiar with the priorities, current programs and projects, and budget of the LGUs and of the national government agencies in their respective areas. Being familiar with the priorities, programs, and budget allocation will allow CSOs to align, link, or complement these priorities with the programs and projects that they carry.

It will also allow CSOs to integrate people's needs in the long-term plans that needed budget support and recommend effective programs and projects.

5. Introduce CSOs to the LGUs.

It will help if CSOs make a conscious effort to formally present or inform the LGUs of their presence or operations in the locality. Doing so will address the problems encountered by CSOs like not being invited to participate in the planning and budgeting processes and other activities that may need CSO involvement.

There are numerous CSOs who simply took action by introducing themselves to the Local Chief Executive or to the planning and development officer of the LGU and by expressing interest to take part in the process.

B) PARTICIPATION IN THE IMPLEMENTATION AND MONITORING OF PROJECTS

CSOs can also go into monitoring of actual projects implemented by government and provide feedback through consultations and dialogue. LGUs and NGAs often confront various challenges in the implementation of projects. These challenges affect the quality of the project and its over-all impact on the community.



PARTICIPATION IN IMPLEMENTATION AND MONITORING OF PROJECTS

CHALLENGES

Many of the BUB projects that were undertaken failed to meet deadlines or were not implemented in a timely manner. There were several factors ranging from sub-standard delivery of projects, slow accomplishment rate, modified or cancelled projects, delayed completion and poor monitoring work.

■ Slow or sub-standard delivery of projects

There were approved projects that did not have accompanying documentary requirements, such as: project proposals, work and financial plans or program of work, and other requirements for project implementation required by national government agencies. The LGUs may not have sufficient personnel or likewise lack the capacity to produce these requirements quickly.

It was also pointed out that one of the reasons for the delay is that the vetting of projects at the regional offices of NGAs took time before projects from LPRAPs were finally approved.

There were also problems of liquidations from the end of LGUs. The LGUs with unliquidated advances from an NGA are not eligible for new projects with the agency. LGUs can only become eligible once they will be able to liquidate funds (i.e. LGUs with unliquidated advances from the Department of Agriculture (DA) are not eligible for projects from DA).

On the other hand, there were also problems related to the downloading of the funds. The transfer of funds from NGAs to the LGUs or from NGAs to project implementers was also slow and caused delay.

Another factor deals with the contractors. There were contractors who lack the capacity to carry out projects that match the project specifications.

■ Modified or cancelled projects

There were also cases of projects identified by LGUs being dropped or modified by NGAs because of numerous factors.

One of the reasons is that NGAs have not categorized the project as a “BUB project” and instead reported the same as a regular agency project. In some cases, there were also projects that underwent modification as part of the processing of BUB projects at the central office of NGAs.

For example, there were beneficiaries that were originally identified for the project; however, it did not conform to the specific guidelines by the agency involved. There are agencies that follow a set of criteria or guidelines in determining project beneficiaries.

PARTICIPATION IN IMPLEMENTATION AND MONITORING OF PROJECTS

CHALLENGES



Other projects have different locations within the municipality, while there are also others that have changed the project altogether (e.g., from “soap making” to “hog raising”).

The projects identified jointly by CSOs and LGUs also encountered challenges because they were not consistent with mandates, programs or menus of the participating NGAs; hence, these projects fell under the “non-menu projects” classification. These kinds of projects tend to be dropped when not properly facilitated.

■ Quality of the projects delivered

Based on anecdotes and reports, many of the projects that were delivered were reported to be sub-standard, or even worse than that – they did not match the needs of the beneficiaries.

One good example of this type of BUB project was the provision of fishing boats for fisherfolk in Davao Oriental. When the fishing boats arrived, the fisherfolk could not use the boats, because the size was too small and did not match the standard they need.

■ Timeliness of the project delivered

The timeliness of the projects that were implemented by government also encountered issues, because it took the period of more than two years to complete or even more. In some cases, there were even projects that failed completion altogether.

The delays in project delivery mentioned in this section definitely hindered project completion. These challenges and issues were likewise not properly reflected in the reports by NGAs on completed projects.

Reporting by NGAs is an issue by itself. In most cases, completed projects according to NGA accounts were projects that have funds released to the implementer (i.e. contractor, LGU, etc.). However, when the project was subjected to on-site monitoring visit, there were projects that were not completed or were not existent in the area.

■ Lack of resources or capacity for third-party monitoring

Monitoring project implementation can be costly to CSOs, both in terms of human and financial resources. Most CSOs are frustrated or discouraged to carry out on-site monitoring, because they are either deficient in financial resources to support the activity starting from transportation expenses. CSOs also face the challenge of competency in terms of understanding technical requirements or standard specifications for the projects being implemented especially on infrastructure.



PARTICIPATION IN IMPLEMENTATION AND MONITORING OF PROJECTS

LESSONS & RECOMMENDATIONS

1. Initiate proper documentation.

It is important to have the proper documentation of the particular issues, problems, and concerns for reporting. Here are some useful guide questions for proper documentation:

- What are the project details in the official documents (i.e. program of work, memorandum of agreement, and other relevant documents)?
- When is the target date for project completion?
- How much is the total cost of the project? Is there a schedule of the fund transfer for the required funds?
- Who are the responsible persons or agency for the project delivery?

There are more details that are necessary in documenting a project, yet when these questions have been provided by answers and were written down, it will become easier to monitor the progress or implementation of the project. From this set of questions, a person or group of persons may be able to spot problem areas or red flags in the project implementation. It will also help them identify causes for the delay and in analyzing issues. Proper documentation of problems and causes of delay in project implementation is crucial, because it must be reported to the proper authority or agencies responsible over the project. By doing so, appropriate actions can be taken and the process of project implementation will be improved.

2. Make a direct follow-up with the government office concerned.

Sometimes persistence and assertiveness are valuable qualities that CSOs must carry with them in order to have an effective involvement in the planning, budgeting, and implementation of government projects.

If a project is subjected to delays, for instance, the first course of action for follow-up must be taken by inquiring the status of the project to the persons-in-charge at the municipal level (i.e. planning officer, health officer, agriculture officer) about the status of the project.

The CSOs may also write to the Local Chief Executive to follow-up the status of the project. There are instances that information is not readily available upon written request especially if letters for follow-up are not acted upon by the officials in charge over the project. If this is the case at hand, the CSOs may approach the regional office of the NGA to make a follow-up about the status of a specific project.

Many CSOs made an effort to address project delays by reporting it to the regional offices of the Department of Interior and Local Government (DILG). The DILG is the agency mandated to monitor activities of LGUs and by reporting it to the agency, appropriate actions were undertaken.

The CSOs may also take a step farther. When the issues that they raised were not acted upon at the regional level, some of them also directly made a follow-up at the central offices of the NGAs, not only to know the status of the project, but also to report regarding delays or other problems in project implementation.

PARTICIPATION IN IMPLEMENTATION AND MONITORING OF PROJECTS

LESSONS & RECOMMENDATIONS



3. Advocate for CSO/citizen monitoring activities.

Even without the BUB as a national program, the LGU has the power to mobilize its own resources. It can allocate funds for third-party monitoring activities from its general fund. It will help if the CSOs advocate support for project monitoring activities to the LGU by highlighting that it is consistent with the LGU's mandate of ensuring transparency and citizens' participation in local governance. A partnership between the CSOs and the LGU can be undertaken for project monitoring and the mechanism can be beneficial to both parties and the people.

4. Lobby for the institutionalization of third-party project monitoring.

At the LGU level, an executive order or passage of an ordinance establishing a mechanism for third-party monitoring will also be appropriate in order to facilitate the active participation of CSOs in the planning and budgeting process of the LGU. In Hilongos, Leyte, for example, an Executive Order⁷ was issued by the LGU which created a local project monitoring committee that is tasked to monitor all projects of the LGU after Eastern Visayas Network of NGOs and POs (EVNET), a member network of CODE-NGO, and the CSO network (CSON) in Hilongos (the Hilongos Multi-Sectoral Organization for Sustainable Development or HIMSoG) were able to successfully lobby for its passage.

5. Establish partnerships for capacity building.

Building the capacity of CSOs in project monitoring work is vital. The CSOs must establish partnerships with institutions, NGAs, academe, other non-government organizations who possess the competence in the field of project monitoring in order to improve understanding of the process and its technical requirements.

C) PARTICIPATION IN LOCAL GOVERNANCE

Integral to local governance participation and for the over-all engagement of CSOs to LGUs is ensuring accreditation at the LGU. Although it is not necessary for CSOs to be accredited by the LGU in order to participate in the processes, it is one of the strategies which can help facilitate CSOs' recognition by the LGUs. CSOs who are accredited by the LGU have carried an effective role as members of the local development councils and local special bodies. It plays a crucial role in establishing openness and in building partnerships between CSOs and LGUs.

⁷EO No. 2014-09, Hilongos, Leyte, issued on 28 May 2014; a copy of this EO is in Annex A of this Guidebook



PARTICIPATION IN LOCAL GOVERNANCE

CHALLENGES

■ Disengagement or opposition from LGU officials

From the experience gathered by CODE-NGO from its initiative to support participation in local development planning and budgeting under the CML Project, CSOs confronted opposition or resistance from LGU officials in some areas. There was one particular case that the Mayor did not convene the LPRAT, because the representatives of the CSOs were not politically allied with him.

■ Token participation in planning and budgeting

The municipal or city development council is mandated to discuss and recommend the annual plans and budgets of the LGU. In most cases, when CSOs attend the LDC, budgets and plans are presented without allowing CSOs to participate in the discussions before it is finalized and presented. The problem also includes not providing CSOs ample time to read and study the draft plans and budgets before it is presented for approval and adoption at the LDC.

It remains a prevailing notion that CSOs are merely “rubber stamps” and their participation is not considered as a serious role in local governance by some LGUs. Many CSOs have admitted having faced the challenge of changing the mindsets of LGUs as far as CSO participation in planning and budgeting is concerned by highlighting that they play a vital role in local governance and their participation must be substantial and must not be treated as a token for compliance purposes.

PARTICIPATION IN LOCAL GOVERNANCE

LESSONS & RECOMMENDATIONS



1. Lobby for mechanisms that will strengthen CSO-LGU engagements like the creation of a “CSO Desk” within the LGU.

One of the good indicators of LGUs’ openness to CSOs is by establishing mechanism for CSO engagement on top of the mandated structures and processes. A CSO Desk within the LGU will help facilitate efficient action of issues concerning grievances or for the purpose of coordinating information about project status and completion. By providing CSOs a space in the municipal hall, the LGU will be able to regularly work with the CSOs and allow regular discussions of engagements and new opportunities.

2. Advocate for the adoption of CSOs’ recommendations to LGUs.

The officials of the LGU, especially the mayor, may be convinced of the benefits of adopting recommendations by CSOs. Depending on the level of openness, the CSOs should make an effort to approach key officials in an appropriate manner like meetings, formal dialogues, courtesy calls, Sangguniang Bayan sessions or even during public forums. The CSOs can also make effort for informal meetings and by paying visits to LGU offices. These approaches must be done by building a favorable condition to make possible for the approval or adoption of the recommendation or agenda.

In the town of Oras, Eastern Samar, the mayor created a program of performance evaluation for the barangay officials. The program was based from the CSO Satisfaction Report Card (CSRC) – a tool used by CSOs to measure local CSOs’ awareness of and satisfaction with the municipal LGU. The Municipal Mayor of Oras recognized the importance of the CSO initiative and adopted the CSRC to become a regular program of the LGU for the barangays. The adoption of the program was one of the concrete results of CSOs using different approaches to the LGU officials in order to gather its support for its initiatives.

3. Advocate for transparency in local governance through media.

CSO leaders may tap traditional and social media to promote their cause to a wider audience. Newspapers, TV and radio, and social media platforms such as Rappler and other news agencies in social media are highly relevant to raise awareness on the issues in local governance and to deepen the understanding of such issues. This was done by CODE-NGO as its leaders wrote articles about the BUB program and discussed specific issues and recommendations for its improvement. CODE-NGO, with other CSOs, also released press statements which were picked up by The Philippine Daily Inquirer, The Philippine Star and others.

It is important to build capacities and deepen appreciation of CSO leaders to do ‘media work’. The skills best suited for this would be feature writing or re-packaging the agenda or issue of the CSOs into “messages” that can be easily fed to media who in turn will disseminate the message. The result may lead to a change in the audience’s behavior. For example, telling a story about how the BUB is poorly implemented in a certain municipality may motivate its mayor or leaders to improve its implementation.



PARTICIPATION IN LOCAL GOVERNANCE

LESSONS & RECOMMENDATIONS

It may be easier now to share a story through social media (Facebook, Twitter, blogs, etc.) and websites. More and more Filipinos are using the internet. The Digital Global Overview Survey concludes that in 2016, Filipinos spent an average of 4.17 hours daily in social media, especially on Facebook and Facebook Messenger. Once engaged in these platforms, and with the right infrastructure such as good internet connection, working laptops or desktops, etc., working with social media will become very easy. Advocates are now encouraged to use and maximize these platforms to achieve their objectives.

CONCLUSION

The BUB implementation became a milestone in the history of planning and budgeting and of CSO participation in government processes in the Philippines. The program has gained international recognition in the Open Government Awards of the Open Government Partnership in 2014. Representatives from the government and CSO networks from the Philippines received the award in New York City.

It is important to note that the program revived citizens' interest to participate in the planning and budgeting process in their respective localities and reinforced existing mechanisms.

Given the spaces for participation provided by law, it was during BUB's period of implementation that meaningful participation by CSOs was catapulted to a higher level, because of the various levels of engagement that it opened up for CSOs nationwide. At the level of the LGU, the influx of additional projects augmented the budget – even if it added to the workload of the staff of the LGU. The capacity building intervention that was conducted for both CSO leaders and LGU officials who handle CSO participation in the planning and budgeting process resulted in improved priorities through projects that were reflective of people's needs.

The story of participatory planning and budgeting continues and will prevail with time despite the end of the BUB program. The lessons and relationships that were established remain while new mechanisms that promote active citizens' participation in local governance will emerge and contribute to local development.

The provisions for local development councils (LDCs) and other local special bodies in the LDC still hold true. These may be maximized by local CSOs. Furthermore, discussions are now being pursued to make the Assistance to Disadvantaged Municipalities (ADM) program, which replaced the BUB, more participatory even as it maintains its track of mainstreaming its processes provided by the Local Government Code such as the LDCs. Once institutionalized, the process will again be mainstreamed at the local level and new opportunities will be opened up for CSO participation in planning and budgeting.

Participatory local governance remains as an essential element in the fight to end poverty; hence, the work of CSOs for its mainstreaming prevails.



Republic of the Philippines
Province of Leyte
MUNICIPALITY OF HILONGOS



OFFICE OF THE MUNICIPAL MAYOR

EXECUTIVE ORDER NO. 2014-09

**AN ORDER CREATING THE LOCAL PROJECT MONITORING
COMMITTEE FOR THE MUNICIPALITY OF HILONGOS**

WHEREAS, Section 2 of Executive Order 93, Series of 1989 provide the organization of the Project Monitoring Committee (PMC) in all levels government units, in order to expedite the monitoring in the implementation of projects;

WHEREAS, there is a need to create the Local Project Monitoring Committee;

NOW, THEREFORE, I, ALBERT R. VILLAHERMOSA, Municipal Mayor of Hilongos, Leyte, by virtue of the powers vested in me by law, do hereby order:

SECTION 1. COMPOSITION

The Project Monitoring Committee (PMC) shall be composed of the following:

Chairman: Mr. Cletos Braga
President, PGBI

Members:

- | | | |
|----------------------------------|---|--|
| 1. Mr. Joel P. Ferrera | - | MLGOO, DILG |
| 2. Mr. Roland Lora | - | Pres., Campina Farmers Association |
| 3. Hon. Edgar B. Arañez | - | Brgy. Captain of Brgy. Agutayan |
| 4. Mr. Victorio Perez | - | Pres., Tabunok Integrated Services Ass.n.Inc. |
| 5. Hon. Joselito T. Villamor | - | Brgy. Captain of Brgy. Magnangoy |
| 6. Hon. Adolfo Rodrigo M. Vilbar | - | Brgy. Captain of Brgy. Lunang |
| 7. Catherine A. Fabular | - | Mun. Planning & Dev't Coordinator/
Head, LMPC Secretariat |

SECTION 2. FUNCTIONS AND RESPONSIBILITIES

The Project Monitoring Committee shall perform the following duties & responsibilities:

1. Monitor, evaluate and validate the status of the implementation of projects in the municipality;
2. Provide inputs to budgeting and programming decisions that can minimize utilization of meager resources and protect national and local investment for local

3. Identify problems/issues which impede project implementation and projects which were not implemented in accordance with plans and specifications such as deviations, delays and substandard materials and;

SECTION 3. SCOPE AND MONITORING

The scope and monitoring shall include all foreign and nationally funded projects including development projects funded from the Internal Revenue Allotment (IRA) share of local government units or supported by funds released directly to the local government and projects funded from locally-generated resources which are implemented within the territorial jurisdictions of Hilongos, Leyte.

SECTION 4. MEETINGS AND OCULAR INSPECTIONS

The Local Project Monitoring Committee shall convene every 3rd Friday of the month, however, the Chairman may call for an emergency meeting as the need arises;

The PMC shall conduct regular ocular inspection of all projects as stated in Section 3, upon coordination with the implementing agency/organization;

The Secretariat shall prepare a monthly report to be submitted to the Municipal Mayor for his information and guidance.

SECTION 5. FUNDING

The operation of the Local Project Monitoring Committee shall provide with a yearly budget to be taken from the General Fund.

SECTION 7. EFFECTIVITY

This Executive Order shall take effect immediately.

DONE in the Municipality of Hilongos this 28th day of May, 2014.

ALBERT R. VILLAHERMOSA
Municipal Mayor



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