

Capacity Development for Growth and Poverty Reduction in Mindanao and Bangsamoro

A Medium to Long Term Approach

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Practical Lessons for Subnational Governments

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Philippines



Mindanao's strength

- ❑ Strong growth in the Northern Regions, higher than national average.
- ❑ Contributes more than one third of the country's food requirements
- ❑ The world's leading exporter of banana, pineapple, and tuna.
- ❑ Abundant natural resources

It has the potential to contribute more.





But...development is dualistic

In some areas:

- ❑ High poverty levels, particularly in ARMM
- ❑ Clan-based rivalries, presence of armed groups, emerging from a long history of resurgent conflicts, insecurity, and violence
- ❑ Complex issues surrounding land rights, land tenure and land ownership giving rise to disputes and conflicts
- ❑ Poor governance, corruption, and elite capture





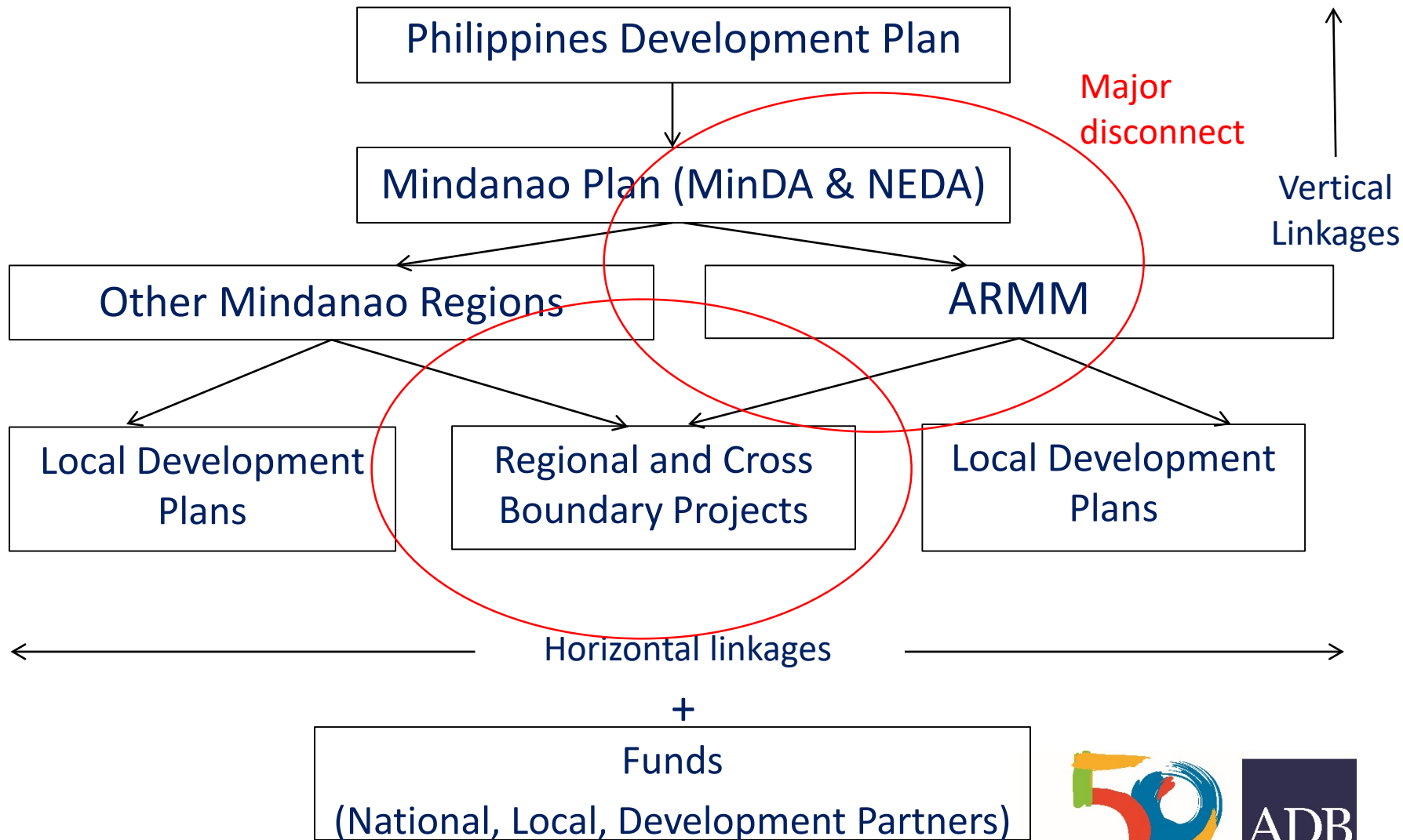
Local Government Institutions

	ARMM	Mindanao	Philippines
Municipalities	116	422	1,490
Cities	2	33	144
Provinces	5	27	81
<i>Regions</i>		<i>6</i>	<i>18</i>
Population (in millions)	3.8	24.1	101.0

ARMM=Autonomous Region for Muslim Mindanao



Issues in coordinating planning and investment programming



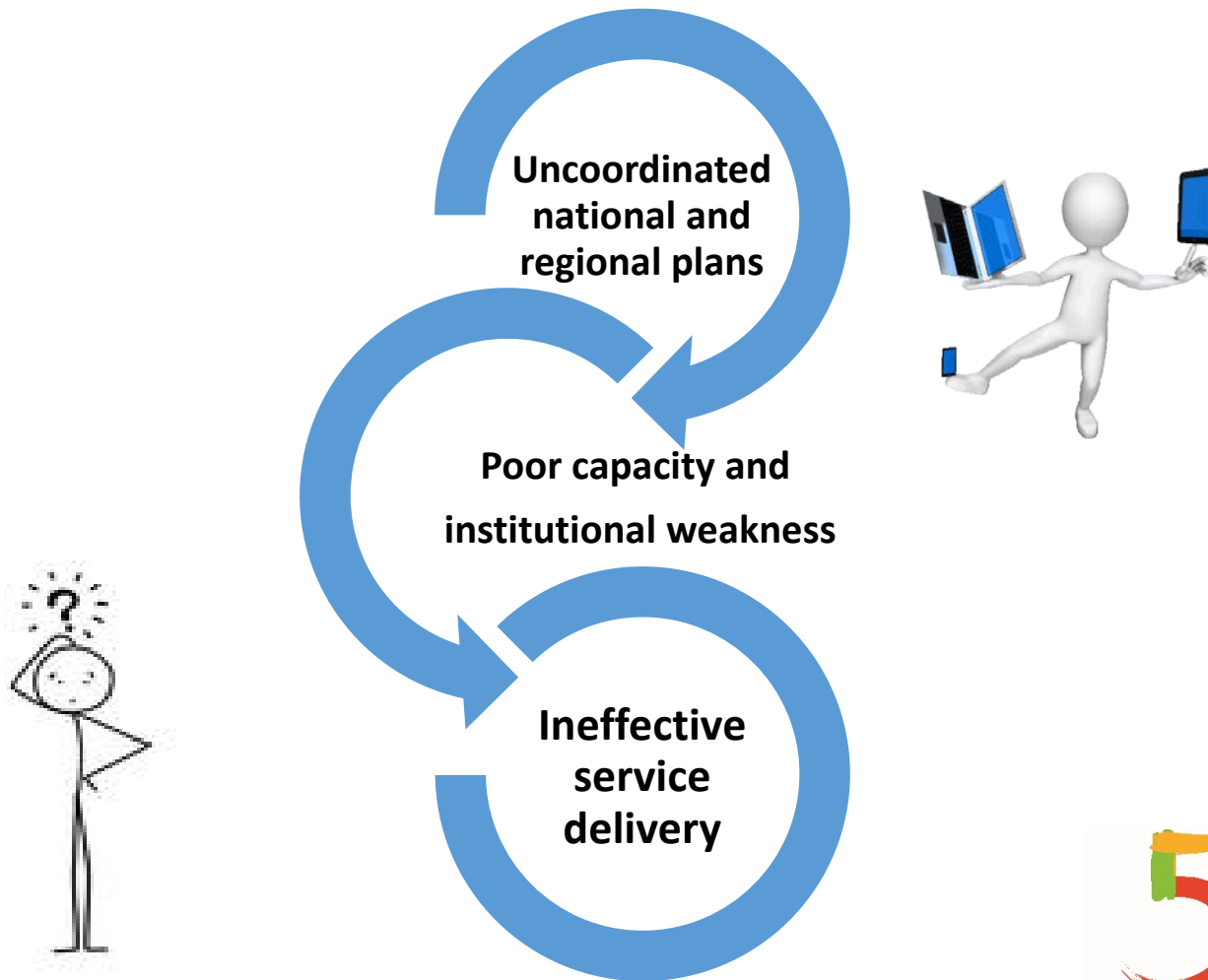


Overburdened local planners (List of plans local government units must prepare)

Plans that have spatial implications	Plans that require inter-sectoral functional coordination	Plans with individual sector dimensions
<ul style="list-style-type: none">(i) Strategic Agriculture and Fisheries Development Zones(ii) Forest Management Plan(iii) Forest Land Use Plan(iv) Watershed Management Plan(v) Ancestral Domain Sustainable Development and Protection Plan(vi) Coastal Resources Management Plan	<ul style="list-style-type: none">(i) Local Poverty Reduction Action Plan(ii) Local Disaster Risk Reduction and Management Plan(iii) Local Climate Change Action Plan(iv) Sustainable Area Development Plan(v) Gender and Development Plan(vi) Food Security Plan(vii) Information and Communications Technology Plan(viii) Information Strategic and Management Plan(ix) Integrated Area Community Public Safety Plan(x) Peace and Order Public Safety Plan(xi) Solid Waste Management Plan(xii) Capacity Development Agenda/Human Resources Management and Development Plan	<ul style="list-style-type: none">(i) Action Plan for the Protection of Children(ii) Annual Culture and the Arts Plan(iii) Aquatics and Fisheries Management Plan(iv) Local Coconut Development Plan(v) Local Entrepreneurship Development Program(vi) Local Tourism Plan(vii) Small and Medium Enterprise Development Plan(viii) Plan for Persons with Disability(ix) Nutrition Action Plan(x) Local Shelter Plan(xi) Plan for the Elderly(xii) Plan for Health and Family Planning(xiii) People's Plan (Community Development Plan)(xiv) Business Plan/Strategy(xv) Transportation Management Plan

Source: Department of the Interior and Local Government

Constraints to effective implementation





Addressing the problem: Improving coordination, institutional strengthening, and capacity development

Legal and Regulatory

- Decentralization
- Deconcentration
- Local implementation with national, regional support



Institutional Capacity

- Accountability
- Transparency
- Predictability
- Participation



Management & Organization

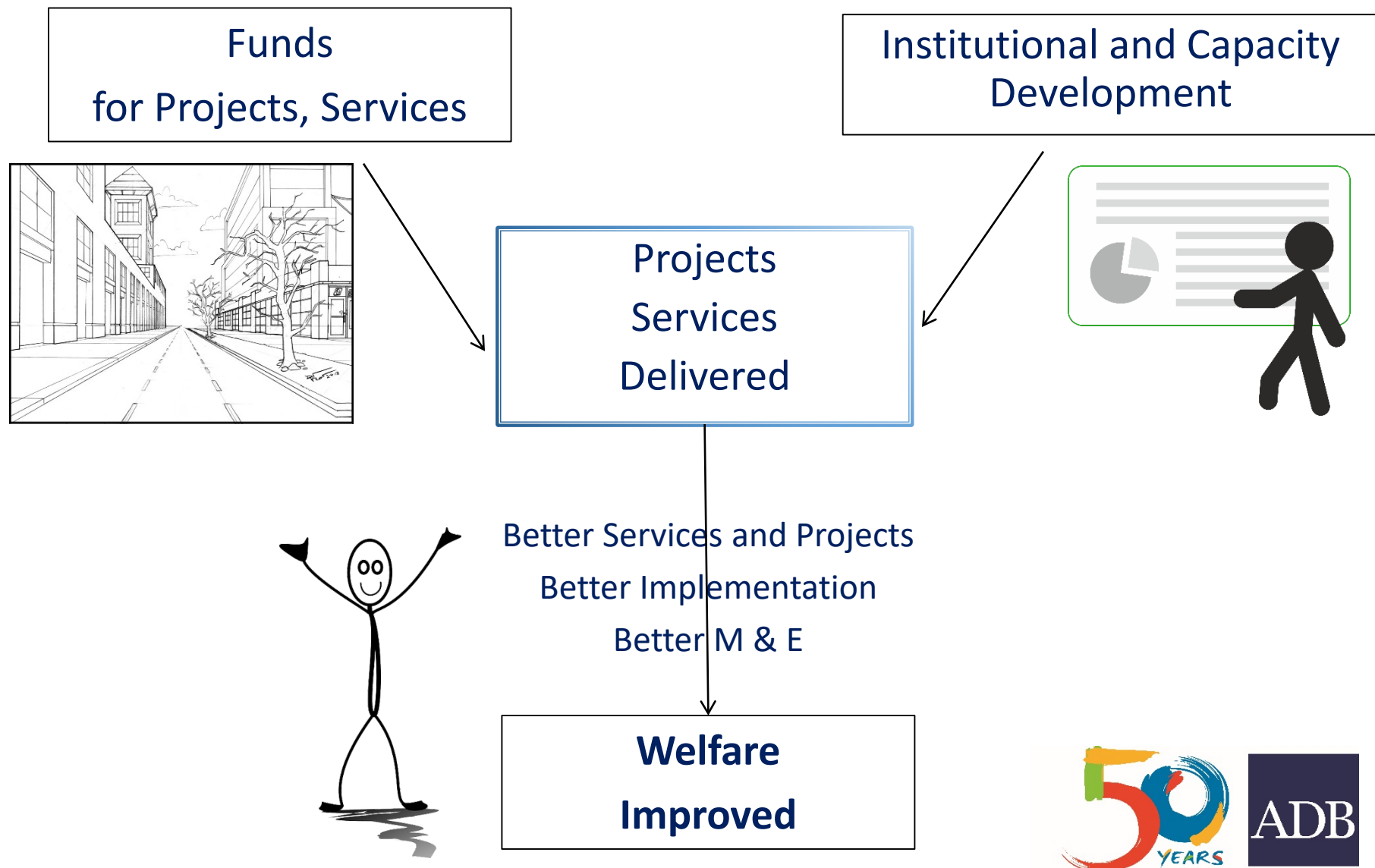
- Organization Structure
- Roles, Functions
- Management and Implementation
- Strategic Work Planning
- Administrative support
- Human Resource Development

Technical

- Strategic Area and Sector Planning, Investment programming, budgeting
- 1 year Area and Sector Planning and Budgeting
- Database management and spatial mapping
- Project Planning
- Project Implementation
- M & E, Results Management



Addressing the problem: Iterative process of working on live projects and strengthening network of knowledge provider



Challenges Ahead

- ❑ Conceptual approach: learning by doing and in service training over medium to long-term time horizon, linked to 'live' plans and projects. 'low hanging fruit' investment needs.
- ❑ How to manage phased capacity development with expectations for autonomy or federalism?
- ❑ How to consider inter-agency and sector coordination and convergence? Opportunities for involving private sector, PPPs?
- ❑ Coordination and dovetail with on-going government and development partner programs and finance: who is doing what, how to build on existing efforts?
- ❑ What is the most efficient and effective way to deliver training? Role of local, regional, national, international training institutes?



Maraming Salamat



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