

IV. MUNICIPAL LEADERSHIP AND CHANGE

The importance of leadership in municipal management has become more evident in recent years as officials tackle the many issues facing Asian cities. However, we often find ourselves grappling with the concept of leadership in our efforts to determine the most appropriate way of addressing major issues.

It is clear from the many examples in this report that leadership is both a very personal and a very public phenomenon. Individuals have to act in ways that are timely and relevant within the context of their city. Yet their actions also need to be very public for others to take direction and encouragement. It is this leadership through action that is seen in effective city managers. The first presentation by Mayor Jesse Robredo from Naga City in the Philippines is an outstanding example.

This chapter presents several different and valuable perspectives on leadership and change. The presenters besides Mayor Robredo, are Mr. Omar Kamil, Deputy Mayor, Colombo, Sri Lanka, and Mr. Glen S. Fukushima, Vice President, AT&T Japan Limited. Final comments are contributed by Mr. Asad Ali Shah, Manager of ADB's Water Supply, Urban Development and Housing Division East.

A. THE NAGA CITY EXPERIENCE

Jesse Robredo

Mayor, Naga City, Philippines

I am honored to be with you today in the inaugural Municipal Management Forum of the Asian Development Bank Institute. My presentation will focus on how the change process we introduced contributed to the attainment of our vision for Naga City.

1. Conceptual Framework

a. The Change Process

Conceptually, the change process moves from the 'present state' toward the so-called 'desired state.' Bridging these two endpoints is the transition phase where the pain brought about by the process must be managed effectively to ensure that the change is sustainable.

Operationally, the process covers four areas:

- sponsorship, where the need for change is articulated;
- resistance, where objections to change are manifested, mostly by beneficiaries of the status quo;
- transition, where the pain must be managed and given appropriate remedy; and
- culture fit, where the change finally becomes accepted and sustainable.

b. Role of Leadership

Leadership plays a critical factor in successfully

managing the process of change. An effective leader must exhibit both charismatic and instrumental qualities to see the process through. The charismatic qualities inspire, allowing leaders to visualize and articulate their goals, energize groups, and enable people to accept the needed changes. On the other hand, the instrumental qualities enable leaders to manage well, maximizing their authority to structure, control, and reward to overcome resistance. These qualities include personal mastery as well as skills in the following areas.

- *Communication*: speaking, persuading, and listening
- *Hard work*: energy, persistence, and organization
- *Analysis*: diagnosis and problem solving
- *Networking*: mobilizing support and nurturing present and potential allies
- *Goal-process integration*: pursuing a vision with results-driven planning and process-driven implementation
- *Capacity building*: support and mentoring, confidence building, recognition, and affirmation

2. Problem Setting

Let me set the stage by introducing you to what my city is *not*.

Naga is medium-sized, not big. Of the 68 Philippine cities today, Naga is 44th in land area and 38th in population. Our 77.5 square kilometers (km²) pales in comparison with the area covered by Davao and Puerto Princesa, the country's largest, whose metropolitan areas exceed 2,000 km². Our population of 130,000 is not even 10 percent of the total population of Metro Manila.

Naga is landlocked. Because Naga is not a port, we do not have a shipping industry to speak of. All we have is the Naga River, which can only accommodate small motorized boats. It might perhaps allow a small yacht, but there are none. Naga is not an enclave of the rich and the famous. Situated at the heart of Bicol's agricultural peninsula, our landlocked location places us at an obvious disadvantage compared with port cities such as Manila, Cebu, Davao, Puerto Princesa, Olongapo, or General Santos.

Naga is peripheral, not central. Our city is 500 km from Manila. It is equally far from Cebu City, the Philippines' second largest urban center. Naga's location and distance from these urban centers is another disadvantage, especially in comparison with cash-rich metro cities such as Makati, Mandaluyong, Manila, Pasig, Quezon City, and Caloocan to the north, and Cebu and Mandaue to the south. From all indicators, therefore, Naga is a typical rural Philippine city, one of those faceless, ordinary urban centers dotting the countryside.

3. Success Indicators

In spite of all these disadvantages, Naga is one of the Philippines' most livable cities. It is not as highly urbanized as our bigger cities, but Nagueños do not have to suffer the traffic, congestion, urban decay, and filth that characterize megacities. In Naga, the air is still clean and fresh, the water abundant, and the land and river unspoiled by toxic wastes. Of course, we do contend with our own unique problems such as squatting and the silting of Naga River, but these are manageable problems.

What makes life in Naga quite pleasant is the presence of basic urban services and amenities. In fact, Naga is ahead of bigger

Philippine cities in several categories. Consider the following points.

a. Income

We raised the average monthly income of Nagueños by 62 percent from P3,532 in 1988 to P5,710 in 1991, based on a UN study on shelter strategies. The same study placed Nagueños' average monthly income at least 34 percent higher than other Bicolano urban dwellers with low incomes, and 132 percent higher than those with high incomes.

b. Health and nutrition

In 1994, Naga emerged as one of the consistent top performers among 62 Philippine cities in advancing child welfare. This is based on a progress report of UNICEF and the League of Cities of the Philippines. In that report, Naga figured prominently in the top ten in seven of eleven major indicators for child survival, protection, and development.

For instance, we succeeded in reducing the incidence of first, second, and third degree malnutrition among our children. The 3.5 percent incidence of third degree malnutrition in 1987 was brought down to only 0.1 percent last year, practically eradicating it as a health concern. We brought down second degree malnutrition from 26.7 percent in 1987 to only 6.9 percent, and first degree malnutrition from 46.4 percent in 1987 to only 21.7 percent in 1997. All told, 67.5 percent of preschoolers in Naga are of normal nutritional status, a remarkable 48.5 percentage point improvement in just 10 years of sustained program

implementation.

c. Cable TV

As early as 1987, Nagueños were already enjoying quality cable TV services in the comfort of their homes, much ahead of most other Philippine cities. This enabled us to become part of the emerging global village. Today, we have three local cable TV operators, each trying to outdo the others to provide the best service to customers.

d. Internet

In Naga, the Internet has become an important telecommunication medium, thanks to the presence of three local Internet service providers. By midyear, the number will grow to four with the entry of a provider catering exclusively to local private schools. This guarantees easy access to the Internet and the host of services it provides — e-mail, telnet, worldwide chat, remote data transfer, and access to the World Wide Web.

The city government already had an Internet presence as early as March 1996 (our web site is <<http://www.naga.gov.ph>>). Today, all departments at City Hall enjoy Internet access through our local area network. And in December 1996, the Naga City Public Library became the first local government-owned library in the Philippines to provide Internet service to its clients.

e. Telecommunications

In 1995, when the telecommunication industry was liberalized in the Philippines, the country was subdivided into 10 service areas. Two of the newest and best performing telecom service providers came to Naga, as did the two leading cellular phone

service providers and the country's leading paging company. Naga now boasts of world-class telecommunication facilities and a telephone density higher than the national average.

All these factors have contributed to the most important legacy of my 10-year administration — the restoration of Naguenos' pride in themselves and the city they love so well. Naga has become a livable, progressive, and people-friendly city, and is surely one of the Philippines' best-governed local government units.

The most important legacy of my administration is the restoration of people's pride in themselves and in their city.

4. How did we do it?

What made this transformation possible? A review of what we did when my administration took over in 1988 will illustrate the keys to our success.

a. A city for the people.

When I ran for mayor in 1987, my campaign was anchored by a vision to transform Naga into the city its citizens deserved by attaining growth with equity. The emphasis on transformation was impelled by the results of a situational analysis my core staff and I undertook before embarking on the campaign.

b. Situational analysis.

Naga was certainly not in top shape in the post-Marcos era. It had to contend with the following problems.

- The tradition of old politics that disdained change and sought to maintain status quo.
- Naga's distinction as Bicol's premier city was fast eroding. A former first-class city, Naga had been reduced to third-class income status by the Department of Finance. Its coffers were

empty, strained by overspending that had left a deficit of almost a P1 million.

- Its three-story public market — considered in 1969 Southeast Asia’s biggest — was already in shambles when it was ravaged by a fire that ate up a third of the available space.
- The central business district (CBD), its size unchanged for more than four decades, was overcrowded, keeping potential investors away. Traffic volume, swollen by countless buses and jeepneys claiming terminal rights in the district, was unmanageable.
- The local economy was sluggish.
- Employment was scarce.
- Basic services, particularly for health and education, had been deteriorating.
- Smut films and lewd shows proliferated.
- Illegal gambling was rampant, unchecked by the police and military who feared to move against powerful syndicates.
- The number of homeless urban poor was gradually growing.

Combined, these social, political, and economic problems led to the loss of faith and confidence of people in their local government.

Moreover, I was a minority mayor, winning only 24 percent of the vote and defeating my closest opponent by a margin of less than 1,000 votes. This added a sense of urgency to my task. Although I had the leadership mandate, it was not solid. This impelled me to produce tangible results quickly to reinforce that mandate.

5. Elements of the Vision

In the visioning process, we identified three ‘do-ables’ that would propel the city’s transformation.

- *Inspiring governance.* We aimed to restore the

people's faith in their government. The situation called not only for good governance, but for an inspiring one. Our message was not only 'Government works!' but 'City Hall always does things better!'

- *Renewing community pride.* We restored Naga's distinction as the Bicol region's premier city. The benchmark was its restoration to first class status by the Department of Finance.
- *Recovering economic stability.* We aimed to turn the local economy around by creating new economic opportunities, encouraging fresh investments, and expanding the business district.

In the elections, this vision was summed up succinctly by our battlecry: *Kauswagan kan Naga kun bako ngonian, nuarin pa?* This highly effective slogan has a clear, definitive Bicolano ring to it that no translation could fully capture. Literally, it means 'Naga's progress — if not now, when?' My victory in that election over older, more seasoned opponents confirmed that the people of Naga — at least those who voted for me — shared my vision.

6. Implementing the Vision

It is very evident when we took over that for us to accomplish our covenant with the electorate, the first step was to restore Nagueños' faith and confidence in their local government. And because charity begins at home, we clearly should start with City Hall.

a. Reforming City Hall

We launched a number of measures aimed at sending out the message that we meant business. Guided by the recognition that our workers at City

Hall were our most precious resource, we sought to empower them by applying private management systems in a government setting.

Acting with dispatch, we immediately implemented:

- a better compensation package for the rank and file,
- reorganization of the bureaucracy based on aptitude and competence,
- activation of a Merit and Promotions Board that eliminated patronage, and
- implementation of a reward-and-punishment scheme.

In a matter of weeks, these efforts paid off, firmly securing rank-and-file support and cooperation for our programs and projects. Noted *Balalong*, a Naga-based weekly: 'Mayor Robredo has done it. Barely two weeks in office, the youthful mayor has shaken city hall's tradition-bound and lethargic bureaucracy to the very roots of its being.' Commenting on the impressive change that we brought to City Hall, *Vox Bikol* wrote prophetically: 'If Mayor Robredo holds on throughout his term, Naga will not see the summer solstice, but the sun dancing in the sky.'

Building on these confidence-building measures, the city government conceptualized and began implementing its award-winning Productivity Improvement Program (PIP). This program focuses both on employee empowerment (people change) and improvements in systems and procedures (systems change) to improve the quality and quantity of frontline service delivery.

b. Anti-vice Drive

The remarkable improvements in City Hall operations, particularly in the delivery of its frontline

services to customers, set the tone for another confidence-building measure — the eradication of illegal vices, especially smut films, lewd shows, and gambling (*jueteng*, an illegal numbers game, in particular) in Naga City.

The crackdown on illegal gambling by our own anti-vice squad was so thorough that in no time Naga became a *jueteng*-free city. My arch critic in the local media, who supported my opponent during the elections, was finally convinced of our sincerity and determination. In his column, he confirmed that Naga, of the province's two cities and 35 towns, is the only place where *jueteng* does not exist because it is not tolerated by local authorities. And it is still *jueteng*-free today.

The supposedly untouchable smut films and lewd shows suffered the same fate, though it did not take lightning raids to do the trick. My stern warnings ignored, we merely waited for the beginning of the new fiscal year (when all local business establishments are required to register) to make our point. And the courts agreed with us in every instance when the powerful nightclub operator filed a string of cases questioning that decision not to renew his business license. Today, Naga is perhaps the only Philippine city that does not have these seedy nightspots.

c. Jumpstarting the Economy

At about the same time, we started tackling the challenge of reviving Naga's economy from stupor. Again, it entailed introducing concrete confidence-building measures directed at the business sector. This took the form of the Urban Transport and Traffic Management Program.

The program's innovativeness stems from the fact that we used traffic management, as well as the local government's police and regulatory powers, as tools for directing and controlling

urban growth.

The program also sought to improve access to the urban district, primarily through road development and upgrading projects, and brought about the relocation of all bus and jeepney terminals to the peripheries of the CBD.

By tremendously easing traffic flow within the CBD, the program restored life and vitality to the city's prime commercial hub. As a result, 21 banks opened new branches, several others renovated their branches, and most of the 33 banks upgraded their service delivery to include ATM service in line with Naga's role as the regional financial center.

At the same time, the relocation of terminals perked up economic activities outside the CBD, particularly in the formerly moribund diversion area where most of the bus operators chose to settle. In the urban district, three sleepy neighborhoods in Tabuco, Blumentritt, and Barlin sprang back to life after the jeepney terminals relocated there.

The above accomplishments may appear easy, but in reality they were not. Again, as with our anti-vice drive, we had to hurdle a total of 30 court cases filed by disgruntled terminal operators affected by relocation. In the end, however, we won them all.

d. Forging Sustainable Partnerships

These confidence-building measures and displays of political will made it possible to tap community resources to implement economic projects that would benefit the city as a whole.

For instance, we were able to access these resources to implement the Panganiban Upgrading and Beautification Project under a build-operate-lease scheme as early as 1989. This enabled the city to develop a kilometer-long eyesore into a bustling business corridor at practically no cost to the city government, and the establishment of

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privately owned satellite district markets through a build-operate-own arrangement under the *Pagtarabang sa Kauswagan* (Partnership for Progress) Project. This later inspired the rise of community markets through joint ventures with *barangay* (neighborhood) governments.

As a result, the local economy rebounded, and business flourished again. The city government attained its goal of reclaiming Naga's first class status from the Department of Finance in 1991 after the first mandatory review conducted by the department during my incumbency.

The business sector's cooperation was immensely helpful. In addition to an enhanced system for collecting revenues and no-nonsense cost-cutting measures institutionalized under PIP, and on the basis of renewed trust in city government, we were able to convince the business sector to declare more realistic sales. This translated into increased revenues for the city. When the Department of Finance conducted its review, local revenues accounted for around 75 percent of Naga's total income, with national allotments accounting for the balance.

Having already won the hearts and minds of most Nagueños, we then proceeded, always in partnership with NGOs, to implement other innovations that took longer to achieve.

7. *The Keys to Success*

Looking back, the following observations stand out.

Successful change leadership starts with a vision. When I ran for mayor in 1987, I knew clearly what Naga was (*problem definition*), what I wanted it to be (*vision*), and what had to be done to get us there (*strategic management*). An important corollary is that a leader must be competent and adequately prepared for the demands of leadership, a capability

I developed during my previous stint in the private sector.

This vision must be shared by the community. My victory in the election not only gave me the mandate to lead, it also affirmed that Nagueños shared my vision at the very outset. An important corollary that must be stressed is that a leader must successfully communicate his vision to his people. If a community is to share one's vision, they must first understand it, and then relate to it. In my case, the slogan *Kauswagan kan Naga kun bako ngonian, nuarin pa?* (Progress — if not now, when?) did the trick.

Confidence building is critical. A leadership mandate is time-bound. It must therefore be reinforced by concrete, decisive action, without which it will be eroded by inaction. Thus the vital need for confidence-building measures. My leadership mandate was reinforced through City Hall reform, action against illegal gambling and lewd shows, and economic initiatives.

The change process must be impelled by a greater good. When change is introduced, resistance from certain sectors and interest groups is inevitable, particularly from those who stand to benefit by maintaining the status quo. But this can be overcome by support from those who are likely to benefit from the change, i.e., the majority of citizens. The massive public approval for reforms we introduced at City Hall drowned resistance. This also proved true in our effort to rid the city of illegal gambling and lewd shows, as well as the initiative to relocate bus and jeepney terminals to the periphery.

CITY OF COLOMBO

Omar Kamil

Deputy Mayor, Colombo, Sri Lanka

Since the Municipal Council of Colombo was instituted over 130 years ago, it has faced many challenges with varying degrees of success. In recent years, however, for a host of reasons, staff morale and productivity had become very low. As a result, when the new Mayor assumed office, he was confronted with the necessity of bringing about a complete transformation.

The Mayor had a vision — to make Colombo a modern, clean, friendly city. He firmly believed that government should be grounded in clear ethical values, transparency, stability, and high quality. Therefore many new measures were introduced to reduce interparty conflict. To develop this vision, the Mayor constituted his ‘A-team,’ a steering committee that meets every Monday. It comprises the Mayor, the Deputy Mayor, the Chief Operating Officer, the Municipal Commissioner, the Municipal Engineer, and the Municipal Treasurer. The Mayor also has a top middle management comprised of professionals for implementing the decisions of the steering committee.

The Mayor and his team got straight to work. Highlights of the program and the achievements of the last nine months are as follows.

1. Increased Standing Committees and Participation of the Opposition

The Municipal Council comprises of 53 members elected by the people. They are members of the government as well as the opposition. In order to create a healthy climate among the opposition, the Mayor decided to devolve power through the standing committees. We increased the number of standing

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committees from the original 12 to 15, and opposition Council members were offered chairmanship of five of them. This was the first time such an arrangement had been made. The 15 chairmen of the standing committees are like an inner cabinet. They meet once a month or whenever it is necessary. This strategy was aimed at defusing inter party politics. Within a period of five to six months, conflict in the council had reduced considerably.

2. Involvement of the Stakeholders

The Mayor also introduced a 100 Day Program. He invited the private sector, the corporate sector, the NGOs, and all other institutions to come and participate in providing services to the citizen, as the city belonged not only to the Council but to every citizen.

The Mayor invited the private sector and the NGOs to assist the Council by redeveloping the 25 municipal dispensaries and to adopt them as one of their community development projects.

The corporate sector was then invited to assist in maintaining the city roads by providing financial or material assistance. The Mayor offered each contributor a one-kilometer stretch of road to maintain, and in return let them advertise their company logos and products on that portion.

To help shape his vision of the city, the Mayor invited local architects to participate in city building. The architects were requested to prepare a vision of the City of Colombo for 2005. Similarly, the Institute of Engineers was invited to undertake a study and prepare a report on the city's infrastructure requirements.

The Mayor then formed City Watch, a group of leading businessmen, professionals, and academics to provide him with constructive suggestions and criticism. He set up voluntary

advisory boards for each standing committee. Comprised of leaders in various fields — doctors, academics, businesspersons, and retired public servants, these groups meet regularly to submit reports on suggested improvements to the Mayor.

The Municipal Council also holds regular dialogue with the Provincial Council and the Central Government.

3. Achievements

So today — although our administration is only nine months old — we are a committed team, determined to bring about change. We have direction and a destination. We have found ways to involve all sections of the people. With regular dialogue, sincerity of purpose, and commitment to the provision of services, the Mayor has been able to win over the confidence of opposition parties, foreign governments, and the citizenry.

We have begun a privatization program. Although privatization is a term that evokes suspicion in our part of the country, we have been able to allocate services previously undertaken by the government to the private sector, and the results have been favorable.

This is a brief overview of what effective leadership and direction have done for the City of Colombo.

C. LEADERSHIP IN THE AGE OF GLOBAL MANAGEMENT

Glen S. Fukushima

Vice President, AT&T Japan Limited

Although I am not a specialist in municipal government, I was invited to speak on the subject of leadership in the age of global management. I

hope that you will find that my comments about the issues confronting us as businesspeople have some relevance to your work as municipal managers.

I have addressed various groups in the United States and Japan on the theme of leadership in the age of global management since becoming Vice Chairman of the Japan-US Friendship Commission four years ago. My ideas are based on my experience in government for five years and in the private sector for eight years. So it is from a perspective formed by considerations of policy, business, and culture that I speak to you today.

In explaining the globalization of management, at least in the business sector, I think there are at least six factors in the environment that have necessitated a globalization of management.

a. Politics

World politics have changed dramatically in the recent past, largely due to the end of the cold war. The other important factor affecting global politics is the fading of boundaries in countries and regions previously characterized by barriers that inhibited business. Examples are the new and growing markets in China, Viet Nam, and Eastern Europe.

b. Economics

On the global level, the World Trade Organization has liberalized telecommunications services. On the regional level, the European Union and the North American Free Trade Agreement have agreed on standards of facilitation and investment. On the national level, liberalization and deregulation of trade have been adopted in many countries, notably those that until recently were

socialistic.

c. Globalization

Because more people are traveling around the world, companies, in order to keep up with the customer demand, must offer seamless global products and services. Increasingly, uniformity is seen across such industries as the airlines, shipping, and telecommunications.

d. Competition

More and more, companies are competing for global customers and clients. Recently, when British Telecom tried to acquire MCI, an American company, the regulatory authorities of neither country objected to the merger. However, other companies intervened and in the end the merger could not be consummated. This is one example of how in the future we are going to see more cases of mergers and alliances to gain economies of scale and to be more competitive internationally. Global management is in many ways seen as a strategic competitive weapon. Global companies are willing to pay large fees to obtain capable people to run their local operations. These companies see these managers as competitive weapons whose skills give their employers a strategic advantage.

e. Technological innovation

The continued pace of improved technology, whether in transportation, financial services, distribution, or telecommunications, requires the globalization of management. The best example is the Internet.

f. Changing workforce

Because the global workforce is characterized by mobility and diversity, management must also be globalized to maintain effectiveness in managing the workplace.

Whether at the level of manager or factory worker, there are five sets of basic values highly important in the workforce. These are:

- respect for individuals,
- dedication to helping customers,
- high standards of integrity,
- innovation, and
- teamwork.

Attributes traditionally associated with good leaders are intelligence, strategic vision, good interpersonal skills, and physical and psychological stamina.

During my experience dealing with American, European, and Japanese corporations, I have identified qualities of particular importance for global leaders in the business setting. Despite the thousands of books that have been written about leadership, very few deal with cross-cultural leadership. Attributes traditionally associated with good leaders are intelligence, strategic vision, good interpersonal skills, and physical and psychological stamina. In addition to these classical leadership attributes, however, I would add 10 others of importance for successful global leaders, at least in a business setting. He/she should have:

- global, integrated, holistic vision;
- flexibility, adaptability, and resilience;
- openness to different ways of doing things;
- ability to deal with uncertainty;
- tolerance for ambiguity;
- ability to listen and learn;
- a long-term perspective;
- patience and persistence;
- consistency; and,
- ability to lead the best workforce.

When giving talks to Japanese management groups, I am often asked ‘What are the problems or challenges faced by Japanese leaders?’ Based on personal observation and experience, I have posed seven challenges.

- Rigid versus flexible leadership
- Exclusivity versus openness
- Particularistic versus universalistic rules and principles
- Nationalistic versus global
- Implicit versus explicit articulation of communication
- Organizational versus individual initiative
- Bureaucratic versus charismatic leadership

D. LEADERSHIP AND CHANGE

Asad Ali Shah

*Manager; Water Supply, Urban Development and Housing Division East
Asian Development Bank*

The question of vision that has been stressed at this meeting is worth commenting about. In addition to the need to have a vision, a dream, of what you want to achieve, there is also the need to have a shared dream that engages the whole community, the people. The challenge is to bring into alignment the entire resources of the society within which you live and work and to optimize the use of these resources. In other words, the challenge is not only to *have* a vision, but to *share* it.

Articulating a vision can be difficult. It is not easy to convince people to change when established practices have been in use for a long period of time. A proactive approach is required to convey the message that change is essential. To do this successfully one must be a good

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messenger, a communicator.

Equal in importance to having the ability to communicate with people is translating the vision into a mission, and with that mission in focus, to develop an action plan. What sets leaders apart from others is that they are not just theoreticians, they are also practitioners. They have the ability to translate their vision into practice. There must be a linkage between the broad policy statement and the program's implementation. The program has to be translated into projects: there are dates, deadlines, and schedules to be met. In this hard work, leaders need to be able to motivate people and to communicate to them the sense that by working together, the whole community benefits.

The other message that came across quite clearly during this Forum was that of self-reliance. In the past, cities relied heavily on the higher levels of government to provide resources to address local needs. But when government support is diminished, local resources must be mobilized to ensure the sustainability process. These resources, be they financial, institutional, or human, must be mobilized at the community level.

One aspect that sets this Forum apart from the Bank's earlier initiatives is that previously there was high profile participation from central government agencies. Now we are more focused on the cities themselves. Support for the cities, formulated within a long-term perspective, can create partnerships that can be strengthened over the next few years.

Finally, I think the Mayor of Naga City made a very good point when he emphasized the development of institutions. If we are really interested in sustainability — making long-term impact — it is the institutions, rather than personalities, that matter. Personalities may be important in the short term, but institutions are what

sustain long-term processes. We need leaders with long-term vision in order to build institutions that promote change and maintain momentum.