



TRANSPARENT ACCOUNTABLE GOVERNANCE:
ADVANCING THE AGENDA FOR GOOD GOVERNANCE AT THE NATIONAL
LEVEL AND IN MINDANAO

A SEMI-ANNUAL REPORT FROM THE ASIA FOUNDATION
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**TRANSPARENT ACCOUNTABLE GOVERNANCE:
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USAID-funded project with The Asia Foundation
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SUMMARY

This semi-annual report covers the activities from July 2005 through December 2005 under the Transparent Accountable Governance (TAG) Project of The Asia Foundation, with a grant from the United States Agency for International Development (USAID), covering the period September 22, 1999 to September 30, 2007.

The goals of the TAG Project are to build civil society and private sector constituencies for a counter-corruption reform agenda targeting economic growth and poverty reduction. USAID and The Asia Foundation (the Foundation) are now deepening the engagement of the private sector and civil society in countering corruption, both at the national and local levels in Mindanao through a comprehensive focus on transparency and good governance.

Building on the successes of the initial national counter-corruption efforts under this project, the project currently focuses on three levels: 1) national level counter-corruption advocacy; 2) extending advocacy efforts to the city level in Mindanao by promoting transparency and accountability in city governance; and, 3) broadening opportunities for peace and economic development in Mindanao through improved local governance, especially in the Autonomous Region of Muslim Mindanao (ARMM) and neighboring conflict-affected areas.

At the national level, efforts continue to focus on maintaining broad civil society and private sector engagement in counter-corruption advocacy initiatives. Notable accomplishments during this reporting period include: textbook monitoring with the Department of Education, development of a Feedback Mechanism for Procurement Monitoring Reports with Office of the Ombudsman; development of deployment software for civil society Bids and Awards Committee observers; and a scoping study on new procurement law implementation of local governments. Partners for national level efforts during this period were the Office of the Ombudsman, the Government Procurement Policy Board, Makati Business Club, Ateneo Center for Social Policy and Public Affairs, Social Weather Stations, Transparency Accountability Network, Procurement Watch, and Development Planning and Environmental Management.

In Mindanao cities, The Asia Foundation is currently working in 16 cities.¹ These cities are undergoing reforms in their processes with the objective of building the capacity of the city government to restructure services by reducing local practices that decrease efficiency,

¹ Cotabato, Marawi, Iligan, Tacurong, Koronadal, General Santos, Island Garden City of Samal, Malaybalay, Panabo, Butuan, Surigao, Ozamiz, Oroquieta, Dapitan, Dipolog, and Zamboanga.

increase the cost of doing business, and discourage investment. By preventing corruption, city governments stimulate the confidence of businesses, raise city revenues, and improve public services.

Similarly, the project continues to support advocacy efforts through the civil society City Transparency and Accountability Networks (CTANs) and the private sector led City Coalitions for Transparent Accountable Governance (CCTAGs). To complement the reform agenda of cities, the Public Service Excellence, Ethics, and Accountability Program is developing a customer-oriented culture within city governments, increasing the transparency processes and procedures, and enhancing the accountability of city bureaucrats. Beyond Mindanao, the TAG project has provided support to the Philippine Cities Competitiveness Ranking Project of the Asian Institute of Management and technical training on Public Governance Strategy/Scorecard by the Institute for Solidarity in Asia.

Implementation of city-level activities are being undertaken in partnership with the League of Cities of the Philippines, Asian Institute of Management, Ateneo School of Government, Ateneo de Davao University Center for Local Governance, Notre Dame Business Resource Center, Mindanao Coalition of Development NGO Networks, the Mindanao Business Council and the Institute for Solidarity in Asia.

In Mindanao municipalities, The Asia Foundation is implementing a variety of initiatives to address specific needs through assistance designed to improve local government operations in conflict-affected municipalities and barangays of ARMM and adjacent provinces. To date, the Foundation, through its local partners, has delivered a total of 155 technical assistance packages in 79 municipalities in ARMM and neighboring conflict-affected municipalities. Of the 155 technical assistance packages, 150 have been completed while 5 technical assistance packages are still ongoing. The Foundation also mobilized the capacity of 32 local academic and nongovernmental institutions to ensure the availability and accessibility of expertise at the local level.

At the municipal level, the Foundation's partners for this reporting period are: Bangsamoro Women Foundation for Peace and Development; Maguindanao Foundation for Good Governance and Development; Kahapan Foundation; Institute of Development Economics and Management-Resource Development Services; Agro-Industrial, Developers, Links, Initiators Foundation Inc.; Western Mindanao State University Center for Local Governance; Mindanao Kalibugan Tribe Islamic Foundation; Universidad de Zamboanga; Coalition for the Development of Sibuguey; and the Muslim League of Cities, Municipalities, and Communities of the Philippines.

To present TAG's holistic project approach in advancing counter corruption and good governance efforts in the Philippines, as it cuts across the national, city, and municipal levels, this report is divided in accordance with three themes, which reflect the current focus of the project:

- increasing transparency and accountability in government transactions
- forming public-private sector partnerships and building constituencies
- enhancing the capacity of partner institutions and local governments

The three themes were chosen to provide a clearer presentation of the numerous activities being conducted at the national, city, and municipal levels. Under each theme, a unique set of activities is ongoing at both the national and local levels. A framework organizing TAG project activities (Annex 1) serves as a guide in explaining the approach utilized by The Asia Foundation in implementing the TAG Project. Activities might be listed more than once in the framework if they are cross-cutting in theme.

Activities under the first theme, *increasing transparency and accountability in government transactions* includes such activities as reducing bureaucratic “red tape” and focusing on the work performance of government officials and employees, as both citizens and investors benefit from efficient service delivery.

For the second theme, *forming public-private sector partnerships and building constituencies*, The Asia Foundation uses a variety of approaches in its counter-corruption initiatives to collaborate with reformers from different sectors. The success of counter-corruption reform strategies is anchored on effective partnerships with the government, private sector and the civil society. In building the constituency for reforms, more people become advocates for good governance and become more aware of the value of their participation in democratic processes.

The third theme, *enhancing the capacity of partner institutions and local governments*, has the primary objective of accelerating the development of improved practices in governance, increasing the interaction among civil society, government, and the private sector, and ensuring the sustainability of efforts towards peace and development. In boosting the capacities of partner institutions and local governments, The Asia Foundation invests in people and organizations so that limited resources are better managed, and government programs and projects are more responsive to the needs of citizens.

INCREASING TRANSPARENCY AND ACCOUNTABILITY IN GOVERNMENT TRANSACTIONS

Corruption impedes economic growth and poor governance restricts both the resources available to government and the services provided to the citizenry. Since 1999, the Foundation, through the TAG project, has supported private and public initiatives for counter-corruption reforms and good governance to encourage economic growth and address poverty. The Foundation has adapted to the changing circumstances in the Philippines by incorporating the increasingly sophisticated understanding of corruption and good governance into broader discussions of development issues. It has demonstrated successful partnerships with government institutions, the private sector and non-government organizations in fighting corruption.

Textbook Monitoring with the Department of Education

The two-year successful implementation of the Department of Education's *Textbook Count* program has become a model for citizens' participation in governance and has presented itself as a good prospect for institutionalization in light of the reforms introduced in textbook procurement. With this year's *Textbook Count 3*, support was provided to conduct an evaluation and a study on the project's institutionalization within the Department of Education. On November 11, 2005, Directors from Instructional Materials Council Secretariat and the Procurement Service gave their full support in undertaking the Textbook Count institutionalization project by agreeing to release a Memorandum Order to ensure implementation of the study results.

Advocacy on Procurement Reforms

With the passage of the Government Procurement Reform Act (RA 9184), the Government has stepped up its fight against graft and corruption in public procurement. The inclusion of a civil society organization and a professional association representative as observers on the Bids and Awards Committee (BAC) has facilitated transparency and the provision of the necessary check and balance in government procurements. The presence of these observers has led to the need for a feedback handling mechanism for monitoring reports and complaints submitted by BAC observers.

Feedback Handling Mechanism.

Procurement Watch Inc. (PWI) in partnership with the Office of the Ombudsman (OMB) has completed the first phase of the feedback handling mechanism project. The project aimed to assist the OMB to develop a mechanism for receiving procurement monitoring reports submitted by Bids and Awards Committee (BAC) observers. In order to identify possible loopholes and address these prior to the finalization of guidelines and implementation of the feedback handling mechanism, a pilot phase was jointly carried out by PWI and OMB from February to August 2005 in nine national government agencies and three local government units.

A post-assessment workshop with nine civil society volunteer observers and resident ombudsmen was conducted on September 8, 2005. During the assessment workshop, it was generally agreed that the procurement process was followed with small deviations, which were promptly raised and addressed by CSO observers to the BAC committee. Likewise, the OMB decided to revise the diagnostic and evaluation reports to provide more accurate information on BAC members and procuring entity.

In light of the former Ombudsman Simeon Marcelo's decision to resign from his post effective November 30, 2005, the signing of the Memorandum Circular of the Feedback and Complaint Handling Mechanism will be dependent on his successor. Efforts are currently being done to present the project and gain the approval of the incumbent Ombudsman, Ma. Merceditas Navarro-Gutierrez.

Procurement Deployment Matching Software.

To further the project's initiative on procurement, the Transparency and Accountability Network (TAN) presented the enhanced version of the deployment matching software to the Government Procurement Policy Board's (GPPB) alliance of civil society members and officials of the Department of Health (DoH) on October 27, 2005. The pilot testing phase of the software will be done in partnership with the DoH during their procurement process from November to December 2005. The deployment matching software will coordinate procurement monitoring activities through centralized database matching software that will produce a shortlist of civil society observers. Government's need for observers to a particular bidding activity will be matched with a list of observers according to their preferences for agency, procurement type, approved budget of the contract, and their availability.

Collaboration between and among the TAN network members has contributed to the development of the deployment matching software. The pro-active assistance of Procurement Watch resulted in a strategic and focused development of the software. eGovernance innovations in procurement reform initiatives were achieved by working with the La Salle Institute of Governance to create the software.

Scoping Study on Issues on Local Procurement

From September to December 2005, field interviews and focused group discussions were held in different local government units for the *Scoping Study on Issues on Local Procurement Post-Republic Act 9184*, also known as the Government Procurement Reform Act (GPRA). The scoping study is aimed at knowing the status of implementation of local governments on the new procurement law, specifically (a) the organization and functioning of the Bids and Awards Committees (BACs), the BAC Secretariat, the BAC Technical Working Group (TWG) and the level of involvement of private sector observers in the bidding process; (b) preparation and implementation of procurement plans; (c) how extensively the government e-procurement system is being utilized; and (d) how extensively information on government tenders at the local government level is being disseminated. In addition to the identification of key operational issues on GPRA's implementation, an important result of this study is the determination of the capability building needs of the

BAC, the Secretariat, and the TWG. What other interventions needed to ensure that the BACs effectively perform their functions as mandated under the GPRA? To date, reviews at 42 local governments have been completed. Presentations of the results of the study to league of local governments and national government agencies are scheduled in early 2006.

Symposia on the Government Procurement Reform Act (GPRA).

To enable a wider understanding and participation in the procurement process of the government, the TAG project in partnership with the Mindanao Coalition for Development NGOs conducted a one day orientation on the New Procurement Reform Act to non-government and people's organizations and other civil society groups in 13 cities in Mindanao. As of this reporting period, 7 of the 13 cities have been conducted with the orientation on the new procurement law and nearly 350 representatives of civil society groups have attended the symposia. The cities where the GPRA symposium has been conducted are: Zamboanga, Butuan, Cagayan de Oro, Panabo, Valencia, Surigao and Dipolog.

Procedural Reforms in 16 Mindanao Cities

During the reporting period, sixteen cities in Mindanao have already undertaken corruption reforms in their specific governance areas under the Transparent Accountable Governance Project. The project covers the cities of Marawi, Dapitan, Iligan, Cotabato, General Santos, Island Garden City of Samal, Surigao, Dipolog, Oroquieta, Ozamiz, Butuan, Panabo, Zamboanga, Tacurong, Koronadal and Malaybalay. Annex 2 presents the status of identified reforms for each city.

The cities of Koronadal, Tacurong, Malaybalay, Ozamiz, Oroquieta and Zambonga have already pilot-tested the re-designed system of their business permits and licensing process in time for the January 2006 business permits and licenses renewals. The re-designed real property tax administration (RPTA) system of Surigao City has an on-going pilot test with the involvement of civil society and the business sector to observe the efficiency and effectiveness of the new process. Panabo and Dipolog will have their RPTA run-throughs by first quarter of 2006. Marawi has yet to complete the diagnosis of the RPTA system with the assignment of a new city consultant. The transparent management of the economic enterprises focusing on city market operations for Butuan and Cotabato, bus terminal operations for Iligan, and hospital operations for General Santos City are in the final stage of the participatory strategy formulation for the reforms of their identified systems. The re-designed procedures for application for zoning deviation of the Island Garden City of Samal is currently being pilot-tested before fine-tuning the re-designed system to better serve the city government.

First TAG Partners Conference

The 1st TAG Partners Conference entitled *Enhancing Partnerships with City Governments, Business and Civil Society Organizations towards Transparent Accountable Governance* was held on October 11-13, 2005 in Cagayan de Oro City. Representatives of sixteen TAG Cities

in Mindanao with their business and civil society counterparts met to share each other's reform initiatives, identify areas where they can work together, and strengthen partnerships. The conference provided the venue for the civil society and business sectors to plan how they can help Mindanao cities increase their revenue generation capacities, improve management of systems and structures, deter corruption, and improve transparency and accountability in city governance.

The first day of the conference provided the participants with a review of the TAG objectives, strategies, approaches and target results, and an update on the progress of the reform agenda of the cities. The Mindanao Business Council and the Mindanao Coalition of Development NGO Networks also shared their experiences in implementing the City Coalition for Transparent Accountable Governance (CCTAG) and the City Transparency and Accountability Network (CCTAN) activities, respectively.

The second day provided the participants with testimonies from the city-specific CCTAG and CCTAN experiences in advocating transparency and accountability on governance. This was followed by a small group discussion among city focal persons, the civil society and business community representatives regarding the progress of their respective activities and areas for support and complementation of the city reform agenda, as well as additional areas for partnership. The participants were grouped per sector: city governments to discuss their expectations from both the civil society organizations and business sector; and the civil society organizations and business sectors crafted their activities and advocacy agenda that will support and complement the activities of the city government and of the other sector.

The conference culminated in the presentation of the identified sectoral activities and the articulation of the commitments of each sector towards the promotion of transparent accountable governance. The conference was well covered by the media. Mayor Alfonso Casurra of Surigao and the representatives from the Mindanao Business Council and the Mindanao Coalition for Development NGOs were featured in a one and half hour television show (Barangay SS, Channel 39, Cagayan de Oro City TV) to talk about the project, a press conference with the local media was held immediately after the closing ceremony, which highlighted the different initiatives undertaken by the cities and a news article about the activity was published in one local daily on October 14, 2005, one day after the conference.

Study Tour and Business Permits and Licensing System Enhancement Workshop

On October 18-21, 2005, representatives of the city governments and the business sector of Oroquieta, Zamboanga and Ozamis participated in a Study Tour and Business Permit Licensing System (BPLS) Enhancement Workshop in Cebu City organized by the League of Cities of the Philippines (LCP). The activity introduced the participants to the Systems and Procedures Rationalization and Improvement in Government (SPRING) Project of the Cebu City government. The SPRING Project, which is a brainchild of Mayor Tommy Osmeña, is a unique continuing service improvement intervention that aims to enhance the "performance and delivery of internal and external services of all Cebu City government offices."

The cities of Koronadal, Tacurong and Koronadal also went to Cebu City in September 1-8, 2005 on a study tour aimed at providing the cities first hand interaction with a city government that has been successful in improving its BPLS and investment promotions program. Highlights and learnings of the study tour were articulated by the technical working groups of the three cities such as the impressive investment development of Metro Cebu over the last five to ten years due to its aggressive investment promotions and providing a good business enabling environment, along with the role of the Cebu Investment Promotions Center. Additional highlights included exposure to Cebu's continuous service improvement, the SPRING Program, the strong collaboration among the city government, business sector and NGOs, hiring of experts and think-tank groups, computerization for the fast tracking government operations, and the simple but effective BPLS of Cebu City.

Investment Promotions Development and Business Permit Licensing System Assessment

An Investment Promotions Development Workshop for the cities of Koronadal, Tacurong and Malaybalay was conducted during the period of August 4-12, 2005. The workshop offered city governments the opportunity to analyze their current investment environment, identify a shared vision for investment, prioritize investment areas, and plan for the next steps towards promoting investments in the area. An Investment Code and Promotions Writeshop were also held on September 27-29, 2005 in Valencia City. The writeshop provided the cities the opportunity to draft an Investment Code or revise the existing one for submission and approval by the Sangguniang Panlungsod. The Ateneo School of Government (ASG) facilitated the writeshop for the three cities in revising/making their Investment Codes to promote their cities to potential investors. A BOI representative, Ms Ellen Kionisala, provided inputs on the 2005 Investment Priorities on writing the Investment Codes as well as critiqued the outputs of the three cities.

A plenary business permit licensing system (BPLS) re-designing workshop was held in Davao City on September 20-22, 2005. The workshop provided the three cities the opportunity to re-design their systems step by-by-step from (1) service description; (2) macro process mapping, analysis and improvement; (3) forms design analysis; (4) office lay-out design and improvement; (5) implementation planning; and (6) progress reporting and assessment. An Assessment Planning Workshop was then conducted in December 6-7, 2005 in Tacurong City for 14 participants from the cities of Malaybalay, Tacurong and Koronadal. These three cities have developed a systematic process of assessing the interventions that have been incorporated in the BPLS process in preparation for business permit application for both new and renewing business applicants for January 2006.

Public Service Excellence, Ethics and Accountability Program (PSEEAP)

PSEEAP aims to establish within the local government units (at the city, municipal, and provincial levels) the values of public service excellence, ethics and accountability, improve the customer service levels, and involve the employees and department heads in the development of the program. The program merges two modules: the Public Service Excellence Program (a participatory total quality management tool developed under the USAID-GOLD project) and the Public Service Ethics and Accountability Program

(developed by UNDP and Civil Service Commission). The program includes six modules (service vision and values, service audit, service improvements, celebrating accomplishments, basic customer service skills and public service ethics and accountability) and runs for six to eight months. The focus is on the participation of local government employees in improving service and transparency in local governance.

PSEEAP at the City Level

The second phase of PSEEAP activities for six Mindanao cities² started in September 2004 has already been completed as of December 2005, with the exception of Marawi which will conduct its final activity in January 2006. Offices included in both the first and second phases of the program in these cities have started implementing their action plans: directional signages were posted, office fixtures were upgraded, re-echo seminars on basic customer service skills were conducted, customer feedback questionnaires were administered, and there was overall improvement in the job performance of employees, physical arrangements and environment of the offices. The participants have heightened their awareness of possible corrupt acts, enhanced the transparency of office transactions, increased their consciousness of being accountable to superiors, officemates, customers, family, community, and have become more prudent in the use of office resources. Annex 3 shows the service improvement recommendations of the cities.

In the cities of Cotabato and General Santos, the module on Public Service Ethics and Accountability was conducted in August and September 2005 for the heads, officers and staff of different city government offices. An Assessment Workshop was conducted in September while management presentations were carried out in October and November. The Final Management Presentation and Graduation for General Santos City was held on November 16 and on December 2 for Cotabato City. On November 16 and 18, graduation rites and gallery-viewings were held for the Samal and Surigao. Dr. Steven Rood, Country Representative of The Asia Foundation and Mr. Steven Edminster, Governance Officer of the Office of Economic Development and Governance of USAID, graced the events in these respective cities, led by Mayor Rogelio Antalan of the Island Garden City of Samal, and Mayor Alfonso Casurra of Surigao City.

In Iligan City, the customer perception survey was administered by seven departments from July 11 until the fourth week of August. Public Service Ethics and Accountability Workshops were conducted in five clusters from August to September 2005. The Service Improvement Workshop pushed through on November 10-12 with 45 participants from seven different offices and Mayor Lawrence Cruz present. In the Islamic City of Marawi, preparatory activities began in April 2005 including a series of meetings with key persons involved in the project. After the project orientation on June 7, a Project Monitoring and Evaluation Workshop followed on June 8-9. The first three modules were conducted for nine participating city departments from June to September as follows: Basic Customer Service Skills (BCSS) on June 22-23, Service Vision and Service Values on July 4-5, and Service Audit on September 21-22. The two batches of Public Service Ethics and Accountability Workshop were completed in November after the observance of the month of Ramadan. The

² Cotabato, Marawi, Iligan, Island Garden City of Samal, General Santos and Surigao.

customer feedback survey is being administered until January 15, 2006. Remaining activities include the Service Improvement Workshop scheduled in January 2006 and Celebrating Accomplishments and Graduation set on the second week of February 2006.

The implementation of the PSEEAP in nine new cities will start on February 2006. A Training of Trainers on PSEEAP for city government representatives in these nine cities is also scheduled in February 2006. To implement PSEEAP at the city level, The Asia Foundation partners with the Ateneo de Davao Center for Local Governance, Notre Dame Business Resource Center, and individual local consultants.

PSEEAP at the Municipal and Provincial Level

As part of the ongoing implementation of PSEEAP in Mindanao municipalities, three additional municipalities (Lambayong, President Quirino, and Senator Ninoy Aquino) in the province of Sultan Kudarat and the municipality of Salipada K. Pendatun in the province of Maguindanao were formally launched. The municipalities of Lambayong, Pres. Quirino and Sen. Ninoy Aquino have already completed three of the six modules and identified specific cycles of service for improvement in every office involved and formulated action plans to address occurrences of corrupt practices and inefficiencies. In the municipality of Salipada K. Pendatun, the first module on service vision and values has just been recently completed. The program is currently ongoing for these municipalities. The rest of the modules will be completed by mid-March 2006.

As of December 30, 2005, the municipalities of Datu Odin Sinsuat, Parang, Sultan sa Barongis, and Upi (in Maguindanao); Bagumbayan, Esperanza, and Isulan (in Sultan Kudarat); Sindangan, Jose Dalman, Leon Postigo, and Labason (in Zamboanga del Norte); and Sulu and Tawi-Tawi (at the provincial level) have completed the program. Annex 4 shows the list of these municipalities with their service improvement recommendations.

Implementing the PSEEAP at the municipal and provincial levels is made possible in partnership with the Maguindanao Foundation for Good Governance and Development for Maguindanao; the Institute of Development Economics and Management-Resource Development Services; Agro-Industrial, Developers, Links, Initiators Foundation Inc.; the Western Mindanao State University Center for Local Governance; and the Mindanao Kalibugan Tribe Islamic Foundation.

eGovernance Initiatives

The eGovernance Online Website, a collaborative project of the eGovernance Technical Working Group (eTWG), Union of Local Authorities in the Philippines (ULAP), National Computer Center (NCC), Crimson Logic and The Asia Foundation, with funding support from United States Agency for International Development was launched on October 11, 2005. The website features best practices on the application of Information and Communication Technology (ICT) in local governments' systems and procedures. Such best practices include: setting-up of Management Information Office in Provincial Government of Northern Samar, developing an Information System for the Office of Senior Citizens Affairs

in Cebu City Government, and the Bulacan Information Kiosks of the Province of Bulacan. The event was attended by representatives from the United States Agency for International Development, British Embassy, Singapore Embassy, Asian Development Bank, National Computer Center, and the local government units. It is found at: <http://www.egov-lgu.ph>

The eGovernance Online Website is one of the main projects of the eGovernance Technical Working Group, which seeks to provide a venue through which local governments and partners can exchange information about eGovernance practices in the country. The eGovernance Technical Working Group is an association of ICT champions from different local governments, who have come together to work out solutions to eGovernance problems, and to identify opportunities for local governments to improve their work with the application of ICT.

A final report for this specific component which outlines the activities conducted as well as accomplishments was submitted to USAID on September 13, 2005.

Promoting Transparency in Local Development Planning and Budgeting

With limited financial resources, local governments must exercise prudence in ensuring those available resources are well-managed and that development programs respond to the needs of citizens. To achieve this, The Asia Foundation, through its local resource partners, provides technical assistance to local governments on planning and budgeting by using methodologies that promote community participation. From June 2002 through December 2005, The Asia Foundation through its local partners has provided technical assistance on development planning to 57 municipalities and 596 barangays in Mindanao. Five hundred ninety-six barangay development plans and fifty municipal development plans were turned-over to the respective local governments in time for consideration by the Sangguniang Bayan (municipal council) members as they conducted budget hearings and approved their annual investment plan.

Prior to the actual conduct of the planning and budgeting workshops, preparatory activities are done to ensure the smooth implementation of the technical assistance program. These activities are: courtesy meetings with municipal mayors and officials; formation of a municipal technical working group; orientation and briefing on technical assistance modules; capacity building of the municipal facilitating team on basic group facilitation methods and team building, data gathering and analysis; and training of trainers on barangay and municipal planning and budgeting. In each municipality, the capacity building activities were attended by the municipal facilitating teams composed of the planning and development coordinator, budget officer, two of their technical staff, local governance operations officer, ABC (Association of Barangay Chairmen) President, and the barangay chairman from a selected barangay.

**List of Municipalities with Technical Assistance on
Barangay Development Planning and Budgeting**

Province	Municipality	Number of Barangays
BASILAN	Isabela	42
	Tipo-Tipo	37
	Maluso	7
	Tuburan	30
	Lamitan	39
	Sumisip	10
LANAO DEL SUR	Molundo	10
	Tamparan	13
	Ditsaan Ramain	10
	Buadi-Puso	10
	Saguiran	10
	Maguing	10
	Pualas	10
	Madalum	10
	Lumbatan	10
LANAO DEL NORTE	Kauswagan	4
	Bacolod	1
MAGUINDANAO	Ampatuan	14
	Datu Montawal	11
	Datu Paglas	10
	Paglat	4
	S.K. Pendatun	10
	Talitay	13
	Mamasapano	10
	Datu Piang	10
	Barira	11
	Matanog	1
	Buldon	1
	Upi	10
	Parang	12
	Datu Odin Sinsuat	10
	Sultan sa Barongis	10
	Rajah Buayan	11
Talayan	18	
Pagalungan	10	
Guindulungan	11	
Datu Abdulah Sangki	3	
Datu Saudi Ampatuan	11	
TAWI-TAWI	Bongao	27
	Simunul	15
SULU	Siasi	10
ZAMBOANGA SIBUGAY	Alicia	10
	Payao	10
	Mabuhay	10
	Olutanga	10
	Talusan	10
	Tungawan	10
	RT Lim	10

Province	Municipality	Number of Barangays
	Kabasalan	10
Total number of barangays		596

List of Municipalities with Technical Assistance on Municipal Development Planning and Budgeting

Province	Municipality	
Maguindanao	Ampatuan	
	Datu Montawal	
	Datu Paglas	
	Paglat	
	S.K. Pendatun	
	Talitay	
	Mamasapano	
	Datu Piang	
	Upi	
	Parang	
	Datu Odin Sinsuat	
	Sultan sa Barongis	
	Rajah Buayan	
	Talayan	
	Pagalungan	
	Guindulungan	
	Datu Abdulah Sangki	
	Datu Saudi Ampatuan	
	Lanao Del Sur	Balabagan
		Balindong
Calanogas		
Ganassi		
Kapai		
Madalum		
Malabang		
Marogong		
Masiu		
Sultan Gumander		
Tagaloan II		
Tawi-Tawi		Bongao
	Sitangkai	
	Panglima Sugala	
	South Ubian	
	Sapa-Sapa	
Basilan	Mapun	
	Isabela	
	Lamitan	
	Maluso	
	Tuburan	
Sulu	Tipo-Tipo	
	Siasi	
Zamboanga Sibugay	Alicia	
	Payao	
	Mabuhay	

Province	Municipality
	Talusan
	Tungawan
	RT Lim
	Kabasalan
	Olutanga
Total number of municipalities	50

Western Mindanao Area

From February 2005 to December 2005, a total of 90 new barangays in nine municipalities were assisted in preparing their barangay plans. The technical assistance included the packaging of eight municipal development plans. The process of planning is highly participatory since stakeholders will be part of the entire planning and decision-making.

Aside from having tangible, realistic and doable plans, the technical assistance ensures the sustainability component of the activity. Part of the intervention is to conduct a Training of Trainers on barangay and municipal planning for local professionals, civil society organizations, barangay leaders and elected officials prior to the conduct of actual barangay development planning workshops. There are at least forty participants per municipality in the Training of Trainers who become the municipal training team that will assist the local government unit in training officials from barangays not covered by support from The Asia Foundation. Thus, the technical assistance will produce at least 360 workshop facilitators with 40 facilitators per municipality. These facilitators were tapped by the local governments in planning workshops for remaining barangays not covered by the technical assistance, such as in Zamboanga Sibugay (RT Lim with sixteen barangays and Tungawan with six barangays).

After the allocation of the twenty percent development fund available to the barangays' budget to realize their development priorities, part of the package in implementing the technical assistance is the integration of the different barangay plans into the municipal plan. The process will facilitate the allocation of the budget from the twenty percent development fund of the municipality to help co-finance the implementation of barangay-initiated development priorities. A barangay plan integrated to the municipal plan is presented to the Sangguniang Bayan members during annual budget appropriations hearings, which then has a better chance to be included for funding in the annual investment plan than those lobbying barangay officials with nothing to show as proof of their developmental funding needs.

The packaging of technical assistance extended to eight municipalities of Zamboanga Sibugay subsidized the budget for conduct of the barangay development planning and budgeting limited to ten barangays per municipality. The remaining barangays not covered by the grant subsidy will be the responsibility of the municipal government to assist the remaining barangays in the formulation of their respective development plans. Not all barangays in the eight municipalities were able to have their development plan prepared for the next 3 years. Sixteen barangays in RT Lim and six barangays in Tungawan were able to complete their development plans with funding from their respective municipal governments.

Nevertheless, the technical assistance led the mayors and other elected officials to commit and allocate a portion of their twenty percent development fund from the Internal Revenue Allocation (IRA) to finance the implementation of priority projects identified in their respective development funds.

Mayor Chu of Kabasalan, Zamboanga Sibugay has allocated the entire P6 million of the twenty percent development fund for 2006 to support barangay development projects identified in the planning and budgeting exercise assisted by the project. Mayor Ramiso of Talusan, Zamboanga Sibugay has committed P3 million out of P6 million. Mayor Sotto of Alicia has also allocated P1.8million of P4.1million.

Other municipalities have also committed to apportion funds for projects identified in the participatory planning and budgeting process that the TAG project supports. Mayor Calonge of Mabuhay, Zamboanga Sibugay has allocated Php1.9 million from his 20% development fund of P5.1 million in 2006. In RT Lim, Zamboanga Sibugay, Mayor Piodena has also committed P5.3 from his P7.9million. Mayor Mendoza of Payao, Zamboanga Sibugay has allocated P3.5 million from the 2006 development fund of P6 million. In Tungawan, Zamboanga Sibugay, Mayor Climaco has allocated P3million from the P6 million 2006 development fund.

The technical assistance was implemented in partnership with Universidad de Zamboanga Research and Community Extension and Coalition for the Development of Sibuguey.

In five municipalities of Basilan Island Province, virtually all the barangays in every municipality were able to have their development plans prior to their municipal development plans. Kahapan Foundation, a local partner in Basilan, volunteered their services to assist in the conduct of barangay development planning. While the mayors and barangay shouldered the cost of food and other training materials needed, the TAG Project matched this with commitment to pay the services of resource persons, workshop facilitators, meals, and training materials in the conduct of municipal development planning and workshop.

The technical assistance covered a total of 165 barangays in five municipalities in Basilan. With the crafting of barangay and municipal plans the Mayors of have committed to include in their 2006 Annual Investment Plan the allocation of budget to implement projects identified in the barangay plans. The Municipality of Lamitan has allocated P5 million from its P11 million 20% development fund; Maluso is P4 million out of P10 million; Tipo-Tipo is P4 million out of P10 million; Tuburan is P4.5 million out of P11 million and Isabela City has allocated P7million out of P15 million. The highlights and substance of the development plans will be printed in a billboard and be placed in a strategic place for the constituents to clearly see. Annex 5 shows the pictures of the project billboards per municipality.

Central Mindanao Area

From February 2005 to December 2005, a total of five municipalities have successfully completed the planning and budgeting exercise benefiting sixty-two barangays in Maguindanao Province. Through the barangay development planning workshops, barangay

officials were able to appropriate twenty percent of their economic development fund for priority projects identified in development plans. Furthermore, municipal mayors from Datu Saudi Ampatuan, Datu Abdullah Sangki, Guindulungan, Talayan, and Rajah Buayan in Maguindanao have allocated P50,000 for each barangay to be spent on projects identified through the participatory barangay development planning and budgeting exercise undertaken under the project.

With the availability of municipal and barangay development plans, local officials will be guided with their decisions on priority programs and projects to focus on and how much to spend in these priorities. Having a development plan is also useful for local or foreign projects especially those in line with provision of infrastructure, and who shops for possible projects generated through participatory process and requires counterpart from local governments. For instance, in 2004, Datu Montawal (formerly known as Pagagawan) received support from the USAID-funded Growth with Equity in Mindanao or GEM's Community Infrastructure Component for the three priority projects identified during the participatory planning, namely: municipal trading center, fish landing pier, and mini-warehouse with solar dryer.

FORMING PUBLIC-PRIVATE SECTOR PARTNERSHIP AND BUILDING CONSTITUENCIES

To complement the work on increasing transparency and accountability in government transactions, The Asia Foundation is deepening the engagement of the private sector and civil society organizations in counter-corruption advocacy at the national level and in promoting transparency and accountability at the local level. Through the TAG Project, the Foundation has relied on a variety of strategic approaches in its counter-corruption initiatives to identify reformers in government interested in collaborating with the Transparency and Accountability Network and the private sector. Among these reformers are the Presidential Anti-Graft Commission and the Office of the Ombudsman. The Foundation is coordinating city-level initiatives, through the City Transparency and Accountability Network of civil society and the City Coalition for Transparent Accountable Governance led by the private sector, with ongoing work being undertaken by the League of Cities of the Philippines.

Annual Enterprise Survey

Since 2000, the TAG project has been conducting the annual Enterprise Survey in close partnership with the Social Weather Stations and the Makati Business Club. The Enterprise surveys, unlike those in international corruption indices, show the views of Filipino managers in the Philippines. The surveys started in the National Capital Region and expanded to Metro Cebu and Davao in 2004, and further stretched out to include Cavite, Laguna, Batangas, Cagayan de Oro and Iligan City.

The continuous dissemination of enterprise survey results have resulted to better citizen awareness on corruption. The past five surveys have consistently depicted that public sector corruption is very high and non-diminishing. The private sector, on the other hand, has medium, but nonetheless, serious corruption. The good news is that enterprise managers are increasingly enthusiastic about participating in anti-corruption efforts.

In the past year, results of the enterprise survey have been given more mileage by print and broadcast media. This, in a way, has contributed to an increased awareness of varied efforts by both public and private sectors to curb corruption. Notable findings that back-up events in the past year include the reforms made within the Office of the Ombudsman (OMB) under the helm of Simeon Marcelo, making the OMB the only government agency, next to none, that people trust to report matters that concern corruption; and the bright prospects the Coalition Against Corruption (CAC) can look forward to as awareness levels have increased as early as March 2005. This can be translated by the number of companies and individuals that signed up under the CAC to observe the government procurement process by joining Bids and Awards committees of the Department of Health, Department of National Defense, and the Department of Public works and Highways.

For this reporting period, a provincial “roadshow” was organized by the Social Weather Stations from July to September to disseminate the results of the 5th Annual Enterprise Survey in key cities of the Philippines -- Cebu, Davao, General Santos City, Cavite, and

Cagayan de Oro. More than 300 representatives from the government, private sector, academe, and civil society attended the presentations. Similar to the findings of the previous four rounds, the fifth round depicts a very high degree of corruption in the public sector. While there has been progress in some indicators, in other indicators no change has been documented. There is also perceived a lesser, but nonetheless serious, degree of corruption in the private sector.

On July 29, ten days after the Davao presentation of the 5th Enterprise Survey results, Davao City Mayor Rodrigo R. Duterte ordered what is now known as the "Friday massacre" full replacement of employees of his government's Business Bureau and Local Civil Registrar offices. Survey respondents identified these units as the most corrupt of all the offices in city hall. The "Friday massacre" in Davao is evidence of the influence of survey research in the fight against corruption.

From November to December 2005, five focused group discussions were organized in Cebu, Cagayan de Oro, Cavite, Davao, and Manila by the Social Weather Stations in preparation for the 6th Annual Enterprise Survey on Corruption. A total of 700 businesses will be surveyed, of which two-thirds are composed of small and medium enterprises and the remaining one-third are large corporations. A 30-question rider was included in the fourth quarter SWS nationwide survey that ran from November 27 to December 4, involving a statistically representative sample of 1,200 voting age adults. The same rider will be run during the first quarter of 2206 nationwide survey in order to compare the perceptions of business respondents with public respondents. Interviews with business executives are targeted to begin on February 2006.

Philippine Cities Competitiveness Ranking Project

The primary objective of the *Philippine Cities Competitiveness Ranking Project 2005* is to assess the strengths and weaknesses of the cities' local economic and political systems insofar as their ability to uplift business and human lives are concerned. The study analyzes the good practices in overall economic management by local government units.

Focused group discussions were conducted in Dumaguete City on September 12 and in Cebu City on September 26 to provide a city-level analysis based on the survey results of the Philippine Cities Competitiveness Ranking Project 2005 being undertaken by the Asian Institute of Management (AIM) Policy Center. From October to November 2005, the Policy Center continued to undertake focused group discussions for the Philippine Cities Competitiveness Ranking Project 2005 in the cities of General Santos, Baguio, Cagayan de Oro, Marikina, Pasig, Quezon, Muntinlupa, Makati, Mandaluyong, and Manila. The national presentation of findings for the Philippine Cities Competitiveness Ranking Project is scheduled on February 13, 2006 at Hotel Intercontinental, Makati City. There will also be two regional presentations for Visayas and Mindanao in March and April, and five city-level workshops scheduled in May to July 2006.

City coalitions for Transparent Accountable Governance

Since the start of the procedural reform activities in 16 TAG cities, organized City Coalitions for Transparent Accountable Governance (CCTAGs) in at least 7 TAG cities have been proactively involved in the activities. For instance, the Surigao Chamber of Commerce and Industry together with the Reach Foundation actively monitored the test-run of the re-designed Real Property Tax System of the City Government from December 15, 2005 to January 15, 2006. They were able to track 19 applicants (sixteen tracked by Reach Foundation and three from the Chamber) during the period and results of the tracking were submitted to city government and the League of Cities' consultant as a valuable input in further improving the RPT system. The Chamber is now preparing for their advocacy for Surigao City Citizens Manual.

In the Island Garden City of Samal, the Chamber of Commerce and Industry is involved in the reform of the City Zonal Deviation Application process and has been consistently present in all workshops and meetings relative to the implementation of the reform agenda.

In General Santos City, the Chamber of Commerce and Industry is an active participant to the on-going reform at the City Hospital specifically on Patient Admittance and Discharge Process. The Chamber of Commerce has also committed to help in the advocacy/information, education and communication of the implementation of the hospital reforms

In Iligan City, the Iligan Chamber of Commerce and Industry has committed to help in the information drive for business relocation at the Integrated Jeepney and BusTerminal (IBJT) and also in the updating of the IJBT Operations and Maintenance Manual

In Cotabato City, the Cotabato Chamber of Commerce and Industry and the Muslim Chamber of Commerce and Industry have been consulted on the on-going reform of the city market operations. The Muslim Chamber of Commerce is planning to conduct a dialogue/forum on Tax Collection Enhancement in Public Market and a Seminar on Basic Entrepreneurial for public market vendors.

The Marawi City Chamber of Commerce and Industry and the Dapitan Chamber of Commerce are relatively new organizations—organized only in 2003. These chambers are still on the process of strengthening their respective organizations. In spite of this however, members have devoted efforts to attend consultations and meetings relative to the counter corruption reform agenda of their respective cities.

Anti-Corruption Print, TV and Radio Campaign

The video documentary on the “Anatomy ng Korupsyon” (Anatomy of Corruption) stage play was aired over NBN4 on December 10, 2005 at 9:15 p.m. and on the Mabuhay channel on December 21 at 7:30 a.m., Pacific time 3:30 p.m. The documentary highlighted key learning points and specific calls to action. The production and airing of the video was part

of the Transparency and Accountability Network's advocacy for a corruption-intolerant society. The "*Anatomiya ng Korupsyon*," dramatized the roots and consequences of corruption, as well as the cost of taking a personal stand. The stage play was shown in five major cities in the Philippines in 2004.

Anti-Corruption Resource Center

On August 15, 2005, the Transparency and Accountability Network publicly launched its Anti-Corruption Resource Center. The resource center aims to consolidate knowledge management efforts on the issue of corruption by providing a link to various resource centers in the Philippines and abroad. The resource center will be a special section in the Ateneo Center for Social Policy and Public Affairs library. Partnerships have been forged between the Ateneo University Press and the World Bank's Knowledge for Development Center to provide books and computers to support the resource center. The Asia Foundation provided the initial support to establish the resource center.

Ombudsman Watch 2005

On October 26, 2005, the Transparency and Accountability Network (TAN), launched the Ombudsman Watch 2005, a project aimed at increasing awareness of, and generating involvement in, the appointment process for the next Ombudsman. TAN engaged civil society organizations and the media to endure a transparent selection process. A national video conference involving member and partner organizations in Manila, Cebu, and Baguio jump-started the project. Representatives from the Office of the Ombudsman (OMB) and the media attended the event. The video conference was able to open the process of selection to the public at large, thereby contributing to the high turnout of media and civil society representatives during the applicant's public interviews on November 16-18, 2005.

Media was actively engaged as TAN took every opportunity to further their advocacy with the public. Network representatives in print and broadcast media interviewed TAN representatives on various occasions with regard to the issues surrounding the selection and appointment of the new Ombudsman. The substance of the interviews mainly delved into issues such as the pace of the process for choosing the next Ombudsman, personalities and political connections involved in the appointment, as well as TAN's reaction to the appointment of Ombudsman Merceditas Gutierrez on November 30, 2005.

TAN also actively engaged the Judicial and Bar Council (JBC) in its efforts to ensure transparency in the selection process. Through this, TAN was able to effectively push for the extension of the nomination process from October 15 to October 25, thereby providing enough time for additional nominations to be accepted. Moreover, a number of the questions that were submitted by TAN were actually posed to the applicants by the JBC members. Justice Raoul Victorino credited TAN for submitting these questions. To date, areas for possible collaboration are being explored by TAN through continuous interaction with the JBC in order to sustain civil society participation in future Ombudsman selection processes.

Updates on the project can be accessed through the Transparent Accountable Governance website (www.tag.org.ph), Transparency and Accountability Network website (www.tan.org.ph); and through the Ombudsman Watch 2005 blogsite (www.ombwatch.blogspot.com).

Roundtable Discussion with Indonesia Corruption Watch

A roundtable discussion was organized by the Makati Business Club in partnership with the Ramon Magsaysay Awards Foundation on August 29 2005. Mr. Teten Masduki of Indonesia Corruption Watch, a well regarded partner of the Asia Foundation's Jakarta office and the 2005 Magsaysay Awardee for Public Service, was the guest of honor. Mr. Masduki shared his experience as the Coordinator of Indonesia Corruption Watch and discussed his anti-corruption efforts in Indonesia. Seventeen representatives from Filipino civil society organizations, private sector and the government, headed by Ombudsman Simeon Marcelo, were present.

Support to Coalition Against Corruption

The Coalition Against Corruption (CAC) was organized to strengthen the anti-corruption campaign not only in the national level but also at the local and community levels. By providing a sub-grant to the Coalition Against Corruption, additional support will be provided for the training of volunteers, handbook printing (Internal Revenue Allotment Watch, Pork Barrel Watch and Medicines Monitoring), database development on cost benchmarks for textbooks, medicines, and roads; and the website development and maintenance of www.tag.org.ph. Volunteer trainings are slated to start on January 2006.

Strategic Planning for Procurement Watch Inc.

Procurement Watch Inc. (PWI) is a non-profit, non-partisan, civil society organization that aims to answer the challenge of reducing, if not eliminating, graft and corruption in government through procurement reform. Their organizational strategies in the past focused on project-based resources to carry out its activities, and in view of its heavy reliance on project-based funding, PWI has limited ability to sustain and expand programs beyond the scope and duration of project funding. In this regard, the Foundation tapped the services of Venture for Fundraising Inc. (VFI) to provide technical assistance in organizing a strategic planning workshop as a necessary step for PWI to shift its orientation from projects to sustainable programs by developing the right approach to build up the long-term financial stability of the organization. The outputs of the strategic planning session were completed in December. Pending the approval of the Board of Directors, PWI will develop specific action plans for one year (2006) while VFI will produce a final report incorporating the recommended strategies for financial sustainability and a follow-on technical assistance project for PWI.

Measuring Corruption Workshop

Procurement Watch Inc. in partnership with The Asia Foundation organized the *Measuring Corruption* workshop on September 13, 2005 to engage civil society organizations and some government agencies in a new initiative to develop an alternative measure of corruption that can analyze institution-level reform efforts and provide a more accurate indicator of the problem at the country level. More than ten civil society organizations active in anti-corruption efforts were present. The workshop also included high-level officials from the Department of Budget and Management and the Presidential Anti-Graft Commission. Among the major innovations in this measurement approach is the use of a multi-disciplinary team that can independently and competently establish benchmarks. The benchmarks can be used to gauge actual government performance. Civil society organizations and government agencies who participated in the workshop supported the project idea and offered to contribute their experience, information, survey skills, and resources to help the project.

Jaime V. Ongpin Awards for Excellence in Journalism

The Center for Media Freedom and Responsibility (CMFR), in its efforts to promote and make a wider audience appreciate investigative and explanatory journalism, has been administering the Jaime V. Ongpin Award for Excellence in Journalism (JVOAJ), which has greatly contributed to the marked increase of explanatory and investigative reporting, and the growing excellence and quality of journalists' more recent works. By encouraging these kinds of stories, CMFR provides ordinary citizens with tools to understand possible problems in government while improving the transparency and accountability of government in general.

To further the cause, CMFR will publish an anthology of fifteen stories by journalists awarded the Jaime V. Ongpin Award for Excellence in Journalism (JVOAJ). The collection of finalists and winning stories will provide teaching material that will benefit the teaching of journalism in various colleges and universities. The publication will include background notes of each article and the event and issue that it reports. The editor will provide the context to the event when it was published, the general public knowledge or perception of the subject of the story, as well as an analysis of the strengths and winning points of the story. The publication will be launched on the first quarter of 2006.

Capacity Building for Mindanao Journalists

In an effort to partly address the problem of irresponsible reporting, the Philippine Center for Investigative Journalism (PCIJ) has partnered with the *Kapisanan ng mga Brodkaster sa Pilipinas* (KBP) to conduct a training needs survey and a series of three-day basic journalism seminars, which will focus not only on skills upgrading but also on ethical standards and basic safety training for 90 Mindanao journalists. In preparation for this, a half-day safety training for the PCIJ staff was conducted on October 21 as overview of the inputs the consultant will give to the safety training course, manual and video that is funded by the grant. The safety training module has been modified by the PCIJ to make it appropriate for journalists. 120 radio journalists, including 90 from Mindanao have been included as respondents in the training needs survey funded by the project. The seminars are scheduled on the first quarter of 2006.

Civil Society Constituency Building in Mindanao

As part of supporting civil society advocacy for transparent and accountable governance, the Mindanao Coalition of Development NGO Networks (MINCODE) mobilized civil society organizations in the original seven TAG cities. Each city was able to organize its own City Transparency and Accountability Network (CTAN) that facilitated the consolidation of the civil society advocacy agenda in each of the seven TAG cities. To sustain the initial advocacy efforts of the CTANs, activities such as City TAN Advocacy, Feedback Mechanism, Scorecard, and publication of Citizen's Handbook are currently being undertaken by the different CTANs. A series of capacity building trainings, workshops, and seminars related to corruption prevention, government procurement, and fiscal administration are also being provided to the different CTANs to sustain their efforts.

The activities vary in each of the seven cities and are as follows:

In Dapitan City, a project orientation was held among members of the Transparency and Accountability Network of Civil Society in Dapitan City (TANCSD) as a kick-off activity. The meeting provided a venue for the member organizations to learn about the network's tasks in implementing the TAG project.

The change in the leadership in the city government of Dapitan complicated efforts to gain commitment and support for the project. Member organizations of the network who sit as members in some local special bodies were instrumental in pushing the TAG campaigns. On one hand, the formation and organization of Barangay TAG Team was seen as a strategy in strengthening the support of the local government.

Members of TANCSD were tapped as local organizers and resource persons in the identification and formation of the community TAG Team. The process strengthened the capability of the network. Composed of representatives from different community organizations, the TAG Team served as an advocacy group in the promotion of TAG at the barangay level. Among the priority concerns of the Team was the transparent transaction of its barangay procurement system.

In General Santos City, the collaboration and partnership of the city government, business sector, and the civil society in the promotion of TAG was maintained and broadened. TAN-GenSan, Inc., the local network for transparency and accountability of civil society organizations in the city has been hosting a regular talk show entitled "TAG TALK," which is a local radio and television program that gathers key stakeholders composed of city government, business and civil society leaders to promote transparency and accountability in governance. The TAG TALK invited heads of various agencies as discussants to explain about their programs and efforts to promote good governance.

The TAG Talk on radio and television has generated awareness of TAG among the citizens of General Santos City. Positive feedback from the general public has been received by the TAN-GenSan since it was launched. Among the themes and issues

tackled in the past 26 episodes were: transparency as perceived by the business sector; budget and spending trends in General Santos City; roles and responsibilities of a Corruption Prevention Unit (CPU); local media as government's watchdog on corruption; feedback system project results; and powers and function of the Commission on Human Rights. However, the time allotted to the program, which is only thirty minutes, has proven to be too brief to discuss the topics. Starting 2006, there are plans that the radio program will be aired for one hour a week. Likewise, solicitation for sponsorship of the TV program was being discussed. As a sign of its good collaboration with the city government, TAN Gen San Inc. was invited to observe and comment on the Total Quality Service program being implemented by the city government.

In addition to TAG Talk, a weekly forum entitled "Friday Club" also provided a venue for members and partners of the TAN GenSan, to discuss issues and concerns in the promotion of TAG and the activities of the organization. The key stakeholders from the city government, business sector, and civil society are invited to attend the forum every Friday to identify activities and innovations to improve the service delivery of the city government. The weekly gathering has helped improve the relationship and camaraderie of TAN members in realizing their goals and objectives in the promotion of TAG at the city level.

In Iligan City, the implementation of the TAG Forum with CSO-LGU-business was postponed due to a conflict in the schedule of the different sectors. However, a series of meetings with the business sector was conducted in preparation for the forum.

Collaboration and partnership with the different sectors is necessary especially because there was a change in political leadership in the city. Although formal discussion with the city Mayor was held only last June, the courtesy call succeeded in getting the city government's commitment to support the project. The Mayor appointed a focal person for the TAG project by issuing Executive Order No. 215.

Meetings with barangay councils in six communities (Tambacan, Hinaplanon, Suarez, Lanipao, Kalilangan and Tubod) were conducted in preparation for the Barangay Forum and the organization of Barangay TAG. The orientation conducted among the communities was geared towards its active participation in the tri-sectoral forum (civil society, business, and local government). TAG advocacy was widened to include students. Final preparations are in place for the conduct of student awareness campaigns in selected secondary and tertiary schools in the city.

In Marawi City, poster and billboard design competitions were undertaken to capture participation among the people. A poster-making contest, themed "Truth is the Way to Peace and Development" was launched last June involving schools in the city. Five winning designs were chosen among the different entries for the designs of posters and billboards. The first prize entry was adopted as part of the official logo of TAN Marawi City. The strategy has instilled awareness of TAG among the youth.

About 400 posters were distributed to different organizations and posted in strategic places in the city. In addition, 2000 copies of TAG flyers were printed and distributed to different organizations, offices and institutions as a mechanism to enhance people's awareness of TAG. The initiative generated significant support and interest from the citizens. Calls and inquiries about the TAG project were received by Maranao People's Development Center, Inc. (MARADECA) and more offices are asking for copies of posters and flyers. This demonstrated the growing good governance sentiments among the citizens of Marawi City.

Discussions with selected resource persons such as Muslim religious leaders on issues and concerns related to TAG were conducted and aired over DxSM AM radio. The discussion was also backed up with some meetings related to good governance issues and mobilizing a total of 374 constituents. Among the highlights of the fora was the issue of transparency in the August 2005 ARMM election.

For **Surigao City**, monthly discussions with the members of the Transparency Accountability Network of Civil Society Organizations of Surigao and the mayor were conducted to tackle issues, concerns, plans, and actions related to TAG, providing the opportunity for civil society to be engaged in the city government's activities. The discussions also strengthened the participation of TAN members in the local special bodies of the City Council. The commitment of the city government and eagerness of civil society groups and business sector to participate in the city government's programs and activities has provided harmonious and strong working relations of all sectors. Civil society representatives are being invited to activities such as the consultation on real property tax reform and meetings of the City Development Council. The City Mayor has likewise committed to fund the advocacy campaigns of civil society on real property tax reform. With available funds from the city government, the civil society groups in Surigao will be tasked to undertake monitoring activities for the assessment and collection of real property taxes.

Awareness of TAG was further instilled among civil society groups with the conduct of seminar on government procurement reform act (GPRA). AGTASI (Anti-Graft and Transparency Advocates of Surigao, Inc.), the local Transparency and Accountability Network in Surigao envisioned to harness the participation of its member organizations in the procurement process of the LGU and other government agencies. The creation of the TAN juridical personality also enables the network to establish a database of civil society organizations' profile in the city.

The TAN complaints desk at the city hall was maintained ensuring the city governments' commitment to transparent governance in its dealings with the public. A weekly radio program is also maintained. Each episode is highlighted with a specific theme or issue related to the promotion of TAG.

In Cotabato City, continuous discussion and proper coordination with the city government and the business sector was necessary in streamlining the activities of the project. The series of meetings with the private sector has strengthened the CCTAN's relationship with the business sector.

The weekly radio program served as a venue for continuous advocacy on TAG related issues. It provided significant issue-based information to grassroots level such as concerns during the ARMM elections. The re-launching of “I-text mo sa CCTAN” (“send a SMS to CCTAN”) likewise widened the issues being tackled during the one-hour radio program.

The CCTAN continued strengthening its structure and encouraging other civil society groups. Currently, the network has a total of fifty-three member organizations. It started developing other programs in order to address the sustainability of its plans and activities. During its re-organization and annual planning, the city TAN has outlined major recommendations in accomplishing its goal and sustaining its activities:

- Regular consultations between the leaders of the city government, business and civil society groups to discuss issues and concerns related to TAG;
- At least three times a week radio program for the advocacy and promotion of good governance and responsible leadership; and
- Strengthen the institutional capability of CTAN to carry out its mandate more effectively and efficiently.

Summary of City Transparency and Accountability Network (CTAN) Activities

City	Planned Activities	Status
Dapitan	Meetings and Networking	<ul style="list-style-type: none"> ü Conducted project orientation among TANCSD members ü Monthly Networks meetings were conducted
	Activate and Organize Barangay TAG Team	ü 15 Barangays TAG Teams were organized
	TAG Orientation at the Barangay Level	ü 12 Barangays TAG Teams (involving 121 men and 101 women) were oriented on TAG
	Barangay TAG Trainings	ü Conducted Barangay TAG Trainers Training
	Participation in Local Special Bodies	ü Some members of TANCSD are seating as members of the city's local special bodies
General Santos City	TAG Talk Radio	ü Dubbed as "Pangagamhanan," it is aired over RGMA Super Radyo GenSan every Sunday at 6:30 am
	TAG Talk TV	ü "Advocacy for Good Governance," in partnership with ABS-CBN, is aired every other Monday in the local program "Magandang Umaga SOCKSARGEN." It is a 5-minute program that features discussants conversing on particular topic in the promotion of TAG.
	TAN Forum	ü Dubbed as Friday Club, the forum is conducted every Friday at Mahintana Foundation, Inc. Office
Iligan City	CSO-LGU-Business TAG Forum	<ul style="list-style-type: none"> ü Forum was conducted at SP Session Hall, Iligan City and participated by 8 LGU Officials; ü Initial discussions with 6 barangays conducted for participation during the tri sectoral forum
	Formulate Annual City TAN Planning	ü A re-organization and sectoral plan was formulated
	Meeting with business/ private sector	ü Series of meetings were conducted with the city business chamber
Marawi City	Packaging and Printing of Posters	<ul style="list-style-type: none"> ü Five Poster designs were made and produced; ü The poster-making contest was held as strategy to generate more creative ideas and engulf the participation of the youth; ü The designs of the posters were used as concept in billboard design.
	TAG Billboards	ü Five 4'x8' billboards containing slogans and themes (in Maranao dialect) that campaign for the promotion of TAG were installed in designated places in the city

City	Planned Activities	Status
	Radio Program	Ü Six hour-long radio programs were aired via DxSM AM Radio in Marawi tackling different TAG related issues
Surigao City	Meeting with TAN/CSO and the	Ü Regular monthly meeting instead of quarterly meeting was conducted to have regular feedbacking of activities. Also assessing the status of TAN reform agenda
	GPRA Seminar to all CSOs and reps from different city department	Ü Conducted GPRA Orientation Workshop
	Complaint Desk at the City Hall	Ü Maintained a TAN Complaints Desk in the City Hall
	Weekly Radio Program	Ü Dubbed as “GARBO (Good Governance and Reform Building Organizations) nan Surigao”, the program is aired every Saturday at 10:30 am -11:00 am in DXSN AM Radio
Cotabato	Listing of Procurements	Ü 1,500 copies of leaflets printed and distributed to different organizations, offices and individuals
	I-Text mo sa CCTAN	Ü Re-launched in consonance with the radio program
	Weekly Radio Program	Ü Aired on DxMY RMN AM Radio, Cotabato City every Sunday at 3:00 – 4:00 pm
	City TAN Advocacy Quarterly TAG Forum for CSO	Ü Conducted TAG Forum among CSOs with 33 participating organizations

ENHANCING THE CAPACITY OF PARTNERS

The Asia Foundation's third theme focuses on enhancing the capacities of partners, both in the government and the private sector. By and large, this theme accelerates the development of improved practices in local governance; increases the interaction among civil society, government, and the private sector; and ensures the sustainability of governance efforts towards peace and development. Through the development of local expertise, and by partnering with local resource institutions, the Foundation ensures the sustainability of good governance practices and the ability of localities to assess technical assistance.

Empowering Women to be Effective Local Government Leaders

On November 3, 2005, a Planning Meeting for the Empowering Women Leaders project was organized with the project partners—Ateneo School of Government, Al Mujadillah Foundation, DAWN Foundation, and Center for Asia-Pacific Women in Politics. The meeting aimed to map out the projects, activities, and outputs for the project components on Political Leadership Training and Strengthening Women's Networks for Elected Women Officials. Preparatory activities will include the standardization of the training module and the identification of the women councilors who will participate in the trainings. The first in a series of political leadership trainings will commence in April 2006

Public Governance Scorecard Strategy

The Institute for Strategic Initiatives conducted working sessions on Public Governance Scorecard/Strategy in July for the cities of Marikina, Iloilo, and Cebu. The city mayor's program of governance in each of these cities may be reformulated and enriched using the public governance scorecard framework as a guide. The city governance improvement plans of the cooperating governance units were unveiled in an Open Conference on the Public Governance System (PGS) convened by the Institute for Solidarity in Asia on August 10, 2005 at the Makati Shangri-la. The Open Conference was held to inform the international donor and investment community as well as our local business community of the great strides select cities are taking towards significantly upgrading their public governance system.

Nine Philippine cities have adopted the PGS as a tool for bringing their respective cities to a higher level of governance. These cities are: Calbayog, Cebu, Iloilo, Marikina, Naga, Samal, San Fernando La Union, Surigao, and Tagbilaran. They revealed during the conference their improvement plan and the scorecard that will be used to track the city's progress towards the vision they have crafted. The city improvement plan and scorecard are owned not solely by City Hall but by various stakeholders committed to do their share in pushing their city towards the same vision. These stakeholders -- key sectors that typically include business and media, civic and professional groups, youth and academe -- also have their respective scorecards that flow from the city scorecard.

Building the Institutional Capacity of the Muslim League of Cities, Municipalities and Communities in the Philippines.

The TAG Project is providing institutional funding and technical assistance for the capacity building and setting up of the Muslim League of Cities, Municipalities and Communities of the Philippines. Staff development activities were regularly undertaken by members of the secretariat, such as an activity focused on equipping staff members on skills and knowledge on technical writing for project proposals, reporting, and program management. A web-based database system that can store, integrate, and process basic data and information about the League membership, its programs, and its projects is now functional and is continuously being developed (www.themuslimleague.org). The secretariat plans to complete the comprehensive profiling of members in the database by the end of March 2006.

The Muslim League has also established links with various international donor agencies, national government offices, and other Mindanao-based organizations to advocate peace and development in the region. The National Directorate of the Muslim League was convened in a meeting held on December 10, 2005 to discuss and formulate a plan of action for the year 2006. Upcoming activities include the 4th General Membership Assembly, regular meetings for the National Directorate, fund sourcing, and expansion of membership to include other Muslim municipalities and communities.

Enhancing the Capacity of Bangsamoro Civil Society

During the reporting period, the Consortium of Bangsamoro Civil Society began planning a project to enhance the capacity of the civil society in Sulu towards a more effective advocacy for good governance, human rights and peace. Towards this end, the civil society organizations (CSOs) will be trained and organized so that they become more capable in their advocacy work. As a group, the Sulu civil society organizations under the leadership of CBCS will run a Human Rights Watch, which will advocate promotion and respect for human rights, Jaga Kasulutan (Vanguard of Peace), a peacekeeping force that will help monitor implementation of agreements, and a Transparency Network that will promote good governance. After the trainings, a general assembly of the trained CSOs will convene an assembly where they will formalize the organization of the Jaga Kasulutan, which will become the umbrella group of all the CSOs in Sulu. The over-all goal of the project is sustained peace in Sulu through good governance, respect for human rights, and CSOs participation in peacekeeping and peace building.

Grant Management Seminar

On August 1-2, 2005, a Grant Management Seminar Workshop was held at the Eugenio Lopez Center in Antipolo City for eleven partner organizations of the Foundation's Transparent and Accountable Governance (TAG) Project. This event was conducted by the Foundation's finance unit for 23 participants from the academe, civil society and non-government organizations. The Grant Management Seminar aims to equip the partner organizations with knowledge on the Foundation's grant management process (including standard provisions and reporting requirements), concepts on internal control and accounting system, information about USAID policies, procedures and branding guideline, and a practical exercise on the use of Quickbooks accounting system.

Books for Mindanao

From July-December 2005, a total of 20,460 books were distributed to different day care centers, public libraries, schools, colleges and universities located across Mindanao. The Asia Foundation, with major support from the USAID under the TAG project, has already distributed more than 88,000 volumes of books to various institutions across the Mindanao since the start of the Books for Mindanao Program in 2003.

Of special note, on July 1, 2005, Books Director Efren Balajadia delivered a keynote message during the turn-over ceremony of around 3,000 books in Lakan Pakals Haven in partnership with the Kiwanis Club of Tagum City, Davao Del Norte. The donation was part of the Books for Mindanao program with the major support of the USAID. The City Government of Tagum handed-over a Covenant of Support to the Books for Asia Program of The Asia Foundation. Local officials were led by Davao Del Norte Governor Gelacio P. Gementiza and Vice Governor Antonio Rafael G. Del Rosario with Tagum Mayor Rey T. Uy and Vice Mayor Allan L. Rellon. The turn-over ceremony highlighted the celebration of 38th Founding Anniversary of the province of Davao Del Norte with its theme "Dabaonon: Kalamboan, Ipadayon", which means, Continuous Progress for the Inhabitants. The event was attended by Kiwanians, various local government leaders and employees, NGO partners, Civil Society organizations, and others.

Annex 1: Transparent Accountable Governance (TAG) Project Activity Framework

Objective # 1: to strengthen Philippine civil society and private sector constituencies for counter-corruption reform

Objective # 2: to support the Philippine national and local efforts to implement a good governance agenda conducive to economic growth and poverty reduction

Themes	National	City	Municipalities
Increasing transparency and accountability in government transactions	<ul style="list-style-type: none"> Textbook Monitoring with the Department of Education Advocacy on Procurement Reforms 	<ul style="list-style-type: none"> Procedural Reforms in 16 Mindanao Cities Public Service Excellence, Ethics, and Accountability eGovernance Initiatives 	<ul style="list-style-type: none"> Public Service Excellence, Ethics, and Accountability Promoting Transparency in Local Development Planning and Budgeting
Forming Public-private sector partnerships and building constituencies	<ul style="list-style-type: none"> Enterprise Survey Anti-Corruption Print, TV, and Radio Campaign Anti Corruption Resource Center Ombudsman Watch 2005 Coalition Against Corruption Jaime V. Ongpin Awards for Investigative Journalism 	<ul style="list-style-type: none"> Civil Society Constituency Building Philippine Cities Competitiveness Ranking Project 	
Enhancing capacity of partner institutions and local governments	<ul style="list-style-type: none"> Strategic Planning for Procurement Watch Grants Management Seminar. 	<ul style="list-style-type: none"> Public Governance Strategy Capacity Building for Mindanao Journalists 	<ul style="list-style-type: none"> Empowering Women to be Effective Local Government Leaders Building the Institutional Capacity of the Muslim League of Cities, Municipalities and Communities Enhancing the Capacity of Bangasamoro civil society Books for Mindanao

Annex 2: Status of Identified Reform Agenda of TAG Cities

City	Identified Reform Agenda	Status
Cotabato	Transparent Management -Public Market Operations	<ul style="list-style-type: none"> ü Completed the participatory diagnosis of the market operations; ü Completed the Strategy Formulation phase; ü Presented the strategies to the mayor, city council and market vendors; ü On-going re-designing of the market operations.
Dapitan	Procurement Other: Transparent Management - Market, Bus Terminal and City Tourism Operations	<ul style="list-style-type: none"> ü Completed the participatory diagnosis of the systems; ü Completed the strategy formulation workshop; ü On-going discussion to focus on the processes of the city market collection, bus terminal and city tourism prior to re-designing of the processes.
General Santos	Procurement Other: Transparent Management - City Hospital Operations	<ul style="list-style-type: none"> ü Completed the participatory diagnosis of the hospital operations with focus on the hospital patients admittance and release; ü Proposed Study Tour on Hospital Operations is being finalized and coordinated with the Tagum Regional Hospital and Davao City General Hospital
Iligan	Procurement Other: Transparent Management - Bus Terminal Operations	<ul style="list-style-type: none"> ü Completed the diagnosis of the bus terminal operations ü Completed the strategy formulation workshop ü Re-designed system is for pilot testing this coming January 23-24, 2006
Marawi	Procurement Other: Real Property Tax Collection	<ul style="list-style-type: none"> ü Conducted meeting with Mayor Ali, the City Treasurer, City Assessor, TAG Focal Person and TAG City Consultant for the completion of the diagnosis of the RPTA System
Island Garden City of Samal (IGACOS)	Local Shelter Program Other: Zoning Deviation Procedures	<ul style="list-style-type: none"> ü Completed the diagnosis of the process ü Strategies had been formulated ü Process had been re-designed ü On-going pilot testing of the re-designed process
Surigao	Procurement Other: Real Property Tax Assessment – Improvement of the System	<ul style="list-style-type: none"> ü Completed the Participatory Diagnosis of the system ü Conducted action Planning and Strategy Formulation Workshop; ü Presented the re-designed system to the Mayor, different department heads concerned, business and civil society organizations; ü On-going pilot testing of the re-designed process
Panabo	Real Property Tax Administration	<ul style="list-style-type: none"> ü Completed the participatory diagnosis of the system; ü Conducted the Action Planning Workshop ü Re-Designing of the RPTA System phase
Dipolog	Real Property Tax Administration	<ul style="list-style-type: none"> ü Completed the participatory diagnosis of the system; ü Completed the strategy formulation phase ü Schedule of Presentation of the Re-Designed

City	Identified Reform Agenda	Status
		RPTA System on January 16, 2006
Zamboanga	Business Permits and Licensing System	<ul style="list-style-type: none"> Ü Completed the Participatory Diagnosis of the BPLS process; Ü Completed the Strategy Formulation Phase Ü Presented to the Mayor, different departments concerned, business the re-designed BPLS Process Ü On-going pilot testing of the re-designed process in time for the business permits and licenses renewal period of 2006
Ozamiz	Business Permits and Licensing System	<ul style="list-style-type: none"> Ü Completed the Participatory Diagnosis of the BPLS process; Ü Completed the Strategy Formulation Phase Ü Presented to the Mayor, different departments concerned, business the re-designed BPLS Process Ü On-going pilot testing of the re-designed BPLS Process in time for the business permits and licenses renewal period of 2006
Oroquieta	Business Permits and Licensing System	<ul style="list-style-type: none"> Ü Completed the Participatory Diagnosis of the BPLS process; Ü Completed the Strategy Formulation Phase Ü Presented to the Mayor, different department s concerned, business the re-designed BPLS Process Ü On-going pilot testing of the re-designed BPLS Process in time for the business permits and licenses renewal period of 2006
Malaybalay	Business Permits and Licensing System	<ul style="list-style-type: none"> Ü Completed the assessment of problems in licensing and registration of business establishments; Ü BPLS Process re-designed; Ü Conducted dry run for both new and renewal of business in preparation for the January 2-20, 2006 business registration and renewal of permits and licenses; Ü Technical Working Group is finalizing the Investment Code Chapter on Investment Priority Areas
Tacurong	Business Permits and Licensing System	<ul style="list-style-type: none"> Ü Completed the assessment of problems in licensing and registration of business establishments; Ü BPLS Process re-designed; Ü Conducted dry run for both new and renewal of business in preparation for the January 2-20, 2006 business registration and renewal of permits and licenses; Ü Investment Code of the City is being finalized with the inclusion of a segment concerning Business Incentives
Koronadal	Business Permits and Licensing System	<ul style="list-style-type: none"> Ü Completed the assessment of problems in licensing and registration of business establishments; Ü BPLS Process re-designed;

City	Identified Reform Agenda	Status
		<ul style="list-style-type: none"> ü Conducted dry run for both new and renewal of business in preparation for the January 2-20, 2006 business registration and renewal of permits and licenses; ü On-going preparation for the Investment Code presentation to the board
Butuan	Transparent Management -City Market Operations	<ul style="list-style-type: none"> ü Completed diagnosis of the city market operations; ü Crafted strategies and presented results to the Mayor, SP and different department heads concerned, business and market vendors ü On-going re-designing of market operations

Annex 3: Service Improvement Recommendations at the City Level

City	Name of Office	Service Improvement Recommendations
Cotabato City	<ul style="list-style-type: none"> • Office of Health Office • Office of the City Mayor • Civil Registry Office • City Planning Office • City Social Welfare and Development 	<ul style="list-style-type: none"> • Medical Consultation • Securing of Business Permit • Obtaining and Verification of Documents • Securing Zoning Certificate • Admission/ Referral of Clients
General Santos City	<ul style="list-style-type: none"> • City Hospital <ul style="list-style-type: none"> ○ Nursing Service ○ Administration • City Health Department 	<ul style="list-style-type: none"> • Admission of Patients • Dispensing of Medicines • Request for Medical Records • National TB Program • Issuance of Health Certificate
Surigao	<ul style="list-style-type: none"> • City Accounting Office • City Budget Office • Sangguniang Bayan • City Local Registrar's Office • City Population Office • City Veterinary Office • City Planning and Development Office 	<ul style="list-style-type: none"> • Processing of Vouchers • Processing of Claims • Receiving and releasing Barangay Resolution • Registration of Birth • Issuance of PMC Certificate • Animal Vaccination • Development of Planning, Programs and Regulation Services
Island Garden City of Samal (IGACOS)	<ul style="list-style-type: none"> • City Planning & Development Office • City Health Office • Sangguniang Bayan • City Local Registrar's Office • City Assessor • City Veterinary Office • City Agriculture • City Social Welfare and Development Office • City Human Resource Management Office 	<ul style="list-style-type: none"> • Securing Zoning Certificate • Medical Consultation • Obtaining Documents (Ordinances, Resolutions) • Obtaining and Verifying Documents • Obtaining Copy of Tax Declaration • Obtaining Seedling and other Farm inputs • Providing limited financial support to needy individuals and families • Loan Application
Iligan	<ul style="list-style-type: none"> • City Human Resource Management Office • City Mayor's Office • City Assessor's Office • City Social Welfare and Development Office • City Agriculturist's Office • City Civil Registrar's Office • City Budget Office 	<ul style="list-style-type: none"> • Prepare customer-friendly leave application flowchart • Conduct training on policies, systems and procedures • Set coordination meetings • Simplify set of requirements/documents • Conduct orientation for all department liaison officers
Marawi	<ul style="list-style-type: none"> • City Mayor's Office • City Health Office • City Population Office • City Tourism Office • City Environment Office • City Social Welfare and Development Office • City Agriculturist's Office 	<p>The Service Improvement Workshop will be held in January 2006. The service improvement recommendations will be identified during the workshop.</p>

Annex 4: Service Improvement Recommendations at the Municipal Level

Municipality	Name of Office	Service Improvement Recommendations
Province of Maguindanao		
Salipada K. Pendatun	<ul style="list-style-type: none"> • Planning and Development Office • Accounting Office • Office of the Sangguniang Bayan • Assessors Office • Budget Office • Mayor's Office • Civil Registrar's Office • Treasurer's Office • Engineer's Office 	The PSEEAP implementation is still at the first module (Service Vision/Service Values). The identification of service improvement arenas will be done in succeeding workshops scheduled in February 2006.
Province of Tawi-Tawi		
Bongao	<ul style="list-style-type: none"> • Planning and Development Office • Accounting Office • Office of the Sangguniang Bayan • Assessors Office • Budget Office • Mayor's Office • Civil Registrar's Office • Treasurer's Office • Engineer's Office 	<ul style="list-style-type: none"> • Availability of reliable, updated data and information • Disbursement Vouchers are immediately processed provided supporting documents are complete • Formulation of appropriate resolutions and ordinances attuned to the development needs of constituents. • Prompt and just assessment of real property • Preparation of equitable budget appropriation of Local Funds • Fair and prompt Issuance of Mayors' Permits • Request for registration for Birth, Marriage License and Death Certificates are processed on time without delay • Provide one-stop-shop service processing • Preparation of program of works are done in due time
Province of Sultan Kudarat		
Lambayong	<ul style="list-style-type: none"> • Office of the Municipal Assessor • Municipal Treasurer's Office • Municipal Agriculture Office • Sangguniang Bayan Office • Municipal Civil Registrar's Office • Municipal Health Office • Office of the Municipal Accountant • Municipal Mayor's Office • Municipal Budget Office • Municipal Social Welfare & Development Office • Municipal Planning & Development Office • Municipal Engineering Office 	<ul style="list-style-type: none"> • Issuance of tax declaration • Collection of taxes • Giving of information technology on Hybrid Rice Production • Legislation of Ordinance and Resolutions • Registration of birth certificate • Consultation • Processing of disbursement voucher • Registration of business permit for sari-sari store • Processing of allocation for obligation slip • Aid to Indigent Family • Checking of Barangay Development Planning (BDP) • Registration of Business Permit for Sari-Sari Store

Municipality	Name of Office	Service Improvement Recommendations
Pres. Quirino	<ul style="list-style-type: none"> • Municipal Health Office • Municipal Treasurer's Office • Sangguniang Bayan Office • Municipal Budget Office • Municipal Engineering Office • Municipal Mayor's Office • Municipal Planning & Development Office • Municipal Social Welfare & Development Office • Department of Interior & Local Government • Municipal Agriculture Office • Municipal Assessor's Office • Municipal Civil Registrar's Office 	<ul style="list-style-type: none"> • Consultation • Collection of taxes • Barangay Ordinance review action • Approval of the request for allotment of obligation • Issuance of electrical permit • Issuance of Mayor's Clearance • Issuance of clearance for zoning permit and business permit • Referral for medical assistance • Issuance of certification for educational scholarship • Giving of technical assistance • Request for assessment of real property • Application for marriage license
Sen. Ninoy Aquino	<ul style="list-style-type: none"> • Municipal Assessor's Office • Municipal Budget Office • Municipal Civil Registrar's Office • Municipal Agriculture Office • Municipal Mayor's Office • Municipal Social Welfare & Development Office • Municipal Planning Development Office • Municipal Accounting Office • Municipal Engineering Office • Municipal Treasurer's Office • Sangguniang Bayan Office • National Commission on Indigenous People 	<ul style="list-style-type: none"> • Assessment of real property and issuance of owner's copy • Processing of documents/Allotment Obligations • Application for the certificate of live birth • Issuance of livestock transport permit • Request for service records • Request for financial assistance • Handling Municipal Development Council Meeting • Processing of vouchers and supporting documents • Application and issuance of building permit • Payment of real property taxes • Enactment of an ordinance • Assistance in settling land conflicts
Province of Zamboanga del Norte		
Labason	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office • Assessor's Office • Sangguniang Bayan • Population Office • Health Office • Agriculturist Office • Mayor's Office • Municipal Library 	<ul style="list-style-type: none"> • Full utilization of personnel - intra-office activities handled by the MPDO shall be delegated/assigned proportionately to all regular staff • Computerization of Real Property tax payment record • Provide regular update of budget allocation balance and disbursements to all departments • Establish a separate/extension office for barangay transactions • Adopt/implement the electronic New Government Accounting System (e- NGAS)

Municipality	Name of Office	Service Improvement Recommendations
	<ul style="list-style-type: none"> • Information Office • Human Resource Management Office • Civil Registry Office • Engineer's Office 	<ul style="list-style-type: none"> • Updating real property assessment and the Issuance of tax declaration certificates • Submit measures for inclusion in the (day's) Order of Business within 4 days before the scheduled regular session. • Provide Artificial Insemination services • Assign liaison officer for speedy processing of documents • Strengthen community groups for consultation and participation for development
Leon Postigo	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office • Assessor's Office • Sangguniang Bayan • Health Office • Agriculturist Office • Mayor's Office • Human Resource Management Office • Civil Registry Office • Engineer's Office 	<ul style="list-style-type: none"> • Regular updating of data and information • Furnish all necessary data/information to all barangay officials to be implemented, for monitoring & evaluation. • Conduct advance computation of Real Property Tax and Issue demand letter to tax payment delinquents • Promptness in Processing of Allocation and Obligation Slip • Regular conduct of training/seminar regarding budgeting prior to budget preparation should be conducted in barangays • Delegation of authority to the next ranking employee to do the routinary job for and in the absence of the head of office • Update operation manuals designed work methods to meet customer needs • All complaints and inquiries must be acted upon within a prescribed period especially on the issuance of Tax Declaration. • All approved resolutions and ordinances should be circulated to offices and informed the public as soon as possible. • Hiring of additional health workers and provision of hazard pay to field workers. • Additional budget for medicines for special cases • Coordinate with other line agencies such as; DA, PCA, FIDA, NGO'S, etc. • Improve municipal nursery and increase seedling production for planting materials. • Conduct Regular weekly meeting with department heads and selected staff for updates/ status of project implementation. • Conduct regular information dissemination on latest CSC memorandum circulars, rules and regulations at least once a month. • Prompt response and timeliness in counseling of erring LGU employees. • Fast processing of request for Civil Registry Documents

Municipality	Name of Office	Service Improvement Recommendations
		<ul style="list-style-type: none"> • Proper coordination with the barangay concerned other offices (M.E, MTO, MPDC, A.O, & BAC.) for earlier releases of funds, and project implementation. • Careful planning of date of implementation-project should be done not on rainy season.
Jose Dalman	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer’s Office • Budget Office • Accounting Office • Assessor’s Office • Sangguniang Bayan • Health Office • Agriculturist Office • Mayor’s Office • Human Resource Management Office • Civil Registry Office • Engineer’s Office • Social Welfare and Development Office 	<ul style="list-style-type: none"> • Planning and related project data needed are available and can easily be retrieved for the requesting party. • Closely coordinate with the Technical Secretariat to Municipal Development Council • Aggressive campaign for Payment of Tax • To inform all office concerned to complete the supporting documents prior to the submission to avoid delay • To inform barangay officials to complete budgetary documents and submit to same on time for preliminary review. • Prompt action to filed request by customers according to accepted standard. • Revise a system in the office where in the documents needed by the clients can be easily retrieved. • Revise a system in the office where documents needed by the clients can be easily retrieved. • Deliver immediate service by preparing /segregating resolutions. • Target timeframe when to follow up approved resolutions ordinances & request. • Examine request, resolutions, ordinances and other documents to be submitted to Sangguniang for review. • Provide additional budget for purchase of medicines • Conduct of regular health consultation to barangays without health centers • Reproduce production training materials for distribution to farmers • Request additional to increase productivity through the Mayor • Encourage students from any universities and different colleges to do some studies in our locality and even foreign studies for community development • Develop tool for evaluating job performance • Adopt fast & easy retrieval of records system for certified copies of transcription requested. • Request for information is quickly attended to and complaints are acted upon quickly. • Issue memo to next in rank to change the office in case the officer is on leave or on official travel

Municipality	Name of Office	Service Improvement Recommendations
Sindangan	<ul style="list-style-type: none"> • Planning and Development Office • Treasurer's Office • Budget Office • Accounting Office • Assessor's Office • Sangguniang Bayan • Population Office • Health Office • Agriculturist Office • Social Welfare and Development • Civil Registry Office • Engineer's Office 	<ul style="list-style-type: none"> • Regular updating of file data and information that can also be readily available. • Request for additional personnel who are competent and qualified to be in the office • Professionalize the culture of service to customers • Provide customers with service counters or waiting areas. • Provide a one stop shop service to clients. • Assist Barangays in preparing annual budget. • Process disbursement vouchers without delay. • Acts promptly to the clients needs. • Availability of updated Assessment of Real Property Tax records • Endorsement of sound Barangay Ordinances • Provide in advance draft copies of approved resolutions, ordinances to the local chief executive prior to signing. • Regular conduct of Pre-Marriage Counseling and Youth Development in rural areas • Augment current number of health workers covering the rural areas • Allocate additional budget for the purchase of medicines • Request for Technical Assistance on Livestock Treatment and in increasing productivity. • Lobby for the increase of fund for Women Livelihood Assistance program. • Fast action to documentary requests of constituents. • Timetable and specifications of projects are strictly followed


Annex 5: List of Municipalities with Technical Assistance on Municipal Development Planning and Budgeting (with pictures of project billboards)

Province	Municipality	Project Billboards
Maguindanao	Ampatuan	<p>Billboard installed</p> 
	Datu Montawal	<p>Billboard installed</p> 

Province	Municipality	Project Billboards
	Datu Paglas	Billboard installed (photo to be provided)
	Paglat	Billboard installed (photo to be provided)
	S.K. Pendatun	Billboard installed 
	Talitay	No billboard
	Mamasapano	No billboard
	Datu Piang	No billboard
	Upi	No billboard
	Parang	No billboard
	Datu Odin Sinsuat	No billboard
	Sultan sa Barongis	No billboard
	Rajah Buayan	Billboard installed 
	Talayan	Billboard installed

Province	Municipality	Project Billboards
		
	No billboard	No billboard
	Guindulungan	
	Datu Abdulah Sangki	Billboard installed

Province	Municipality	Project Billboards
		
	Datu Saudi Ampatuan	Billboard being produced
Lanao Del Sur	Balabagan	No billboard
	Balindong	No billboard
	Calanogas	No billboard
	Ganassi	No billboard
	Kapai	No billboard
	Madalum	No billboard
	Malabang	No billboard
	Marogong	No billboard
	Masiu	No billboard
	Sultan Gumander	No billboard
	Tagaloan II	No billboard
Tawi-Tawi	Bongao	No billboard
	Sitangkai	No billboard
	Panglima Sugala	No billboard
	South Ubian	No billboard
	Sapa-Sapa	No billboard
	Mapun	No billboard
Basilan	Isabela	Billboard being produced
	Lamitan	Billboard being produced
	Maluso	Billboard being produced
	Tuburan	Billboard being produced
	Tipo-Tipo	Billboard being produced
Sulu	Siasi	Billboard installed

Province	Municipality	Project Billboards
		
Zamboanga Sibugay	Alicia	Billboard being produced
	Payao	Billboard being produced
	Mabuhay	Billboard being produced
	Talusán	Billboard being produced
	Tungawan	Billboard being produced
	RT Lim	Billboard being produced
	Kabasalan	Billboard being produced
	Olutanga	Billboard being produced
Total number of municipalities	50	