

TEACHING NOTE
FOR WORKSHOP
FACILITATORSBUILDING PARTNERSHIPS WITH
LOCAL GOVERNMENT UNITS:
PHE PROGRAMMING IN THE
MUNICIPALITY OF CONCEPCION

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Key Issue	Case-Study Discussion Questions
Partnerships	2–5
Engagement of local government	2, 3, 6
Project sustainability	7
Community outreach	5, 6
Poverty alleviation	1, 7

Case-Study Synopsis

The sustainability of development programs is a major concern for many NGOs involved in program design and implementation. This case study tells how Save the Children (or SC, a development NGO) established a successful partnership with a local government unit (or LGU, in this case, the municipality of Concepcion) to ensure that integrated PHE programming would be sustained and mainstreamed into local government activities after SC's involvement ended.

Teaching Tip

This case study has only seven discussion questions, but the responses can generate a range of follow-up questions that should lead to a rich discussion—particularly regarding the questions after Part II, which ask participants to share their own experiences in forming and nurturing partnerships.

Selected Learning Points

Through her experiences in partnering with the municipality of Concepcion and its *barangays* (the Filipino term for a village, district, or ward), the case-study author learned several valuable lessons about forming partnerships with local government units. You may want to raise one or more of these points in the workshop discussion:

- ▶ **It takes time to create and maintain a partnership with LGUs.** When the partnership worked well, it motivated and brought out creativity from all the partners and allowed people to talk more openly about the project and the complex issues facing the communities. Both formal and informal processes such as consultations and meetings as well as the identification and nurturing of internal LGU champions required time and dedication. But these processes made the partnerships stronger and more effective.
- ▶ **Partnerships can be complex and have many levels.** At the municipal level, relationships were built with the local chief executive, policymakers, and core municipal staff, especially those who fully supported the program and those with direct lines to the mayor. It was also vital that *barangay* leaders understood and were part of the partnership: They played a significant role in mobilizing the community and in ensuring long-term support and continued commitment. In addition, individual community members were invaluable to the partnership by adding pressure to elected officials and holding them accountable to community needs.

- ▶ **The partner must share ownership of the development process and project.** The eventual phase-out of SC's role in PESCO-Dev (the community-based PHE project initiated through the partnership between SC and the LGU of Concepcion) meant that the LGU had to take responsibility for institutionalizing the process and outcomes if these results were to be sustained. Community members must also share ownership of the project and its objectives. Part of the ownership process was for the LGUs to let go of the formal partnership and initiate leadership in pursuit of sustaining the successes. This ownership strengthened LGU leadership and enhanced their trust in partnership work.
- ▶ Beryl Levinger and Jean Mulroy, *A Partnership Model for Public Health: Five Variables for Productive Collaboration* (Washington, DC: Pact Publications, 2004), accessed online at www.coregroup.org/about/Partnership_model.pdf, on July 11, 2006.
This 36-page paper presents a framework for assessing strategic partnering as a way to reach populations that have been traditionally bypassed by maternal- and child-health interventions.
- ▶ Richard Margoluis et al., *In Good Company: Effective Alliances for Conservation* (Washington, DC: World Wildlife Fund, 2000), accessed online at www.eco-index.org/new/print-online/pdfs/in-good-company.pdf, on July 11, 2006.
This 52-page booklet shares the results of a study that investigated 20 conservation projects in different countries to determine the characteristics of effective alliances for conservation and key principles that can help organizations work together more effectively.

Related Readings and Tools

- ▶ Lisa Howard-Grabman and Gail Snetro, *How to Mobilize Communities for Health and Social Change* (Baltimore: Health Communication Partnership, n.d.), accessed online at www.hcpartnership.org/Publications/Field_Guides/Mobilize/pdf/index.php, on July 11, 2006.
This field guide contains illustrative examples and lessons learned in community mobilization experiences from around the world, focusing on working with disadvantaged or marginalized communities in developing countries.