

# Editor's Notes

The widespread clamor for effective local governance and sustainable development provides the impetus for various institutions from different sectors to come up with several systems to measure the performance of local governments. The indicators being utilized in these systems follow a set of themes that present the need to come up with a universal system that can be applied for all local governments.

The articles in this special issue present the attempts of various organizations to come up with a performance measurement system to assess the functioning of LGUs in the Philippines. In Brillantes' first paper, he sets the idea to come up with a certification for generic management system standards for local governments by referring to the International Standards Organization's (ISO) concept and framework. The paper proposes ten major indicators of effective governance at the local level. It also enumerates several issues and challenges in the implementation of these performance measurements, including the issue of convergence of all the efforts in the performance measurement of local governments.

The paper of Capuno and his colleagues at the Philippine Center for Policy Studies (PCPS) features the Good Governance for Local Development (GOFORDEV) Index. It aims to provide a quick diagnosis of what ails a locality and what it needs to progress based on the local government's impact in terms of improved development and welfare, as evaluated by its constituents, and in the manner by which it is able to elicit the people's active participation in local public affairs.

Meanwhile, Villareal's paper enumerates examples of how benchmarking is employed in the public sector. It features the experiences derived from an Asian Development Bank's project to pilot test the use of benchmarking as a means of improving municipal service delivery in selected Asian municipalities.

The paper of Martin provides an overview of innovation processes and outlines how they are applied in four local government organizations in Australia. It shows how the culture of innovation provides an opportunity for local government to respond to pressing local needs within legislative and financial constraints.

Brillantes' second article discusses some of the more significant results of the devolution process. It discusses some of the trends in the implementation of devolution in the Philippines. Policy issues and concerns affecting the future of devolution are also presented. It also cites specific examples of good, and best practices, and innovations, at the local level, and discusses some of the possible reasons and factors behind the innovations.

Ms. Esden's article tackles the dynamics of performance measurement in organizations. It explores the difficulties and suggests possible solutions in implementing such a system in the public sector. It shows the Philippine experience, more specifically,

in the local government units (LGUs), on how performance measurement is implemented and comes up with an analysis and recommendations for possible improvements.

Finally, a feature article on unfunded mandates is presented by Ms. Joaquin. It gives the premise that performance measurements could only be made possible if the government's programs and projects are implemented in the first place. The paper inquires on how unfunded mandates hinder the process of strengthening the capability of local governments in the period of decentralization.