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**TAG3: LOCAL GOVERNANCE IN MINDANAO**

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**Third Quarter Report FY2009**

April 1, 2009 to June 30, 2009

(Cooperative Agreement No. 492-A-00-07-00021-00)

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Submitted by



**The Asia Foundation**

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## **Introduction**

This report covers the accomplishments from April 1, 2009 to June 30, 2009 under the Transparent Accountable Governance (TAG): Local Governance in Mindanao Project of The Asia Foundation. TAG is supported by the United States Agency for International Development (USAID) under Cooperative Agreement No. 492-A-00-07-00021-00 and runs from 01 October 2007 through 30 September 2009. The project aims to strengthen local governance and mechanisms for conflict resolution, and local economic development in Mindanao cities and municipalities.

The TAG project is composed of five broad components, which for the purposes of this quarterly report is organized under these headings: A) Technical Assistance to Nine Mindanao cities; B) Development of service standards for business registration and real property tax administration; C) Technical Assistance to 30 Conflict-Affected Municipalities in Mindanao; D) Public-Private Partnership through the City Coalitions for Transparent Accountable Governance; E) Four COPS (Concerns, Objectives, Pillars, and Strategies) to Improve the Delivery of Health Products and Services in Asipulo, Ifugao; and F) Books for Asia in Mindanao.

In implementing the activities, the project has to contend with the prevailing social, political and security situation particularly when working with local governments in Mindanao. In several instances, progress of project activities was put on hold due to breakdown of the security situation and heavy fighting. In some cases, natural disasters like flood made the municipalities inaccessible. In others, political bickering between the executive and the legislative caused setbacks in implementation.

### **A. Technical Assistance to Nine Mindanao Cities.**

#### **a) Objective.**

To improve the overall business environment and increase the competitiveness of Mindanao cities through better governance.

#### **b) Description of Activity.**

The project provides direct technical assistance to nine Mindanao cities<sup>1</sup> to improve their overall business environment, increase their competitiveness, and increase city revenues for additional services and projects. To achieve its objective, the technical assistance to cities has three components: local policy reforms, human resource development, and procedural reforms.

*Local policy reforms* examine the city governments' regulations, policies, and priorities that directly affect businesses and have an impact on the competitiveness of the cities as well as

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<sup>1</sup> Butuan, Dipolog, Iligan, Oroquieta, Ozamiz, Panabo, Surigao, Tacurong, Zamboanga

the vibrancy of the local economy. The *human resource development* component helps cities improve the programs and processes related to the capacity building of city government personnel, and looks into programs related to the employment skills of city residents and their readiness to supply the human resource requirement of investors. This component specifically looks into the city governments' staffing, training and development of personnel, employee welfare, recruitment, selection and promotion, and performance evaluation. It also examines the efficiency of the city's programs that support skills training, livelihood development and employment of women, out-of school youth, and unemployed individuals. *Procedural reforms* introduce improvements in selected city government systems and services deemed crucial in providing support to businesses and investors.

### **c) Accomplishments for 3rd Quarter Fiscal Year 2009.**

#### **Local Policy Reforms**

Five cities have enrolled in the policy reform component of the project. These cities are Butuan, Iligan, Oroquieta, Surigao, and Tacurong.

##### Surigao City

The draft ordinance that will define the mandate, specific functions, and structure of the City Environment and Natural Resources Offices (C-ENRO) is now ready for deliberation at the City Council. The draft is just awaiting endorsement from the Mayor who is out of the country for almost a month.

When enacted the ordinance will legitimize the existence of the C-ENRO and will complete the city's Citizens Charter since among its contents are the mandates, functions and service standards of the different city government offices.

Enacting the ordinance will also benefit the local business community who complains of the cumbersome procedure in applying for an Environmental Clearance Certificate. The current set-up compels business owners to still seek the certificate directly from the City Council since the C-ENRO does not have the authority to issue one.

##### Tacurong City

The project activated the Tacurong City Investment and Incentives Administration Board (TIPIAB) and facilitated its engagement with the city government. The City Mayor who heads TIPIAB issued the Executive Order naming the members both from the city government and the private sector. A technical working group that will assist the board was also constituted.

During this quarter the board, through the assistance of the project, came up with an annual plan with a corresponding budget. The City Council though has yet to enact a resolution approving TIPIAB's plan and budget. The plan is a requirement if the board has to avail of the Php500,000.00 annual allocation from the city government. Most of the activities laid

out in the plan are directed towards developing the bird sanctuary as the city's tourist destination. The plan includes renegotiating with land owners to expand the area of the sanctuary from 1.7 hectares to 5 hectares, and improving government's access to the site. To oversee plan implementation, the board designated a manager and proposed for the creation of a position for board secretariat.

#### Oroquieta City

To prepare the City Agriculture Office (CAO) and other city government offices for work on agri-industrial development, a reengineering of these offices is needed. And among other requirements for agri-industrialization, the project has decided to zero in further the technical assistance on laying down the policy basis for the reengineering. It will take two courses: the re-direction of the programs and services of the office, and rationalizing its organizational structure based on the new directions.

Since the reengineering effort will entail creation, transfer, or merging of positions between the offices of City Agriculture Office, and the City Economic Enterprise Development Office (CEEDO, the details of this proposed action is now ready for deliberation by the Human Resource Management Officer, and the heads of offices of CAO and CEEDO. Once a consensus is arrived at on these concerns, an ordinance will be drafted for submission to the City Council. In addition to these personnel concerns, the proposed reengineering will also entail renaming the City Agriculture Office into City Agro-Fishery Development Office, and will have three service divisions and two support units. New functions will also be added to the existing functions of the office.

#### Butuan City

Last March the City Development Council of Butuan met and identified several investment priorities for inclusion in the existing City Development Plan. The priority programs include: agriculture and food production, agro-forestry and development of forestry-based industries, production and processing of fruits and vegetables, meat processing, aquaculture development, establishment of new retirement villages, promotion of tourism-related establishments, promotion of eco-tourism and historical tourism; and promotion of the city's "Primary Gateway Image."

Sectors were supposed to meet afterwards to draw up specific plans and budget for each of the priority program. But to date, only the plan and budget for Agri-Aqua Culture Development was completed through the effort of the Butuan City Chamber of Commerce and Industry. Other sectors still have to meet and work on their plans.

In June, the City Development Council (CDC) was supposed to meet to consider the plans and include them in the city's investment priorities for the year. The unavailability of the Mayor due to health reason was cited as the main reason why the CDC has not yet met for its regular session.

### Iligan City

The ordinance proposing a revision on the Schedule of Water Rates has not been passed yet. It is still with the City Council of Iligan, its enactment stalled by some events in the city and the seeming vacillation of some local officials whether to pursue the tariff adjustment or not.

Meanwhile, the project is about to end the technical assistance on the Iligan City Waterworks through an exit conference to be conducted on July 7, 2009. In the exit conference, the project consultant will present the summary of the activities and the results of the interventions, as well as the remaining activities that need to be undertaken by the city, to the City Mayor and the City Council. The city government promised to pursue the enactment of the proposed ordinance even after the period for the technical assistance has ended.

Below is the status of the technical assistance on local policy reforms in cities:

City	Local Policy	Status
Butuan	Harmonization of CDP and Investment Plan	Ongoing
Iligan	Schedule of Water Rates	Ongoing
Oroquieta	Reengineering of CAO	Ongoing
Surigao	Defining C-ENRO's specific functions	Ongoing
Tacurong	Enforcement of Investment Code	Ongoing

### **Human Resource Management (HRM)**

The component is implemented in seven cities namely, Butuan, Dipolog, Oroquieta, Panabo, Surigao, Tacurong, and Zamboanga.<sup>2</sup>

The HRM Sharing Conference in Cebu City last June 22-23 capped the activities under this component. Forty seven delegates from the seven cities participated in the conference. They shared their HRM initiatives and experiences, agreed on common performance measures to assess the success of the component, and learned from each other's good practices in HRM.

Some of the good practices presented are: Tacurong City's procurement of examination materials for job applicants, the execution of service contracts between the city government of Surigao and scholars of the city, Butuan City's ranking of top performers per city government department, Panabo City's adoption of an innovative employee welfare program, and Oroquieta City's opening up of communication lines in all levels of the city government.

During the conference each of the city did a 15-minute presentation of their HRM initiatives. Oroquieta presented their experience in setting up grievance machinery for employees, Panabo shared their employee welfare program, Butuan showed their performance evaluation

<sup>2</sup> Ozamiz opted to focus only on procedural reforms, while Iligan decided to pursue investment promotions.

system, Surigao shared the city's training and development program, and Tacurong presented their recruitment, selection, and promotion process.

Earlier, exit meetings were done in the cities to formally end the technical assistance on HRM. A summary of the technical assistance and its results were presented to the Mayors and city government employees who got involved in the activities. Similar presentations were also made to the City Councils. After the presentation, for cities have already adopted their respective HRM plans through a City Council Resolution.

The City Council of Oroquieta passed SP Resolution No. 2009-06-433, adopting the HRM Plan and expressing gratitude to the project for providing the technical assistance on HRM. In Panabo City, the Council passed SP Resolution No. 464, Series of 2009, also adopting the HRM Plan. The City Council of Tacurong enacted SP Resolution 120-4<sup>th</sup> SP, Series of 2009 likewise adopting the plan. And with the same intent Zamboanga City Council issued SP Resolution No 427. The City Councils of Butuan, Surigao, and Dipolog have yet to adopt the plans through resolutions.

The technical assistance on HRM has already ended by the end of this quarter. Monitoring and evaluation activities, however, will continue as the cities are only starting to implement many of the projects and activities in their HRM Plans.

Below is a summary of the status of HRM interventions in cities:

City	Status
Butuan	Completed
Dipolog	Completed
Oroquieta	Completed
Panabo	Completed
Surigao	Completed
Tacurong	Completed
Zamboanga	Completed

## **Procedural Reforms**

### ***Investment Promotions***

Four cities, Butuan, Dipolog, Iligan, and Panabo, are implementing reforms on their respective investment promotion programs.

Activities conducted during the quarter under this component were mostly exit conferences. In separate meetings with the investment boards and the city councils of the four cities, the project presented the activities done since the start of the technical assistance, the results achieved and the recommendations to further strengthen the investment promotion program of the city. Below are portions of the presentations in each city:

### Butuan City

During the period of the technical assistance, the city government introduced amendments to the existing Investment Ordinance, which defines the functions of the Trade and Industry Development Division (TIDD), the office taking on the job of promoting investment for the city. City Council Ordinance 3466-2009, the ordinance that introduced the amendments, creates the Butuan City Investment Promotion Center (BCIPC) in lieu of the TIDD, it also defined the functions of the center and rationalizes its staffing.

Through the assistance of the project, the TIDD also came up with an Annual Work and Financial Plan (AWFP) that became the basis for the appropriation of a lump-sum amount of PHP5 million for investment promotion.

To further strengthen the City's Investment Promotion Program the project recommended the following:

1. The immediate operationalization of the BCIPC. Doing so will facilitate the hiring of personnel who will perform the basic investment promotion functions of image-building, investment generation, and investor servicing.
2. The review of the AWFP and introduction of necessary changes in the budget line items. The revised AWFP should be presented to the BCIB for discussion and subsequent approval prior to its endorsement to the SP for appropriations.

The exit conference and presentation to the City Council and to the members of the BCIPC was conducted on May 26, 2009.

### Dipolog City

The technical assistance on investment promotion hastened the enactment of the first investment ordinance of the city with the passage of City Council Ordinance No. 08-210 on December 16, 2009, otherwise known as the *Dipolog City Investment Incentive Ordinance*. The passage of this landmark local law is now viewed as a major challenge for the political leadership of the city to implement its provisions.

After the enactment of the incentive ordinance the project facilitated the inaugural meeting of the Dipolog City Investment Incentive Board. The project also provided a briefing on the accomplishments of the technical assistance, recommended the tasking of competent CPDO staff with investment promotion and allocating funds for the program. The Board was also reminded of the large amount of work that remains to be done both on the policy and operations fronts.

The project further recommends the following:

1. Creation of an Investment Promotion Center organization attached to the Office of the City Mayor, but operating separately and ran by a dedicated and competent staff.

2. Formulation of an Annual Work and Financial Plan so that appropriations can be provided by the City Council.

The exit conference and presentation of the project's assistance and accomplishments as well as the project's recommendations on the appropriate next steps that the city needs to perform further, consisted of two separate meetings. The first meeting on the morning of May 12, 2009 during the inaugural meeting of the DCIPB, and the presentation to the City Council in plenary during its regular afternoon session of the same day.

### Iligan City

In the course of the technical assistance, the project did a structured review of the investment incentive ordinance and investment promotion program of the city. The review led to the formulation of proposed investment promotion strategies which were later presented to the board for discussion. The proposed strategies simplify and render certain provisions of the Investment Incentive Ordinance of 2006 more investor-friendly.

To strengthen the city's investment promotion program, the project recommends that the city government does the following even after TAG3 has ended:

1. Rationalize the preferred investment areas; include agricultural plantations as priority area for investment.
2. Limit the grant of fiscal incentives to real property tax and business sales tax and receipts only.
3. Simplify application process, reduce the requirements, and lower the qualification standards.
4. Provide a dedicated and highly qualified personnel complement
5. Rationalize also the functions of the center.
6. Increase annual appropriation in order for IIPC to perform the basic IP functions of image building, investment generation, and investor servicing.

The exit conference and presentation of the project's assistance and accomplishments recommendations was conducted on May 19, 2009, during the regular session of the City Council.

### Panabo City

Upon the prodding of the project, the Panabo Investment Board had their inaugural meeting and met regularly from then on. Issues and concerns about investments in the city can be addressed on time by the board.

The City Council's enactment of a resolution that defined the preferred investment areas of the city removed worries of possible discretionary interpretation of related provisions in the 2007 Investment Ordinance. Moreover, the resolution also clarified the development direction the city wants and the particular areas it wants investments to go.

Another major achievement of the technical assistance on investment promotion is the building of staff capacity and confidence to take on the work of investment promotion. The investment promotion staff of the city had their baptism of fire when they briefed 20 Filipino retirees representing the Community of Visayan Communities of Hawaii, USA on the investment opportunities in the city on May 20, 2009.

To further improve the city's investment promotion efforts, the project recommends the following:

1. Expand PIPIAB's membership to provide representation of the city legal officer, the city administrator, and civil society. In addition, the enhancement of its responsibility with more focus on providing policies that improves the city's environment in promoting investments.
2. Create a separate PIAC organization attached to the office of the city mayor and manned by a dedicated and competent staff.
3. Rationalize and simplify fiscal incentives.
4. Provide policy directions in the provision of non-fiscal incentives that will form part of the major responsibilities of PIAC.
5. Provide clarifications on the qualification requirements of enterprises specifically on whether this be based on capitalization or project cost, the composition of labor force whether this be on bona-fide residents or on levels of employment generation – as the latter requirements are simpler to determine than the former.
6. On registration requirements, the reconstitution of the filing fees that will take into account the level of investment; and, the requirement that the certificate of registration on the grant of incentives be considered as the business permit itself to further project an image of business-friendliness that is facilitative and not regulatory.
7. In line with the facilitative nature of investment promotion, the registration procedures and approval of applications must be developed, approved and promulgated.
8. Finally, the annual work and financial plan be formulated so that appropriations can be provided.

The exit conference and presentation of the project's assistance, the status of the remaining activities and the results of the activities that were already implemented under this technical assistance consisted of three separate meetings with the City Council's Committee on Good Governance on May 7, 2009, the PIPIAB special meeting called for this purpose on May 8, 2009, and, the presentation to the City Council in plenary during the special session on May 28, 2009.

Below is a summary of the status of technical assistance on investment promotion:

City	Status
Butuan	Completed
Dipolog	Completed
Oroquieta	Completed
Panabo	Completed

### ***Management of City Services and Economic Enterprises***

Six cities, Butuan, Iligan Oroquieta, Ozamiz, Surigao, and Tacurong are implementing reforms in city services and economic enterprises.

The technical assistance on the management of city services and economic enterprises are all done. Exit meetings have already been conducted with the technical working groups and their respective City Councils. In the exit meetings the project team presented a summary of all the activities done under the technical assistance, the results of the activities, and the recommendations for further improvement of the management of the service or enterprise.

After the exit meetings, the cities still reported some updates on the activities and project recommendations.

#### Butuan City

In the previous quarter, the Board of the Butuan Medical Center (BMC) adopted the guidelines on the grant of discounts and the use of promissory notes by hospital patients. The guidelines are products of workshops facilitated by the project and they are meant to address abuses and politicization of the granting of discounts to patients that led to poor collection and low income for the hospital.

Discretion in the grant of discounts and use of promissory notes now rests solely on the Chief of the Butuan Medical Center. The role of the City Social Welfare Office in the grant of discounts has also been limited with the transfer of the office to an area far from the payment section of the hospital.

After the Board's adoption, the guidelines were endorsed to the City Council for approval. Last June 29 the Council has finally approved the guidelines. To facilitate enforcement of the guidelines an Executive Order might also be necessary.

#### Iligan City

The Procurement Plan for the purchase of computer hardware and software which will be funded out of the Php1.3 Million funds allocated has already been approved by the ICT Division of the city government. The drafting of the procurement plan including the specifications of the necessary hardware and software that will enable the integration and

migration of the databases were done with assistance from the TAG project. However, the Bids and Awards Committee (BAC) has yet to hold a pre-procurement conference and issue the invitation to bid. According to ICWS, BAC has not made any commitments when they intend to hold the pre-procurement conference.

#### Oroquieta City

For the quarter, the only activity done by the project was the exit conference, where the summary of reform activities, accomplishments, and some recommendations were presented to the Technical Working Group.

Facilitating the creation of the City Economic Enterprise Development Office (CEEDO) is the biggest accomplishment of the technical assistance. Drawing up the strategic plan for the CEEDO and recommending procedural and policy improvements were also a great help to the city government.

Policies related to the operation of the economic enterprises been passed during the project period are: 1) Ordinance No. 308-2008, imposing transfer and occupancy fees on stalls, 2) Ordinance No. 08-006, appropriating a supplemental budget for the operation of the economic enterprises, 3) Administrative Order No. 003-09, designating the market supervisor as officer-in-charge of the CEEDO and, 4) updating of the Market Code in October 2008.

Among the recommendations proposed during the exit conference was the hiring of a full-time CEEDO head and the setting up of a computerized tellering system for the public market. All these were implemented by the city government in the past three months.

#### Ozamiz City

The Economic Enterprise Code of the city which was drafted with assistance from the project has already been passed and it is now being enforced in city economic enterprises.

Ozamiz City's Economic Enterprise Code contains the following: 1) ordinance creating the economic enterprise department; 2) market code; 3) Integrated Bus and Jeepney Terminal ordinance; and, 4) slaughter house ordinance. All these had been compiled into a coherent and consistent whole to become the Economic Enterprise Code.

The technical assistance to the city ended last May, but monitoring visits were done last month. Per information provided by the City Economic Enterprise Department, the new rates of stall rentals have earned the city Php 2.7 M in the first 15 days of implementation.

#### Surigao City

The technical assistance on the Citizen Action Center (CAC) of Surigao City has already been completed. All the recommendations have been implemented and per feedback both from the staff and clients revealed positive results.

The introduction of clear policies and procedures greatly improved the quality of services in the center. Relations between the CAC and the regular departments have also improved after the reforms instituted clarified what particular services should be handled by the CAC, and which services should be referred to the regular departments. Overstepping on each other's functions has been avoided. Documentation and reporting of services rendered and the clients served have become more regular.

### Tacurong City

Technical assistance on the city economic enterprises has been completed and the exit meetings with the City Council and the Technical Working Groups have already been conducted. To further improve the management of the city economic enterprises, the project recommended to the city government other activities that the city has yet to implement:

1. Regular meeting of the Market Committee in order to respond to emerging issues and concerns that arise in the management of the public market.
2. Act immediately and decisively on the issue of order and cleanliness of the public market.
3. Meet the Technical Working Group to plan out how it can pursue the recommendations of TAG3 after the project has ended.

In the previous quarter, the project gave several recommendations to address the problems hounding the collection system of city economic enterprises, the poor dissemination of policy-related information to stallholders and vendors, and the outright absence or obsolescence of policies in the public market. Many of the recommendations have not yet been implemented.

Below is a summary of the status of reform assistance in the management of city services and economic enterprises:

City	Focus Service or Enterprise	Status
Butuan	Butuan Medical Center	Completed
Iligan	Iligan City Water System	Completed
Oroquieta	City Economic Enterprises	Completed
Surigao	Citizens Action Center	Completed
Tacurong	City Economic Enterprises	Completed

### ***Real Property Tax Administration***

The city of Zamboanga opted for assistance on improving the real property tax administration (RPTA). Many of the project's recommendations to improve the city's RPTA system have already been implemented. To date the City Assessor's Office is still trying to complete its digital parcel file. It also has to clean up its tax declarations using parcel maps and generate Exception Reports in the barangays of the city. The project has only committed to help the city generate reports in 10 of the 98 barangays of the city.

Aside from completing the digital parcel file of the city, the project also assisted the city in the re-designing the process for securing location clearance. Clearance can now be issued, without having to wait for the signature of the City Planning Coordinator. In her absence, the Assistance City Planning Coordinator is authorized to sign. Moreover, applicants can now apply without having to go inside the City Planning Office which is a bit cramped. Application can now be done outside the office where desks with the forms were provided. Budget has been requested by the office for four additional zoning inspector positions. Other staff members, particularly draftsmen and inspectors have been re-deployed according to recommendations.

On the revised program to list taxpayers by delinquency, the city's Management Information System Office has re-designed a program to generate the list of taxpayers according to amount of delinquency. Printing notices of delinquency and sorting by billing identification have been done. However, the City Treasurer's Office noticed that there are still property records where properties belonging to one taxpayer have different billing addresses. The city has also started mailing the billing notices for properties outside the city's urban areas.

## **B. Development of service standards for business registration and real property tax administration.**

### **a) Objective.**

To create measures by which cities can assess their own performance and fashion improvements that could allow comparisons between jurisdictions.

### **b) Description of Activity.**

The project developed service standards for business permits and licenses and real property tax administration that help assess the performance of local government service providers in these two service areas. The standards focused on processing time, requirements, costs of service and assessments.

### **c) Accomplishments for 3rd Quarter Fiscal Year 2009.**

The Service Standard Guidebook is now complete and ready for submission to USAID for approval. On June 2-3, the Foundation gathered the city licensing officers and city assessors in a two-day working session for them to review and have a final look at the manuscript before it is submitted for approval. The licensing officers and assessors did a line-by-line review of the guidebook to ensure the completeness of data and to check if the information provided by the cities is correctly captured in the guidebook. The session participants also suggested improvements in the format and lay-out of the guidebook.

### C. Technical Assistance to 30 Conflict-Affected Municipalities in Mindanao.

#### a) Objective.

To improve municipal government operations for better service delivery, institutionalize the consultative and participatory process, and reduce opportunities for corruption through more efficient, open, transparent, and accountable local government processes.

#### b) Description of Activity.

The project provides direct technical assistance to 30 Mindanao municipalities to improve overall service delivery; increase their revenue generation capacities; enhance financial management (revenue projection, collection, budgeting, and expenditure tracking); advance the professional growth of municipal employees through effective human resource management plans; and improve organizational performance of municipal offices through the conduct of organizational audits.

#### c) Accomplishments for 3rd Quarter Fiscal Year 2009.

As of June 30, 2009, five out of thirty technical assistance activities have been completed. Twenty five are still on-going. Most of these technical assistance activities are expected to be completed by end July while the remaining ones will be completed in August.

#### Business Permits and Licensing

Two of the eleven municipalities enrolled on business permits and licensing have completed technical assistance activities. Implementation of technical assistance activities in the nine municipalities are still on-ongoing and expected to be completed the end of July 2009. Based on the monitoring visits conducted by the project, most of the action plans prepared and presented by municipal's technical working group during the sharing session in Cebu City last February 25-26, 2009 are either fully or partially implemented by the municipalities.

Province	Municipalities	Status As of June 30, 2009
Lanao Norte	Baroy	Completed
	Kolambugan	Completed
Zamboanga del Norte	Leon Postego	To be completed by end of July 2009
	Labason	To be completed by end of July 2009
Zamboanga del Sur	Bayug	To be completed by end of July 2009
Zamboanga Sibugay	Alicia	To be completed by end of July 2009
	Tungawan	Completed
	Siay	Completed
Tawi Tawi	Bongao	To be completed by end of July 2009
Sulu	Jolo	To be completed by end of July 2009
Basilan	Lamitan	To be completed by end of July 2009

Baroy, Lanao del Norte

The technical assistance to Baroy is completed as of June 30, 2009. Referring to status of their key activities which was earlier reported (please refer to Report #2 Jan-March 2009), the TWG reported the following accomplishments for this quarter:

1. Purchased of a new printer thereby eliminating the delays caused by the old mal-functioning printer.
2. Continuing enforcement of closure of business establishments that do not comply with business permit requirements.
3. Convinced the Barangay Chairmen to designate other officials to issue barangay business certificates, thereby eliminating one source of delay.
4. Revised the Licensing Officer's logbook to include information such as time of submission of all requirements, and time of release of the business permit.
5. Delegated the signing authority for business permit to the Vice-Mayor whenever the Mayor is on official trip.

The project also brought up a concern which was discussed by the TWG during the implementation which is the practice of renewing business permits not once but four times within a year. The decision of the TWG was to have stamps made to indicate quarterly payments, and to affix the appropriate stamp as these payments are made – instead of issuing an altogether new business permit every quarter. Samples of the stamps are below.



This practice eventually eliminated so much number of business permits sheets. For instance, 60 business establishments would require 240 sheets of business permits in the course of a year. Stopping this practice meant that the municipality is now issuing only 60 sheets of business permits in a year, which can be translated into savings.

On top of what is their action plans, the TWG also conducted a tax mapping of its business establishments. With some supplemental training provided by the project, the TWG used their existing Geographic Information System (GIS) resources to record the results of their efforts.

On the other hand, the TWG noted that they were not able to reduce the sending of up to three Notices to comply to one Notice only, because the Mayor preferred to extend maximum opportunities for business owners to comply with requirements.

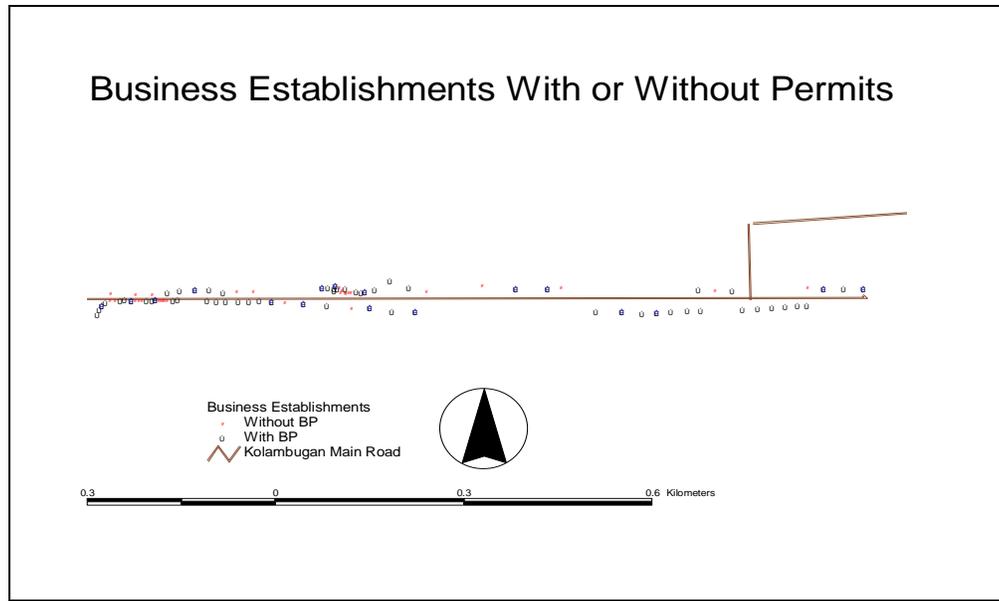
*Kolambugan, Lanao del Norte*

A monitoring visit was conducted by the project on May 11, 2009. During the meeting, the Technical Working Group presented their action plans to the Mayor who approved all but two recommendations. The two recommendations that he disapproved were the division of the Municipal Treasurer's Office (he preferred putting signs on tables) and the delegation of signing the business permit to another official.

In that meeting, the consultant also gave a situationer on the project's technical assistance: reviewing previous activities and previewing remaining activities (progress monitoring, assessment, and the tax mapping of business establishments) including the delays in the submission of outputs required by the project. The TWG confirmed that their main problem for most of the year last year was that even the representative from Business Permits and Licensing Office would not commit to anything (not even the documentation of their current way of delivering the service) without the presence of the Municipal Treasurer. It was only after the Municipal Treasurer got involved around December 2008 that the project moved faster. The consensus was that henceforth the Municipal Treasurer would have to join all activities.

A supplemental training on Geographic Information System (GIS) for tax mapping of business establishments was also conducted during the quarter. The major training topics were: a) management of project (APR) component files, b) editing of tables, c) editing of themes, d) representation of qualitative and quantitative data in cartography, and e) composing and exporting a layout.

By the end of the training the staff was able to complete their data set (table and map) of business establishments in the central business district, and exported their first layouts (see below).



The GIS training was followed by an exit meeting with the members of the TWG and Mayor Bertrand Lumaque. Certain factors that impacted on the project were briefly recalled, such as the training in Pagadian (without the participation of the Municipal Treasurer), disruption in the peace and order situation (raid by Muslim separatists on the town center, the substantial support given by MPDC staff and the eventual involvement of the Municipal Treasurer, which led to completion, presentation and start of implementation of the service improvement case study. Main activities of tax mapping of business establishments were also recapped. The Mayor requested his staff to research on an earlier procurement made by the Municipality of satellite imagery, for expansion of the tax mapping project. The project consultant recommended the purchase of a separate desktop for tax mapping purposes, to be used by the Municipal Treasurers Office.

Talking about future directions, the TWG members wanted to implement ideas learned from other Municipalities, like Tungawan's Mobile Renewal Team. They also requested for help with a Business Permits Information System. It was mentioned that the Province is currently involved in implementing an information system for real property taxes, with the help of USAID/GEM project.

The project's experience in Kolambugan highlights the importance of involving the subject-specific champion right from the beginning, which in this case is the Municipal Treasurer. From the initial training in Pagadian in April 2008 to late 2008, the project proceeded very slowly with minimal accomplishment in the documentation stage. If not for the continued support of the Municipal Planning and Development Coordinator, documentation of business permits and licensing system of the municipality would not have been finished at all. It was only when the Municipal Treasurer got involved that the service improvement project really took off – the documentation was completed, thorough analysis was made, a vision for improved processes was established, and an implementation plan made.

In addition to expertise in the subject matter, the Municipal Treasurer also brought in leadership and authority that her staff followed. This was especially discernible in the conduct of tax mapping of business establishments, when the Treasurer herself participated in field work.

The efforts of the TWG were hampered to a large extent by the raid on the town center by separatists. It took a long time for TWG work to return to normal, and contributed to delay in project implementation. The raid's worst effects showed in the statistics on business permits administration as renewals, new permits, tax and fees collection plummeted in 2009.

#### Labason, Zamboanga del Norte

For almost one quarter, activities in the municipality were proceeding very slowly. The Technical Working group organized for this purpose were composed not by this people who are actually doing the work or involved in the process of business registration but rather politicians who for some political and personal interest would like to be part of TWG but do not want to take part in doing the dirty work required of the project. Thus, a reconstituted TWG was formed in early June with the first meeting held on June 16-18, 2009.

The first item on the agenda put forth by the project consultant during the meeting was deciding on the direction of the project. The project consultant presented the original objective of the project based on his previous discussion with former TWG members which was to create a "Business Owner's Charter." He contrasted this with what previous TWG participants saw in the presentations by other TAG Municipalities in Cebu, which was a complete service improvement cycle. The members of the TWG selected the latter.

Documentation of the existing business renewal process was discussed next. Mr. Acoy Sabijon, who was also part of the earlier TWG, presented his draft documentation of the business permit renewal process. The TWG, guided by the project consultant, worked to make this description of current process more accurate and complete. It was the existence of this draft that greatly increased the efficiency of the group.

Analysis of the current processes was tackled on the second day. Different points of view were presented, debated, and considered. Some of the most important agreements about the problems and areas for improvement were:

1. The volume of applicants going to a Business One- Stop Shop decrease when there is an extension of the renewal period (which the Council mandates regularly).
2. While the Council may extend the payment period to February 28, the assessment period should be strictly limited to January 20.
3. Inspection for clearance by local and national regulatory enforcement agencies should be conducted prior to the renewal period.

Based on their findings and recommendations, the TWG formulated their description of the proposed processes for 2010, including an office layout. On the morning of the third day, the

TWG split into sub-groups to write their detailed implementation plans for each and every recommendation.

On the afternoon of the third day the TWG presented its work to Mayor Wilfredo Balais. While the Mayor did not want to ask business owners to approach the enforcement agencies, he agreed to have the regulatory enforcement agencies conduct early inspections. The Mayor approved the other recommendations of the TWG:

1. Request the other agencies to be present in the municipal hall from during the renewal period in January 2010. This also includes the Barangay Secretary who is in-charge in issuing necessary barangays clearance.
2. Formally request and coordinate with Bureau of Fire Protection to conduct early inspections.
3. A more efficient and customer friendly office lay-out design during renewal period will be adopted.
4. The Mayor also approved the plan of augmenting personnel the renewal section either detailing staff from other departments or hire on job order basis.

The recommendation to institute penalties to late renewals was put on hold by the Mayor pending consultation with SB members and business sectors.

*Alicia, Zamboanga Sibugay.*

Implementation of service improvements is ongoing. The Mayor disapproved the conduct of tax mapping of business establishments because he thinks the establishments are too far apart. The only remaining activity is the exit meeting which is scheduled on July 13, 2009

*Sia, Zamboanga Sibugay.*

The project had its exit conference with the TWG and the Vice Mayor on June 11, 2009. During the meeting, the TWG members attributed the increase in their business tax collection to the simplification of the process for securing business permit, coupled with their tax mapping efforts which not only encouraged more businesses to secure permits but also promoted transparency and accountability. The TWG Team Leader recalled how their field tax mapping led them to compare figures in the official receipts received by business owners against their own records. The noted differences in some figures led to the investigation of an employee, who eventually opted to resign.

The TWG also achieved their service standard for delivering the service. Their latest observation showed that the service can be completed in as short as one hour. Three activities helped them to do this. First, their Communication, Information and Education campaign taught applicants to secure Barangay Business Certificates first before coming to the Municipal Hall. Second, a person has been designated to review applications for business permits. As she is always in the office there are no more delays in this activity. Third, three officials can now sign the business permit: the Mayor, the Vice Mayor—in the absence of the Mayor, and the Municipal Administrator in the absence of both officials.

TWG members said that here have been no changes to the forms used in the service. The number of signatories is still the same. The major difference has been the elimination of delays in signing the papers. They could neither point to any specific difficulty during the project implementation. They haven't had to postpone any activities to wait for the Mayor's policy directions or approval. In their service improvement case study, they were able to voice their professional opinions freely. The Mayor has not been present in any of the major activities in or outside of Siay – but this has not prevented the team from doing its work. The TWG was able to maintain communication lines with the Municipality's leaders.

During the meeting, the Vice-Mayor said that the team should now turn its attention to improving services related to real property tax administration. The Provincial Government has just adopted a new Schedule of Fair Market Values and they are in the process of implementing a General Revision. He pointed out that real property taxes ought to be the biggest source of income for the Municipality, given the large areas of fishponds (estimated at 5,000 hectares), calamansi and rubber plantations (more than 20,000 hectares), instead of the current local revenue leader, business taxes. The TWG claimed that they are now ready to apply the skills and knowledge they learned about continuous service improvement to collection of real property taxes. While much of the services related to real property tax administration belong to the office of the City Assessor (such as Tax Mapping), they resolved to undertake two service improvement case studies – 1) for walk-in collection at MTO; and 2) for collection through sending out of tax bills.

#### *Tungawan, Zamboanga Sibugay*

The project had its exit conference on June 11, 2008, with the Municipal Treasurer Beth Balatero, Mayor Randy Climaco, the Budget Officer and other Technical Working Group (TWG) members present.

During the exit meeting, the TWG recalled that early on to the project, the TWG suffered setbacks and delays. Municipal officials who joined the initial training in Pagadian City training on continuous service improvement, upon coming back to Tungawan, were not able to spend material time on the completion of the documentation of their business permit processes. The Municipal Treasurer eventually had to form a new team composed mostly of her own staff and train them in the tools taught in Pagadian. This new team completed the service improvement case study which was presented to the Mayor for his approval to implement.

All of the major recommendations were implemented. These include a survey of existing business establishments, information, education campaign about the new rates and the new method through meetings with barangay officials and business owners. The Mayor explained the new service to officials of the Bureau of Fire Protection and the Philippine National Police. In January 2009 the new system was implemented, which is the Mobile Renewal Team (MRT). With MRT, a team led by the Municipal Treasurer and composed of all offices concerned with business permits visit the either the individual business establishments or barangay halls to conduct assessment and renewal, instead of business owners coming to the municipal hall to apply for renewal of their business permits.

Aside from the MRT, the TWG also implemented several reforms such as having adopting a new form for the survey of business establishments, revised the computation/assessment slip, and adopted the new rates in the revised Municipal Ordinance for local revenues which contributed to increase of collected revenue.

With regards to time, MRT does not really make it possible for the business owners to get their business permits in three hours or less. One of the members of the composite Mobile Renewal Team has to go back to the Mayor's Office to prepare the Mayor's Permit, secures the requisite signatures then sends the signed permit back to the owner through the designated inspector for that barangay. In reality it will take at least one day for the owner to get the permit. However, the owner does not need to spend a single minute coming to the Municipal Hall to renew his permit, and it takes only a few minutes for the MRT to transact business with him/her. Bottom line, the new process is more convenient that gained the support of local business owners.

#### Bayug, Zamboanga del Sur

The TWG was able to complete the documentation of their process for business registration and their proposed re-designed process. These however have not been presented yet to the Mayor. Meeting set with TWG has been canceled several times this quarter due to conflict in schedules of other activities.

#### Bongao, Tawi Tawi

The following are the status of the strategies implemented based on the action plan formulated during the 2<sup>nd</sup> quarter.

1. Amended the regulatory and other fees related to business registration – Regulatory and other fees amended through Municipal Ordinance No. 172.
2. Revised the business registration procedure, which was implemented beginning January 2009.
3. Mapping of the business establishments. The group had finished mapping five out of eleven blocks in the Poblacion, area excluding the market area. Three blocks was already finalized by the draftsman. The team hopes to finish the field work in the month of August.
4. Put up streamers in strategic areas, e.g. Municipal hall, market area and along Datu Halun Street, during the renewal period in 2009.
5. Posting of the process flow. The business registration process flow is now written on a ply board and is now posted at the Office of the Municipal Treasurer.
6. Revised the application form for business registration. Application form was revised and was used in January 2009 business registration. Another form was also drafted for the use in the tax mapping activities and updating of data using the e-bpls.
7. Drafted the Organizational and Functional Chart for the Business Permit and Licensing Section. The draft chart is due for submission and approval of the Mayor.

8. Purchased of a computer unit. A brand new computer set was purchased for business permit and licensing use only.
9. Retrieved old business registration records which started in November 2008. Encoding the data in the new system was put on hold in anticipation of an updated system to be provided by the USAID/GEM and the National Computer Center.

By August 2009, the TWG hopes to finish already its business tax mapping activity and sustain its tax information dissemination campaign

#### Jolo, Sulu

During the quarter, a training on tax mapping of business establishment was conducted with the TWG. Since the training, the team actually covered two blocks within the poblacion area, however the activity was put hold on to the incidence of bombings in downtown area. The technical assistance is expected to be completed by end of July 2009.

#### Lamitan, Basilan

Lamitan is one of the latest starters in the TAG project. Technical assistance to this municipality only came to a full speed in May 2009 due to other prevailing priorities of the municipal officials. From that time until June, the following activities have been conducted:

1. Consultation and participatory Diagnosis
2. Redesigning of business registration process
3. Drafting of information materials
4. Business mapping/enumeration of business establishments
5. Assessment of previous year's Business Tax Computation – June 13-Ongoing

Below are some of the issues in business permit registration process in the municipality:

1. The business registration starts at the office of the Municipal Treasurer. The business establishment for registration will be assessed and required to pay the applicable taxes and fees before the applicant goes to the Licensing Office to fill-in the Business Enterprise Permit Information Sheet. There is no standard assessment form. The officer in-charge usually uses a ¼ sheet of paper.
2. The current registration forms do not capture the data needed in the entire process. Many of the relevant data were written in empty spaces/margins of the forms.
3. There is a slight difference in the registration process for the business establishments operating in the market.
4. Computation of business taxes is not solely based on what is stated in the revenue code. For the renewal of business permits, the computation of business tax was based on the previous year's assessment increased by 10% or depending on the new assessment of the status of the business, whichever is higher.
5. There is no mechanism installed to check the assessment and computation of business taxes of the business establishment before payment is made.

6. Business establishments do not consistently renew their business registration annually. Some of the business establishments registered in the year 2006 did not renew their permits in 2007 but renewed their business permits in 2008 instead.
7. As of June 2009 there are only 544 business permits renewed out of 717 business registrations in the previous year. A difference of 183 registrations. However, there is an increase in the number of new application of 61 compared with 15 last year.
8. Businesses were collected more business tax than what they are supposed to pay, if the computation of business tax was based on the declared gross sales and its corresponding tax stated in the revenue code. However, business owners do not declare honestly their gross revenue that is why this strategy to increase revenue is practiced by the municipality. Also, even if the computed tax is relatively higher than what it should have based on the revenue code, the equivalent gross revenue of the business tax is still below the assessed presumptive income level of the business establishment.
9. Some business owners also requested that their gross revenue be stated lower in the application form to avoid higher tax payment at the Bureau of Internal Revenue (BIR). This is one of the causes of disparity between the declared gross sales and the correct gross sales based on tax paid.
10. Currently, records keeping and retrieval of documents are done manually. There is an ongoing installation of the e-bpls from the National Computer Center.
11. Retirement of business is not commonly practiced when the establishment ceases its operation.
12. The Licensing Officer and the LTOO-3 from the Treasurer's Office started tax mapping only this year but they haven't come up with a standard procedure, strategies and use of forms while on field.
13. The Licensing Office and Treasurer's Office has not done any information and education activities regarding business registration to educate the business owners in the municipality.
14. The Local Revenue Code has an undefined regulatory fee for every corresponding business tax.
15. Vendors in the public market are currently not paying taxes. Cash tickets were issued but were recorded as space rental.
16. Posting of business plates, permits and official receipts of taxes paid are not strictly followed by the business establishments. Most of these documents were kept by the bookkeepers of these establishments.

#### Analysis of Areas of Issues and Concerns Identified

1. The manner of computation of the business tax. If the local government will be transparent on how the business tax is computed based on the declared gross sales and its corresponding business tax, collection will be much lower in 2010 compared with the year 2009.
2. Even if the local government will adopt the ten percent increase in businesses' gross revenue in the following year, the increase is still lower compared to what the local government is currently taxing the businesses.

3. The Proposed New Revenue Code. If the new revenue code is passed, it will result to the decline in the collection of local taxes especially the business tax. The old revenue code has an undefined regulatory fee for every business tax. This fee is removed in the proposed revenue code.
4. The matrix for retailers in the old and new revenue code would result to a lower business tax when the gross sales reached beyond PhP 400,000. The old revenue code states that if the retailer has gross receipts of PhP 400,000 and below, it will be taxed by two percent. But, if the retailer exceeds PhP 400,000 in gross revenue, it will only be taxed by one percent.

Table below shows the revenue collection record of the municipality. The business tax is the biggest contributor to the local revenue followed by the real property tax. Market income greatly increased its collection in 2009 because of the one time Goodwill Fee paid by the stall renters in the new public market.

Revenue Source	Revenue Collection			
	Year 2006	Year 2007	Year 2008	June 2009
Internal Revenue Allotment	63,839,178.96	62,339,980.00	231,316,289.91	136,130,736.00
Real Property Tax	665,473.43	1,001,645.58	1,582,554.12	1,231,935.38
Business Tax	2,329,999.85	2,551,729.61	3,123,136.00	2,787,408.00
Regulatory Fee (MTOF, etc.)	404,556.00	280,406.20	217,082.97	135,652.00
<b>Regulatory Fees (Related to Business Tax)</b>				
Garbage	113,819.00	148,948.30	145,925.00	113,340.00
Permit Fee	297,228.93	243,294.80	255,993.06	225,290.00
Medical Dental	64,650.00	56,590.00	72,916.10	79,550.00
<b>Economic Enterprise</b>				
Market	1,778,920.30	1,641,857.30	1,176,593.10	2,336,602.00
Slaughterhouse	237,163.30	187,515.75	221,675.00	48,250.90
Hostel	-	-	-	39,317.00

Based on the result of the diagnosis and consultations made, the following are the service improvement recommendations that came up:

1. Redesign the business registration process for new and renewal applications.
2. Redesign the application form and draft a tax mapping form to capture the data needed in the e-bpls system.
3. Formulate practical strategies in the conduct of business tax mapping.
4. Design a one stop shop procedure in the processing of business registration to be implemented in January, 2010.
5. Formulate strategies for information, education and networking with stakeholders.
6. Improve customer service.

7. Review the provisions of the new revenue code particularly on the business taxes and fees.
8. Review the business tax payment record in 2009 to address its errors and establish correct bases for computation.
9. Proposed amendments in the old and new revenue code.
10. Appoint two (2) additional staff at the Licensing Office to act as License Inspectors.

Currently, the drafting of information materials, business mapping/enumeration of business establishments and assessment of previous year's business tax computation are ongoing.

### **Management of Municipal Economic Enterprises and Services**

Nine municipalities are undertaking reforms in the management of municipal economic enterprises, three of which have already completed the technical assistance from the project.

<b>Province</b>	<b>Municipalities</b>	<b>Specific Area of Assistance</b>	<b>Status</b>
Zamboanga del Norte	Pinan	Operation of the Municipal Economic Enterprise Office	Completed
Zamboanga Sibugay	Kabasalan	Kabasalan Pathfinder Hospital	Completed
	Ipil	Public Market	Ongoing
Maguindanao	Upi	Market and Slaughterhouse	Ongoing
Lanao Norte	Kauswagan	Operation of the Municipal Economic Enterprise Office	Completed
Cotabato	Tulunan	Market and Integrated Transport Terminal	Ongoing
	Midsayap	Public Market	Ongoing
	Kabacan	Public Market	Ongoing
	Pikit	Operation of the Municipal Economic Enterprise Office	Ongoing

#### *Pinan, Zamboanga del Norte*

The municipality selected the operation of the public market and slaughterhouse (referred to by the municipal government as public market system) as the focus for reform under the project. The project's technical assistance was completed on April 29, 2009, with the following accomplishments.

#### Administrative and Legislative Mechanisms

1. The Executive-Legislative Agenda for 2007-2011 identified the importance of the operation of the economic enterprises in spurring economic development.

2. Resolutions and ordinances were enacted to provide legal basis for carrying out the identified reform strategies.
3. Enacted the Code of Economic Enterprise.

#### Accountability Mechanisms

1. Sectioning of the vendors' place during market day.
2. Assisted in the re-organization and strengthening of the Market Vendors Association.
3. Established Accountabilities and Standard Response Time per transaction
4. Improved customer satisfaction. From the client survey conducted, an average rating of 2.89 showed customer satisfaction level on the quality of service of the public market and slaughterhouse personnel.
5. Created a functional and duly constituted multi stakeholder Economic Enterprise Management Board.

#### Service Delivery Enhancement

1. Conducted refresher course on values strengthening

In terms on financial gains in the operation of the market and slaughterhouse, the following were the findings of the project consultant by the end of the technical assistance.

1. The revenue generated by the combined operations of the market and slaughterhouse in 2008, averaged PhP 316,680.18 per quarter. Its quarterly cost of operations on the other hand averaged at PhP 162,219.12, thus realizing an average net gain of PhP154,461.06 per quarter.
2. In terms of collection efficiency and occupancy level, the public market's performance was computed to be 87 percent and 97 percent, respectively for the first quarter of 2009.
3. The increase in subsidy to the market and slaughterhouse operation from 6.64 percent of the total municipal budget in 2008 to as much as 18.92 percent in 2009 indicates the commitment of the present administration of Mayor Ricardo Sabandal to sustain the initial reforms in these identified enterprise activities. The amount of subsidy is expected to decrease in the long run as the performance of these enterprises are expected to improve significantly in the near future, provided they are efficiently managed.
4. The actual implementation of the policy on fiscal management autonomy was deferred to 2010 in view of the legal constraint brought about by the delayed approval of the Economic Enterprise Code, subsequently resulting in the disapproval of the request for an autonomous budget appropriation for the economic enterprises in 2009.
5. Separate books are already being maintained for proper accounting of revenues and expenditures for each type of economic enterprise activity. Collection reports from the Municipal Treasurer's Office at present already adhere to the agreed reporting convention.

Kabasalan, Zamboanga, Sibugay

The municipality selected the Kabasalan Pathfinder hospital as the focus of technical assistance. The following were the issues and challenges faced by the municipality in managing its hospital:

The technical assistance was already completed and an exit conference was held on May 21, 2009. The technical assistance has produced the following results in improving the operations of Kabasalan Pathfinder Hospital (KPH) in Kabasalan, Zamboanga Sibugay:

1. Enacted pertinent laws and ordinances providing the legal basis to make KPH's fiscal management autonomous.
2. Adopted the income retention scheme to fast track the move toward fiscal management autonomy.
3. Opened separate depository account for KPH operations.
4. Improved database management.
5. Realized modest improvements based project's Key Performance Indicators.

Upi, Maguindanao

The project is assisting the municipality in establishing the management system for the operation of the municipal market and slaughterhouse. Its objectives for the reforms are as follows: improve the management and operation of the market, with emphasis on systems and policies; set up the appropriate organization and systems for the slaughter house; and incorporate transparent and participatory methods in both improvement efforts for the market and slaughterhouse.

For this quarter, the municipality has put on hold the construction its slaughterhouse pending the installation of the water system. The slaughterhouse is estimated to be 80% complete already. The delay in the completion of the slaughterhouse will greatly affect the implementation of other activities for the slaughterhouse. Moreover, the update on the revenue collection for the market was also not done and thus not yet available because the person in-charge was busy with other upcoming municipalities of the municipalities. Without this updated records, the project and the municipality will have no way of knowing whether the project's assistance is making a difference in so far as reforms in market management are concerned.

Kauswagan, Lanao del Norte

The technical assistance has been completed and had its project exit conference last May7, 2009.

Relative to the other municipalities enrolled in the project, the responsiveness of the Municipality of Kauswagan became lukewarm as the technical assistance was nearing its completion. This turnaround is quite disheartening considering that the municipality came out very strong at the onset. The municipality's Technical Working Team (TWT) was able

to craft doable plans of action that were very focused in addressing the identified problems in their public economic enterprises. The problem was in the implementation of the planned reforms which has been constantly hindered by a host of issues and concerns: leadership crisis, inter-office intramurals, and more recently the perceived political instability and on-going organizational revamp, not to mention the volatile peace and order situation. Obviously, no gainful accomplishments or improvements were realized out of the intervention. As such, the situation of the municipality's public economic enterprises is essentially the same as it was then when the project's assistance was started in April 2008.

In spite of this, other self-initiated actions of equally significant importance are slowly taking shape and are now gaining momentum. Just recently, the municipal government through efforts spearheaded by the Municipal Economic Enterprise Development Office (MEEDO) was able to successfully negotiate with the vendors not to display their wares outside of their regular public market stalls. This move has been one of the identified priority actions of the TWT wherein the recent success can be attributed in part to earlier representations and advocacy efforts. With the resolution of this long standing concern, the economic activity of at the public market has slowly started to perk up. It is only a matter of time before the seeds that the project assistance initially sowed will yield productive results, provided the present administration will overcome the existing political and organizational intramurals prevailing in the local government of Kauswagan.

A comparative quarterly performance based on collection data made available recently revealed that total collections for the first quarter of 2009 totaling PhP 62,587.75 already exceeded the last quarter collection for 2008 amounting to PhP 54,808.25 by as much as 14 percent indicating apparent improvement in aggregate collection efficiency.

#### Tulunan, Cotabato

The municipal government selected the operation of its public market and integrated transport terminal as the focus of reforms. The TWG wanted the market the transport terminal to become self-sustaining.

For this quarter, the most significant accomplishment of the project is the presentation of the revised Comprehensive Enterprise Code which was formally presented to Sanngguniang Bayan for adoption on June 10, 2009. The next step is for the Committee of Economic Enterprise to conduct a public in July 2009 after which the new code will be published in the newspapers.

The project is expected to be completed end of July 2009.

#### Midsayap, Cotabato

The municipal market was the chosen area for reform. The municipal government wants its market to become more profitable. For this quarter, the following are the status of the activities based on the action plans crafted by the TWG:

1. On the conduct IEC (e.g. recorida, series of meetings, streamers, radio broadcast), two streamers reminding businessmen to pay their taxes were already put up—at the municipal hall and at the terminal.
2. Regular cleaning of the sewerage system is already being done.
3. Installation of electrical facilities is gradually being done.
4. A plan to construct a satellite office is already in the works.
5. Inventory and regular ocular inspection of market stalls are now being done by the Economic Enterprise office and a report is being produced on the status of occupancy of these market stalls.
6. To improve the security in the public market, the Mayor has approved the hiring of four additional guards to watch the market premises especially at night
7. A designated a parking area for vehicles has already been identified to improve the flow of traffic.

### Kabacan, Cotabato

After as series of participatory assessment made by the project consultant, below are the issues, gaps and concerns that need to be addressed to improve the operation of the public market:

1. There is no systematic mechanism to monitor the ambulant vendors
2. Presence of illegal structures.
3. Selling of alcoholic beverages within the economic enterprise compound
4. No separate office is taking care of the operations of the market and other public economic enterprises.
5. There is a need to repair the existing water system facility of the market
6. Peace and order within the market premises is a problem.
7. Subleasing and illegal transfer of stall rights by stallholders.

To find solutions that will address these identified problems, a strategic planning workshop was held on June 22-23, 2009 at Kabacan Municipal Training Hall. The two-day workshop was attended by twenty participants who are directly involve in running the municipal economic enterprise and three representatives from the business sector. The workshop produced the following strategic goals:

1. Allocate sufficient funds for capital outlay of the market.
2. Implement the enacted Economic Enterprise Code.
3. Create a functional Economic Enterprise Management Board.
4. Design an effective security and fire safety plan.

These strategies will be presented in July to the Mayor and the Sangguniang Bayan members for approval.

Pikit, Cotabato

The municipality selected the operation of the public economic enterprise office as the focus for reform under the project. Series of participatory consultations and assessments were made by the project during this reporting period, which yielded the following results

1. Majority if not all fish vendors have no business permits.
2. There is a need for additional comfort room in the market.
3. There is a need for additional lighting in the market.
4. Area designated as terminal is not being used. Vehicles park anywhere.
5. Overcrowding of market space, with vendors occupying the aisle.
6. Security issues, i.e. hold-up, extortion, robbery, snatching and carnapping
7. Clogged drainage
8. Illegal construction of stalls which blocked sewerage system.
9. Illegal electric connections.
10. Improper installation of water connections / corroded pipes
11. No proper zoning of market stalls.
12. Area for garbage collection area is not strategically located
13. Undisciplined vendors
14. No single office overseeing the operation of the market.

On June 24, 2009, the TWG with the Mayor did a cross-visit to Tagum City to benchmark and learn how the city manages its economic enterprises. A two-day strategic planning workshop followed on June 25-26, 2009. The workshop resulted in crafting the following strategic plans for the municipality

1. Enforce the existing policies, guidelines and procedures in the revenue / market code.
2. Create the Municipal Economic Enterprise Development Office (MEEDO) to oversee the operation of the municipal enterprises.
3. Install safety measures to improve security situation within the market areas
4. Redesign the financial management system in the market in order to improve financial monitoring of market revenues and expenditures

Specific actions plans to support the above measures were crafted by the TWG. This will then be presented to the members of the Sangguniang Bayan in July for approval.

**Human Resource Management**

Five municipalities and one provincial government have enrolled to undertake reforms in human resource management. However of the six local governments, only five were able to proceed with the technical assistance from the project. The project was not able to deploy a consultant to Sulu provincial government due to the delays posed by the kidnapping of the Red Cross volunteers. As of this reporting period, the project has not received any word yet from provincial government if technical assistance will pursue.

On June 24-25, an HRM Sharing Conference was held in Cebu City. Thirty six delegates from the five municipalities participated in the conference. Mindanao cities receiving similar technical assistance from the project shared their good practices to the five municipalities. Good practices presented are: Tacurong City's procurement of examination materials for job applicants, the execution of service contracts between the city government of Surigao and scholars of the city, Butuan City's ranking of top performers per city government department, Panabo City's adoption of an innovative employee welfare program, and Oroquieta City's opening up of communication lines in all levels of the city government. Form the sharing of the cities, the municipalities formulated action plans for practices which they think worth replicating in their respective localities. A performance measurement to assess their HRM performance was also crafted and presented in plenary during the conference.

The status of HRM technical assistance to the municipalities is as follows:

Province	Municipalities	Status
Lanao Sur	Wao	Completed
Maguindanao	Sultan Sa Barongis	Ongoing
Cotabato	Magpet	Ongoing
	Pigcawayan	Ongoing
Sultan Kudarat	Isulan	Ongoing

#### Wao, Lanao del Sur

Even though technical assistance to the municipality has been completed as of December 2008, the municipality still participated in the sharing session hosted by the project on June 25-26, 2009 in Cebu City. Nine participants, including the Vice Mayor and two Sangguniang Bayan members participated in the sharing session.

#### Sultan Sa Barongis, Maguindanao

Revisions to the first draft of the HRM plan were made by the HRM Task Force on June 3-4, 2009. The revised draft was subsequently presented by the Task Force to the different line agencies and department heads on June 10, 2009. Based on the results of the June 10 presentation, the draft plan is currently being finalized by the Task Force for presentation to the Mayor and members of the Sangguniang Bayan scheduled this July.

#### Magpet, Cotabato

Magpet has finalized its HRM plan and has already submitted it to the Mayor for endorsement to the Sangguniang Bayan for adoption.

*Pigcawayan, Cotabato*

The Task Force has completed the first draft of its HRM plan. This was already reviewed by the project consultant, and comments were already forwarded to the Task Force for consideration in the second draft. Once the second draft is completed, the Task Force plans to present this to the different heads of offices, the Sangguniang Bayan members and to the Mayor for comments and enhancement before the draft will be finalized and submitted to the Sangguniang Bayan for adoption.

*Isulan, Sultan Kudarat*

The Task Force has completed the second draft of its HRM plan. This was already reviewed by the project consultant and presented to the different heads of offices. The third draft will soon be presented to the members of Sangguniang Bayan members and to the Mayor for comments before it will be finalized and submitted to the Sangguniang Bayan for adoption.

**Real Property Tax Administration**

Two municipalities are receiving technical assistance on real property tax administration from the project, which are as follows:

Province	Municipalities	Status
Lanao Norte	Tangcal	Ongoing
Lanao del Sur	Kapatagan	Ongoing

For this reporting period, the four training modules on real property tax administration designed for these two municipalities have been conducted, namely: property identification, assessment and appraisal, records management and tax collection. These trainings were held from March 31- May 16, 2009. Participants to these trainings are the Municipal Assessor, the Local Assessment Operations Officers, Municipal Treasurer, Local Treasury and Operations Officers and the Municipal Planning and Development Coordinator and staff.

After the series of trainings, on-site coaching to the members of TWG is being done by the project consultant. Both TWGs of Tangcal and Kapatagan are facing similar challenges and difficulties during their initial application RPTA activities in their respective areas. These are:

1. No proper records keeping of real properties (un-updated or no records at all).
2. Unavailability of maps of any kind that would account sum total of all lots and areas of the municipality.
3. Inadequate skills and knowledge of personnel of the Municipal Assessor.
4. Non-availability of sufficient funds to support the implementation of real property reforms

## Barangay Planning and Budgeting

Two municipalities have requested for an assistance to conduct barangay level participatory planning and budgeting exercises. These are Panamao and Patikul in Sulu. For Panamao, 10 barangays will be included in the conduct of planning and budgeting while in Patikul, all of its 30 barangays will be covered by the project. A subgrant was given to Bangsamoro Women Foundation for Peace and Development Inc. (BMWFPDI) to undertake the planning and budgeting exercises in these two municipalities. Specifically for Patikul, BMWFDI will work with another local organization, Mindanao Integrated Rural Development (MIRD) in the conduct of the activities in 20 of the 30 barangays of the municipality.

Out of the total of forty (40) barangays targeted, thirty one have completed the Barangay Development Planning and Budgeting as of June 25, 2009 with 25 in Patikul and 6 in Panamao. The list of the barangays that have completed the participatory development planning and budgeting activity is in Attachment A.

## Public Service Excellence, Ethics and Accountability Program (PSEEAP)

Only one municipality, South Upi in the province of Maguindanao has requested for assistance on the conduct of PSEEAP.

Province	Municipalities	Status
Maguindanao	South Upi	Ongoing

A subgrant was given to Maguindanao Foundation for Good Governance and Development (MFGGD) to undertake this activity. As of this reporting period, the following activities were already completed: Pre-implementation survey, Service Vision and Values Workshop, Service Audit Workshop, the Service Improvement workshop, and the presentation of Service Improvement Recommendations to the Mayor and to the members of the Sangguniang Bayan.

Gallery Viewing and Graduation Ceremony and post-implementation survey was planned to be held on the last week of June but was cancelled because the Mayor was scheduled to leave abroad. The new target tentative schedule will be last week of July 2009.

Among the offices that participated in the program are as follows

1. Office of the Mayor
2. Office of the Sangguniang Bayan
3. Municipal Budget Office
4. Municipal Engineers Office
5. Municipal Planning and Development Office
6. Municipal Treasurers Office
7. Municipal Assessors' Office

**D. Public-Private Partnerships through the City Coalitions for Transparent Accountable Governance (CCTAG).**

CCTAG is a city-level coalition that brings together reform-minded local governments officials with NGOs and businesses to advocate and support transparency and accountability in governance.

**a) Objective.**

To strengthen public-private partnerships in TAG cities, institutionalize CCTAG participation in local governance, and sustain governance reforms in Mindanao cities.

**b) Description of Activity.**

CCTAGs have played a key role in diagnosing inefficient and corrupt government operations and systems, suggesting improvements, and monitoring results. CCTAGs have also been successful in raising citizens' awareness regarding city government activities and effectiveness. They have also been instrumental in increasing public participation in city development councils, local health boards, and local school boards.

Through a sub-grant to the Mindanao Business Council, the project mobilizes the CCTAGs as a mechanism to pursue specific policy reforms and advocacy in city governments, particularly in areas related to the technical assistance provided by TAG3 to nine Mindanao cities. It will also continue to build the capacity of the CCTAGs to undertake revenue-generating activities, and to raise and leverage funds from the local business community and other sources.

**c) Accomplishments for 3rd Quarter Fiscal Year 2009.**

Much of the quarter has been project monitoring visits to the CCTAGs to follow up the implementation of their respective action plans. The Mindanao Business Council project team also visited various donor agencies and government offices with financial assistance programs for possible funding assistance to the project proposals of the CCTAGs.

In between the monitoring visits to CCTAGs, the project team attended to some administrative concerns. The Asia Foundation's grant auditor Jessie Tolentino conducted the audit of the MinBC – TAG's financial records from the beginning of the grant in March 2008 up to the present.

The project team also met once to discuss the cities for evaluation. It was agreed that the evaluation will be two-fold. The first is on the CCTAG's advocacy agenda, and the second is on the level of partnership of the sectors within the CCTAGs.

On the level of intra-CCTAG partnerships, indicators were created to identify which sectors are active and in what way they are active. The indicators were culled from the TAG

benchmark partnership indicators used in the survey conducted in the CCTAGs earlier in the project, the indicators include: openness, representation, collective vision, shared leadership, complementation of programs, joint activities, coalition-building activities, sectoral participation, and counter-parting of funds.

### Butuan City

In the monitoring visit, the MinBC project team reported that the project concepts submitted by the CCTAGs for matching were positive. A number of national agencies have the windows for financial assistance, and the copies of the Butuan CCTAG's proposals are now with them. However, these agencies belong to Region XI which unfortunately does not include Butuan City.

It was suggested that the Butuan CCTAG make appointments with the Regional Offices of the following agencies for potential fund sources:

1. Department of Trade and Industry
2. Department of Science and Technology
3. Department of Environment and Natural Resources
4. Bureau of Fisheries and Aquatic Resources
5. Department of Agriculture

One non-government agency, Peace and Equity Foundation (PEF), said that they will be able to grant funds only to existing accredited partners. It was found out that the EDCADS<sup>3</sup> is the accredited CSO in Butuan, so the active participation of EDCADS is vital for the CCTAG to access funds from PEF.

The MinBC project team also suggested that the CCTAG come up with a project concept for the sustainability of the CCTAG. The group committed to submit soon.

Regarding the institutionalization of the coalition, MinBC relayed to Butuan CCTAG what Panabo CCTAG has. The group then discussed the advantages of applying for grants, aids or even loans. The CCTAG decided to hold a re-organizational meeting with the other CCTAG partners on June 26, 2009 for the reorganization and to elect new set officers who will serve as incorporators of the Butuan City Coalition on Transparent and Accountable Governance (BCCTAG)

The business sector will take care of the processing of the registration at the Securities and Exchange Commission, as well as the accreditation with the City Council. The depository bank of the organization will be the Philippine Veteran's Bank. Regular board meetings will be held every last Friday of the month, 1:00-2:00 pm, with special meetings for immediate concerns that may arise. The first meeting will be hosted by BCCCI and succeeding meetings will be on rotation basis.

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<sup>3</sup> Educational Discipline in Culture and Area-based Development Service. A local non-government organization based in Butuan City.

### General Santos City

During the quarter, the MinBC project team met with Mahintana Foundation Executive Director Martiniano Magdolot to discuss with him the reason why Mahintana Foundation is no longer participating in the CCTAG activities as it was before in TAG2, despite numerous invitations. According to Magdolot, since their assigned TAG focal person left the Foundation, he has not been able to assign another staff to the project, since they were, and still are, understaffed. He explained that he cannot simply pull out other staff from other projects because they too have deliverables. It was difficult for him to hire a new staff just to fill in the position of the focal person because Mahintana was no longer involved in the Transparency and Accountability Network project for CSOs. Despite this, Mahintana, he said is still interested in attending the major TAG activities, and reiterated his support for the General Santos CCTAG.

### Island Gardern City of Samal (IGaCoS)

For this quarter, the IGACOS CCTAG met to review and appraise the statutes of their actions plans which were formulated with the assistance of the TAG project in June 2008. The following are the status of the plans:

1. *Formulation of a Comprehensive Water Code.* The City Tourism Council has started discussing the issue in their meetings however, the CCTAG members found it difficult to implement all the activities laid out in the action plan given the timeframe.
2. *Power supply in the city.* Discussion between the city government and the Department of Energy through its Under Secretary has transpired. The city government is now working on some documents needed which will be carried to the forthcoming Power Summit.
3. *Ordinance on the collection of Environmental Users' Fees.* The proposal on the content of the possible ordinance has been submitted to the City Council for consideration.

The city government has also submitted a proposal to the MinBC project team to conduct a feasibility study to development the Hagimit Spring as possible source of potable water. The project team has reviewed the proposal and identified potential funders for the feasibility study.

Similar with other CCTAGs, the IGACOS CCTAG was requested to come up with a project concept to sustain their operation should they wish to institutionalize the partnership. Discussions towards this direction were made but it seemed the group is not yet ready to formalize the coalition and are looking only at the possible issuance of an Executive Order by the Mayor as an instrument that will encourage every CCTAG members to continue the partnership.

### Panabo City

The Panabo CCTAG met with the Provincial Director of the Department of Science and Technology (DOST) to explore possible windows for assistance offered by the DOST. The coalition is planning to set up and operate fish cages to help sustain the coalition in the pursuit of its various advocacy agenda. The meeting was held at the Panabo Mariculture Park, where the CCTAG plans to pilot their project. DOST had in the past, provided similar assistance for fish cage projects in other areas in Panabo. However, DOST can only provide technical assistance and production equipment. It cannot provide supplies and maintenance equipment. The project proponent also has to have equity. He told the CCTAG to first submit a letter of intent to the regional director who will then recommend the project for MASICAP assistance in finalizing the feasibility study.

Additionally, to further their TAG advocacy, the CCTAG members also saw the need to install a Performance Monitoring and Evaluation System in all the departments of the city government which the business and civil society sector members of the CCTAG will propose and discuss with the city government representatives in the next CCTAG meeting scheduled in July.

### Surigao City

On the proposed workshop to review of the existing investment promotions agenda of the city and the identification of priority investment promotions, the CCTAG is still awaiting for the decision of the NERBAC (National Economic Research and Business Assistance Center) in CARAGA Region which have earlier committed to help the group.

The Citizen's Charter, which is being attended to by the city government, is almost finished.

The civil society groups that are being invited to sit as observers to Bids and Awards Committee raised a concern regarding their experiences in the BAC as observers. They would like to know more about their rights as observers in order to maximize their participation and involvement.

Members of Surigao CCTAG have requested to be given a copy the Panabo CCTAG SEC Registration for their reference as the group works out the institutionalization of the Surigao CCTAG.

### Tacurong City

During the quarter, the MBC project team met with the Executive Assistants to the Mayor and representatives of the City Council to plan the Capacity-Building Workshop on Ordinance-Making and Legislative Research for the City Council and their staff, which has long been postponed. In the meeting, it was suggested that another formal meeting where representatives of the three sectors – city government, business, and development NGOs be scheduled. This meeting will be a venue for everyone to help plan out the details of the training, which the Mayor has already approved.

Earlier in the project, the CCTAG drafted Implementing Rules and Regulation (IRR) on five ordinances that pertain to minors. Just this quarter, the City Council passed the IRR and it's now awaiting approval by the Mayor. The CCTAG tasked the TAG focal person of the city to follow up the matter with the Mayor.

### Zamboanga City

MinBC's monitoring visit to Zamboanga City yielded the following updates on the Zamboanga CCTAG Advocacy Agenda:

On real property tax administration, the City Assessor gave updates on the digitization of the city maps to improve the identification and assessment of all real properties in the city. Bernardo explained that the digitization of the city's parcel maps is being done in Cebu City because it will too expensive for the city government to buy the software for this purpose. The CCTAG suggested that the public must be informed should there be any changes in the assessment of real property taxes, through a public forum. Mr. Dante Corteza from the Chamber of Commerce expressed the apprehension of the business sector that computerization might lead to higher taxes for land and building, thereby higher rental for office spaces too. The City Assessor explained that that this will not happen abruptly. In fact it will be an advantage for land/building owners as this new program will ensure that they will be paying the right taxes and that they are not being overcharged.

On waste management, the CCTAG suggested that waste management must start at the City Hall. There must be a strong campaign among government employees to segregate their wastes. It was also suggested that waste management campaign must start at the barangay levels and that cooperation of the Barangay Captains has to be sought.

To ease traffic congestion, the CCTAG has agreed to concentrate on resolving only one main cause of the traffic – the tricycles. The Tricycle Adjudication Board under the City Legal Office was task to be the main coordinator of this advocacy with the support of the Zamboanga City Chamber Commerce. The phasing out the tricycles is out of the plan to solve the traffic problem because there are more than 7,000 tricycle drivers whose families will be greatly affected. The “Vale El Tricycle Na Zamboanga” program, which the CCTAG is supporting aims to encourage tricycle drivers to be more responsible – follow traffic rules, charge fair rates, and take care of their tricycle units. The program was already accepted by the City's Tricycle Adjudication Board. However, the main concern is who will fund the project.

**E. Four COPS (Concerns, Objectives, Pillars, and Strategies) to Improve the Delivery of Health Products and Services in Asipulo, Ifugao.****a) Objective.**

The project aims to build a multi-stakeholder partnership to develop the capacities of local stakeholders to formulate a health agenda and create a policy environment to support it in the Municipality of Asipulo in Ifugao Province.

**b) Description of Activity.**

The project is one of the winning proposals in 2008 Philippine Development Innovation Marketplace, a multi-donor, project grant competition which involved a nation-wide search for innovative ideas to address development challenges organized by the World Bank in partnership with other donor and development agencies. The 2008's theme was "Building Partnerships for Effective Local Governance". The competition invited ideas for projects that help improve citizens' quality of life through effective local governance.

The project "*Four COPS to Improve the Delivery of Health Products and Services in Asipulo, Ifugao*" is one of those high-rated entries to the competition, submitted by the Cordillera Network of Development NGOs (CORDNET) in partnership with the municipal government of Asipulo. The four **COPS** refer to the four **C**oncerns, **O**bjectives, **P**illars, and **S**trategies to be adopted to improve the delivery of health products and services in identified far-flung villages in the Municipality of Asipulo in Ifugao. The project is implemented by CORDNET with support from TAG3.

**c) Accomplishment for 3rd Quarter Fiscal Year 2009.**

Last April, CORDNET did a two-day Seminar on Rediscovering Local Traditions for Health and Wellness. The seminar was held in Asipulo, Ifugao with 19 participants composed of midwives, barangay health workers, and municipal government employees. Dr. Susan Balingit, a traditional medicine expert, acted as resource person.

CORDNET also had several visits to Barangays Namal and Nampaling in Asipulo to look at the herbal gardens of the two villages and to suggest ways to improve the variety of the garden and make the herbs grow healthier

On the area of village governance, CORDNET initiated a training last month on basic facilitation skills for members of the Oban Councils. Participants were trained on effective handling of meetings, note-taking, and methods of ensuring quality participation during discussions. The skills will be useful to the councils in their regular meetings and when they convene to deliberate on community concerns.

**F. Books for Asia (Mindanao).****a) Objective.**

To increase the availability of reading materials in conflict affected areas of Mindanao.

**b) Description of Activity.**

With USAID's support through the TAG3 project, the Foundation's Books for Asia program, provides schools in conflict-affected areas of Mindanao with easy access to high quality reading materials. These reading materials are donated by American publishers to the Foundation which provides the books to schools free. TAG3 resources cover packing and some domestic shipping costs, while local recipients cover other local shipping costs.

Aside from the educational and developmental aspects, the Books for Asia (Mindanao) initiative is an excellent complement to the reform efforts of the project as it helps to build good will with the local communities and is an excellent venue for showcasing to the general public the involvement of USAID and The Asia Foundation in the developmental and governance aspects of Mindanao.

The Asia Foundation works to maximize exposure and generate national and international media coverage. To ensure successful conduct of the activity, the Foundation works with local governments, academic institutions, parent-teacher organizations, and local NGOs in organizing the events.

**c) Accomplishments for 3r Quarter Fiscal Year 2009.**

From April 2009 to June 30, 2009, a total of 6,511 books were distributed to 108 public and private elementary and secondary schools and colleges in Mindanao.

Period April 01-June 30, 2009		REGION						TOTAL
		IX	X	XI	XII	ARM M	CARAGA	
Elementary	Public	0	2,050	0	0	1,050	0	3,100
	Private	0	0	250	150	333	0	733
Secondary	Public	45	100	20	0	124	0	289
	Private	0	40	339	70	0	0	449
Colleges and Universities	Public	187	76	0	0	88	0	351
	Private	0	177	732	127	284	91	1,411
Non- Academic	Public	0	40	0	85	53	0	178
	Private	0	0	0	0	0	0	0
	Day Care	0	0	0	0	0	0	0
TOTAL		232	2,483	1,341	432	1,932	91	6,511

**Attachment A: Areas with Participatory Barangay Development Planning and Budgeting Activity**

<b>Municipality</b>	<b>Name of Barangay</b>	<b>Date Completed</b>
Patikul	Buhanginan	April 8-12, 2009
	Gadsuli	April 17-21, 2009
	Tanum	April 27-May 1, 2009
	Sandah	April 27-May 1, 2009
	Patikul Higad	April 27-May 1, 2009
	Tanduh Bagua	April 27-May 1, 2009
	Kabbun Takas	April 27-May 1, 2009
	Danag	April 27-May 1, 2009
	Maligay	May 1-5,2009
	Langhub	May 6-10, 2009
	Anuling	May 11-15, 2009
	Kaday Mampallam	May 16-20 ,2009
	Bon-Bon	May 18-22,2009
	Timpok	May 18-22,2009
	Panglayahan	May 18-22,2009
	Taung	May 18-22,2009
	Pansul	May 18-22,2009
	Liang	May 18-22,2009
	Pangdanon	Jun 12-15, 2009
	Latih	June 9-12, 2009
	Igasan	June 9-12, 2009
	Kan Ague	June 9-12, 2009
	Taglibi	June 9-12, 2009
Kaunayan	June 9-12, 2009	
Tugas	June 22-25, 2009	
Panamao	Kulay-Kulay	April 14-18, 2009
	Bitanag	April 23-27.2009
	Lunggang	April 27-May 1, 2009
	Datag	May 3-7, 2009
	Tubig Gantang	May 8-12, 2009
	Parang Duyan	May 13-17, 2009

**Attachment B: Activity Log**

**THE ASIA FOUNDATION  
TAG 3: LOCAL GOVERNANCE IN MINDANAO**

**BREAKDOWN OF PARTICIPANTS PER ACTIVITY  
April – June 30, 2009**

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
April 2	Meeting with General Santos CCTAG	Mindanao Business Council	General Santos Chamber of Commerce and Industry	Representatives from the government and business sector	1	2	0	3
April 3	Meeting with Malaybalay CCTAG	Mindanao Business Council	Rey's Barbecue and Grill, Malaybalay City	Representatives from the government, business and civil society organizations	5	1	0	6
April 3	Meeting with Panabo CCTAG	Mindanao Business Council	New Panabo City Hall, Panabo City	Representatives from the government, business and civil society organizations	15	8	1	22
April 8-12	Conducted Pilot Barangay Participatory Planning and Budgeting	Bangsamoro Women Foundation for Peace and Development,	Barangay Buhanginan,	Barangay Officials and	17	16	33	0

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Workshop	Inc.	Patikul, Sulu	sectoral representatives				
April 12-14	Conduct of Public Service Ethics and Accountability – Batch 1	Maguindanao Foundation for Good Governance and Development Inc.	Multi-Purpose Hall, South Upi	Government employees and SB members	18	12	11	19
April 14-15	Conduct of Workshop 2 – Writing on various HRM areas identified	TAF	ABC Hall, Municipality of Sultan Sa Barongis	SB members, Department Heads and government employees	32	8	40	0
April 14-16	Presentation of Business Mapping Results and Findings to the PEE Technical Working Group	TAF	ABC Hall, Municipality of Tulunan	Government Employees	2	5	0	7
April 14-18	Conducted Pilot Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Barangay Kulay- Kulay, Panamao, Sulu	Barangay Officials and sectoral representatives	21	14	35	0
April 15	TPIAB inaugural session	TAF	Conference Room, Office of the Mayor, Tacurong City	Vice Mayor, SP member, government employees and members of the business sector	7	3	0	10
April 17	Review of Municipal Economic Enterprise	TAF	Ponce Suites, Dona Vicenta,	Government employees	6	6	0	12

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Code incorporating Terminal Market, Slaughterhouse and Cemetery		Davao City					
April 17	Orientation Session on Value Chain Analysis	TAF	Office of the City Agriculture, Butuan City	Employees from the City Agriculture Office	4	3	0	7
April 17-21	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Barangay Gandasuli, Patikul, Sulu	Barangay Officials and sectoral representatives	20	7	27	0
April 18-19	Rediscovering Local Traditions for Health and Wellness	Cordillera Network of Development NGOs and POs	Asipulo, Ifugao	Government Employees, Midwives, BHW	5	14	0	19
April 20	Meeting with Zamboanga CCTAG Chamber Focal Person	Mindanao Business Council	MinBC office, Davao Cityq	Member of the business sector	1	1	0	2
April 21	Briefing on the TAG 3 Project	TAF	Municipal Hall, Kabacan	Department heads and government employees	11	8	2	17
April 21-23	Conduct of Workshop 2 – Writing of HRM Plan	TAF	Conference Hall, Magpet	Government Employees	4	10	0	14
April 23-27	Conducted Barangay Participatory Planning and Budgeting	Bangsamoro Women Foundation for Peace and Development,	Barangay Bitanag, Panamao, Sulu	Barangay Officials and sectoral	24	6	30	0

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Workshop	Inc.		representatives				
April 24	Retrieval of Encoded Outputs and Hard Copies of the HRM Plan a Look at Innovations in the HRM Office	TAF	HRM Office, Magpet, Cotabato	Employees from the HRM Office	0	3	0	3
April 27-30	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Learning Center, Barangay Lunggang Maasin, Panamao, Sulu	Barangay Officials and sectoral representatives	17	23	40	0
May 1-4	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Multi-Purpose Hall, Barangay Maligay, Patikul, Sulu	Barangay Officials and sectoral representatives	34	10	44	0
May 3-6	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Suwa-Suwa, Barangay Langhub, Patikul, Sulu	Barangay Officials and sectoral representatives	23	9	32	0
May 3-6	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Multi-Purpose Tent, Barangay Datag, Panamao, Sulu	Barangay Officials and sectoral representatives	13	12	25	0
May 5	Meeting to discuss the Reengineering of the City Agriculture Office	TAF	Mayor's Conference Room, Oroquieta City	Staff from City Agriculture Office and HRMO	3	3	0	6

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
May 5-8	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Barangay Hall, Tubig Gantang, Panamao, Sulu	Barangay Officials and sectoral representatives	22	9	31	0
May 6	Meeting with Technical Working Group ICWS to discuss mechanism to implement Database Integration	TAF	Timuga, Iligan City	Data controller and Information Technologist	2	1	0	3
May 7-10	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Barangay Captain residence, Barangay Parang Duyan, Panamao, Sulu	Barangay Officials and sectoral representatives	13	12	25	0
May 9-12	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Barangay Hall, Umangay, Patikul, Sulu	Barangay Officials and sectoral representatives	29	7	36	0
May 12-14	Conduct of Public Service Ethics and Accountability – Batch 2	Maguindanao Foundation for Good Governance and Development Inc.	Multi-Purpose Hall, South Upi	Government employees and SB members	14	9	3	20
May 13-16	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Barangay Hall Barangay Tayungan, Panamao, Sulu	Barangay Officials and sectoral representatives	17	8	25	0
May 14-15	Seminar Workshop on the Operationalization of	TAF	Conference Room, City	Staff from CENRO,	12	3	0	15

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	the Surigao City ENRO		Mayor's Office, Surigao City	CPDC, CEO, CHO, CTO, TFRO, SP member				
May 15-18	Conducted Barangay Participatory Planning and Budgeting Workshop for Barangay Tanduh-Tanduh	Bangsamoro Women Foundation for Peace and Development, Inc.	Panamao Municipal Hall, Seit Poblacion, Panamao, Sulu	Barangay Officials and sectoral representatives	16	9	25	0
May 18	Meeting with Tacurong LGU Assistant Focal Person	Mindanao Business Council	City Hall, Tacurong City	Government Employee and business sector	0	2	0	2
May 19-22	Conducted Barangay Participatory Planning and Budgeting Workshop for Barangay Baunuh	Bangsamoro Women Foundation for Peace and Development, Inc.	Panamao Municipal Hall, Seit Poblacion, Panamao, Sulu	Barangay Officials and sectoral representatives	24	9	33	0
May 20-23	Conducted Barangay Participatory Planning and Budgeting Workshop for Barangay Kamalig	Bangsamoro Women Foundation for Peace and Development, Inc.	Panamao Municipal Hall, Seit Poblacion, Panamao, Sulu	Barangay Officials and sectoral representatives	14	16	30	0
May 20-23	Conducted Barangay Participatory Planning and Budgeting Workshop for Barangay Kadday Mampallam	Bangsamoro Women Foundation for Peace and Development, Inc.	Kadday Mampallam Elem.School, Patikul, Sulu	Barangay Officials and sectoral representatives	29	7	36	0
May 20-23	Conducted Barangay Participatory Planning and Budgeting	Bangsamoro Women Foundation for Peace and Development,	Kadday Mampallam Elem.School,	Barangay Officials and sectoral	16	10	26	0

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	Workshop for Barangay Bakung	Inc.	Patikul, Sulu	representatives				
May 20-21	Strategic Planning Workshop	TAF	Senior Citizen Bldg., Ipil	Department heads and government employees	5	14	1	18
May 21	Exit Conference for the Technical Assistance on Enhancement of the Management of the Kabasalan Pathfinder Hospital	TAF	Goodyear Resort and Convention Center, Kabasalan	Mayor, SB member and Hospital employees	5	7	0	12
May 21-22	Detailed Planning Session for Inclusion of Agri-Aqua Business Development Projects in the Butuan CDIP	TAF	Conference Room #2, Butuan City Hall	Government Employees and representatives from POs and CSOs	10	9	0	19
May 24-27	Conducted Barangay Participatory Planning and Budgeting Workshop	Bangsamoro Women Foundation for Peace and Development, Inc.	Multi-purpose hall, Barangay Anuling, Patikul, Sulu	Barangay Officials and sectoral representatives	14	23	37	0
May 26	Project Team Meeting	Mindanao Business Council	MinBC office, Davao City	MinBC staff	2	6	0	8
May 26-28	Plenary Presentation of HRM outputs	TAF	ABC Hall, Sultan Sa Barongis, Maguindanao	SB members, Department heads and local government employees	23	10	33	

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
June 3	Review and Revision of Department HRM Plans for Sultan Sa Barongis	TAF	Edjin Pension House and Restaurant, Tacurong City	Department Heads and government employees	7	1	7	1
June 3-5	Conduct of Public Service Ethics and Accountability – Batch 3	Maguindanao Foundation for Good Governance and Development Inc.	Multi-Purpose Hall, South Upi	Government employees and SB members	14	6	15	5
June 4-5	Writeshop on the Service Standard Guidebook	TAF	Orchid Garden	City assessors, treasurers and licensing officers	6	7	0	13
June 9-10	Presentation of the HRM Plan to line agencies and department heads	TAF	ABC Hall, Sultan Sa Barongis	Department Heads and government employees	14	8	21	1
June 9-11	Seminar-Workshop on Reengineering for the Delivery of Support Services for Agriculture, Fisheries and Forestry Modernization	TAF	Rhovics Place Hotel, Oroquieta City	SP members, Department heads, government employees	18	22	0	40
June 10-11	Meeting with selected TWG members and Mayor to discuss progress of the reform area and action plans	TAF	Municipal Hall, Midsayap	Mayor and members of the Technical Working Group	7	2	0	9
June 12-15	Conducted Barangay Participatory Planning	Bangsamoro Women Foundation for Peace	Barangay Hall, Pangdanon,	Barangay Officials and	27	3	30	0

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
	and Budgeting Workshop	and Development, Inc.	Patikul, Sulu	sectoral representatives				
June 16-18	Review and Revision of the HRM Plan by the Core Group	TAF	Conference Room, Magpet	Department heads and government employees	3	11	0	14
June 19-20	Skills training on facilitation for the Oban Council	Cordillera Network of Development NGOs and POs	Municipal Hall, Asipulo, Ifugao	Members of the Oban council	4	9	0	13
June 22-23	Sharing Session on Human Resource Management for the Cities	TAF	Rajah Park Hotel, Cebu City	Vice Mayor, SP members, TAG focal person and members of the Technical Working Group	25	27	0	52
June 23	Follow through Strategic Planning Workshop for the Enhancement of the PEEs	TAF	Municipal Training Hall, Kabacan	Department Heads, government employees and members of POs and NGOs	6	7	2	11
June 24-25	Sharing Session on Human Resource Management for the Municipalities	TAF	Rajah Park Hotel, Cebu City	SB members, TAG focal person and members of the Technical Working Group	21	14	7	28

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business)	Number of Participants			
					Male	Female	Muslim	Christian
<b>Total</b>					<b>702</b>	<b>472</b>	<b>743</b>	<b>431</b>