
TAG3: LOCAL GOVERNANCE IN MINDANAO

First Quarter Report FY2009
October 1, 2008 to December 31, 2008
(Cooperative Agreement No. 492-A-00-07-00021-00)

Submitted by



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This report covers activities from October 1, 2008 to December 31, 2008 under the Transparent Accountable Governance (TAG3): Local Governance in Mindanao Project of The Asia Foundation. TAG3 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.

I. Accomplishments.

The TAG3 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.

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 cities¹ 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 reform, human resource development, and procedural reform.

Local policy reforms examine the city governments' regulations, policies, and priorities that directly affect businesses and have impact on the competitiveness of the cities as well as 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, performance evaluation. It also examines the efficiency of the city's programs that supports skills training, livelihood development and employment of women, out-of school youth, and unemployed individuals.

¹ Butuan, Dipolog, Iligan, Oroquieta, Ozamiz, Panabo, Surigao, Tacurong, Zamboanga

Procedural reforms introduce improvements in selected city government systems and services deemed crucial in providing support to businesses and investors.

c) Accomplishments for 1st Quarter Fiscal Year 2009.

Local Policy Reforms

Five cities have enrolled in the policy reform component of the project these are Butuan, Iligan, Oroquieta, Surigao and Tacurong. For the last quarter only Iligan, and Oroquieta made progress on the activities.

Iligan City

In Iligan City, much of the quarter was spent on in-depth analysis of the water tariff structure of the Iligan City Water System (ICWS) and on projecting the necessary tariff level that will ensure the recovery of costs in water distribution.

The analysis found the current water tariff structure problematic and disadvantageous to the city for the following reasons:

- The PhP2.00 per cubic meter ICWS charges to consumers is significantly below the full cost recovery level for ICWS which is PhP14.00 and the national average of PhP14.57 per cubic meter.
- The existing cost recovery framework used by ICWS for the determination of water tariffs is based mainly on the level of operations and maintenance costs. The depreciation and debt service are not included in the determination of rates.
- ICWS is highly subsidized by the city government. Some of its operational costs are even embedded in the budgets of other city government offices masking the actual level of subsidies.
- The current tariff structure creates a false impression that water is an inexpensive good, and that an upward revision of water rates would be incredulous, drastic, oppressive, and untimely.

The options for the city government are to continue with the current tariff of PhP2.00 or to increase the tariff, and free up the city government from the burden of subsidizing the city water works.

At first, the technical working group comprised of selected heads of offices and staff of the Iligan City Water System (ICWS) assigned to study the tariff structure proposed for an across-the-board increase in water tariffs. But later the group decided to finally peg the rates on meter sizes--charging consumers who use big pipes with higher rates and those who use small ones with lower rates. Below is a sample of the new tariff structure in the base year being proposed by the technical working group:

- Consumers who use ½ inch pipes will pay a base price of PhP2.00 per cubic meter. Thus, if they use up 10 cubic meters of water or below this volume in a month, they will pay a flat rate PhP20.00.
- Consumers who use one inch pipes will pay a base price of PhP6.40 per cubic meter. This is PhP2.00 per cubic meter multiplied by a meter size factor of PhP3.20. Thus, if customers use up 10 cubic meters of water or below this volume in a month, they will pay a flat rate of PhP64.00. The rate is still considerably low compared to National Water Regulatory Board (NWRB) rate of PhP175.00 for 10 cubic meters or below, using a meter size factor of PhP17.50 per cubic meter, for the same size of pipe.

Although the scheme is not perfect, it is expected to distribute water to more consumers, conserve water resources, raise funds for the city government, and most importantly allay the fears of city officials on the possible political backlash of an across-the-board water rate increase.

During the quarter, the technical working group presented the proposal to various groups within the city government for their appreciation. The proposal was also presented to the members of the City Council to enlist their support in enacting the ordinance that will set the new water tariffs for the city. The technical working group is now ready to draft the final version of the ordinance.

Oroquieta City

The city government with the assistance from the project has trained its sight on establishing an economic zone. Based on local resources available, the most logical option for the city is to pursue agro-industrialization as strategic economic direction.

In December 2008, the city government had a three-day planning workshop on effective agriculture modernization and industrialization. Four major directions for the city were identified, namely: maximization of land use; strengthening of farmer extension services; ensuring critical agricultural and fisheries support infrastructure; and building the capability of the technical and non-technical personnel of the City Agriculture Office.

As initial steps toward establishing the economic zone, the city government will work to have these priorities funded in this year's investment plan.

No progress reports were posted from the cities of Surigao, Butuan, and Tacurong during the reporting period. The consultant engaged for these cities requested to be unloaded of the job due to pressing family concerns. The project has just deployed a new consultant who will continue the work in the three cities.

Human Resource Development (HRD)

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

From May to September 2008, the project facilitated the conduct of focus group discussions, key informant interviews and perceptions survey for management and rank and file employees of city governments. Most of the concerns relate to: staff recruitment, selection and promotion, training and development, performance evaluation, and rewards and incentives. These concerns include:

- Department heads, their assistants, and division chiefs are often accused of being subjective in rating employees during performance evaluation. Worse, many of the raters do not know how to properly evaluate the performance of their staff.
- City government employees do not have equal access to trainings. Participation in trainings are not always based on the needs of individual employees and the organization, but solely on the invitations provided by government training institutions, academic institutions, and other non-government training institutions.
- Personnel Development Committees (PDC) does not exist in cities even if their creation is mandated by the Civil Service Commission. PDCs are supposed to evaluate the merits of individual candidates recommended for participation in training programs.
- Employee hiring and promotions are not always done based on clear criteria, are not always based on qualification, and are not always done with transparency.

To address these weaknesses, the city governments proposed activities like the Training of Raters, creation of PDCs, conduct of training needs assessment, re-activation of Program on Reward and Incentive Personnel System (PRAISE), re-orientation of Personnel Evaluation Review Committee (PERC), and adoption of employee welfare and incentive programs. All these are contained in the HRD Action Plans that the cities have formulated.

To ensure that a particular group is responsible for the implementation of the plans, Task Forces, were created in each city according to the HRD areas for enhancement, namely: recruitment and promotion; training and development; performance evaluation; employee welfare; personnel relations, and external HRD programs.

As of December 31, 2008, the project consultant was already able to present the action plans to the Mayors and the members of the City Council in all the seven cities. Executive Orders have already been issued by the Mayors, giving the different Task Forces the approval to start implementing the plans.

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

Trainings of Raters were also conducted in the cities of Tacurong, Dipolog, Butuan, Panabo, and Oroquieta. The day-long training in each city was meant to improve the capability of Department heads, their assistants, and city administrative officers in the conduct of performance evaluation.

Training participants examined what they thought was the problems in their conduct of performance evaluations. Some of the problems are: lack of well-defined evaluation standards, inappropriate job assignments, overloading or under-loading of tasks, and dissatisfaction with performance ratings.

Based on the problems identified, participants developed measures that will address the problems. Among the measures they adopted are: the use of tools like weekly and monthly reports, the use of Critical Incidents Records, target-setting; and performance feed backing.

In the same training, participants were also oriented on the roles and responsibilities of performance evaluators. They were requested to be more objective in their evaluation and to make use of various documentation tools as basis for giving ratings.

Monitoring activities in the same cities were conducted to find out which activities in the action plans have been implemented, which activities are not yet implemented, and the reason for the delayed implementation. Monitoring was done through series of meetings with the different HRD Task Forces in each city.

Butuan City

The city government already created the Personnel Development Committee, completed the conduct of the Training of Raters, and has reactivated its Physical Fitness Program for Employees through the issuance of a Memorandum Order.

Dipolog City

The city government has already distributed copies of its Merit Promotion Plan to all staff, and completed the drafting of the criteria for the Awards for Attendance and Punctuality that will be granted to deserving city government employees.

Oroquieta City

The proposal for the conduct of a free medical and dental check-up has already been submitted to the Mayor for action. The mechanics of the Bicycle Loan Program for city employees has already been drafted by the concerned task force.

Panabo City

The city government of Panabo has distributed to department heads its Merit Promotion Plan. The HRD Office also forwarded to the Local Finance Committee a request to allocate funds for additional bus trips that will service city government employees.

Tacurong City

Most of the activities included in the HRD Plan were completed, like the posting of vacant positions, creation of the Personnel Development Committee, conduct of the Training of Raters, and formulation of guidelines on how to avail of the Employee Welfare Program.

Surigao City

The city government has started reviewing the staffing pattern in preparation for a re-organization. A training calendar for 2009 was also crafted based on the training needs assessment conducted from September to October 2008.

Zamboanga City

The presentation of action plans to the City Mayor was held on October 19, 2009.

Procedural Reforms***Investment Promotions***

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

During the period covered by this report, training modules were formulated to build the capacities of the Investment Promotion Centers in the four cities. The trainings aim to address the deficiency of city government's personnel in running investment promotion programs. The lack of basic skills in investment promotion was identified as a problem for the cities during the diagnostic phase of the project.

The first module will build the individual skills and competencies of investment promotion center's staff. Under this module, participants will go through sessions on Local Asian Cultures, Cocktail Manners, Power Dressing, Managing Protocols, Running Successful Meetings, Making Effective Presentations, and Event Management.

The second module will introduce the participants to the basic work in investment promotion. The participants will attend sessions on Strengthening a Location's Image, Targeting and Generating Investment Opportunities, Servicing Investors, Monitoring and Evaluating Activities and Results, and Using Information Technology.

Aside from the weakness in capacity to manage investment promotion programs, city governments of Butuan, Iligan, Panabo, and Dipolog also faced the following issues in investment promotion:

- No clear and defined investment promotion strategies that are based on their local resources and comparative advantages with other cities;
- The Investment and Incentive Code of the cities need review and updating. In the case of Dipolog, a code still has to be enacted.
- The mandate, tasks, and functions of the governing board and secretariat of the investment promotion centers are not always clear and well-defined.

All these issues, however, are being addressed by the city governments through the project. To date, the four cities have already formulated their respective investment promotion strategies. Recommendations have been made to strengthen the investment boards and secretariat of the cities. Moreover, amendments to the codes of the three cities have also been proposed.

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.

Butuan City

The Board of the Butuan Medical Center has already accepted the guidelines recommended by the project on the granting of discounts and the use of promissory notes. The Board promised to endorse the guidelines to the City Council for adoption. Re-arrangement in the physical lay-out of the hospital to make it more customer-friendly and minimize discretion among some of the staff has also been authorized by the Board.

The abovementioned interventions are attempts to address the following problems at BMC identified in the project:

- Need for review of hospital policies and procedures because of some questions on their clarity and of blatant disregard of many policies.
- Undesirable work attitude of some employees and the absence of a professional development program for employees.
- Existence of practices in the hospital that is not customer-friendly.

Iligan City

The project is assisting city government re-engineer the management of the Iligan City Water System. Earlier the project found three interconnected problems in the management system of ICWS, these are:

- Cumbersome billing and collection procedure.

- Unclustered water meters of consumers.
- Databases that is not integrated.

Thus, project assistance is being extended in the three areas of operations of ICWS: streamlining the billing and collection procedure; clustering the water meters; and integrating databases related to the operation of the city water works. As recommended by the project, the city government allocated PhP500,000 for the clustering of water meters, and PhP140,000 for the purchase of new computer software and hardware to address the first and second problems.

Oroquieta City

The project is assisting the city government in streamlining its collection and remittance procedures for all city-owned economic enterprises (market, fish landing, and terminal). The project also facilitated the creation of the City Economic Enterprise Development Office (CEEDO) that will manage the operations of the city economic enterprises. The city government allocated PhP2M for the renovation of the building that will house the CEEDO, and allocated an additional amount for the CEEDO's operation.

The project also provided technical assistance in defining the strategic direction of the department, help set its targets for 2009, and ensured the allocation of fund for the CEEDO in 2009 budget of the city.

Before the technical assistance provided by the project, there were no plans on how to develop the economic enterprises owned and managed by the city government. There was not even a department that oversees the operations of these enterprises.

Ozamiz City

Ozamiz City will open a new public market this month and they sought the assistance of the TAG project in drafting a Market Code that will define market operation. The Market Code has already been finalized. This is after a series of consultations, a comparative study of stall rates, and consulting the Mayor on the most reasonable rates that will be charged to stallholders. The consultations were facilitated by the project. The code will be presented to the City Council for deliberation and adoption in January 2009, after submitting its provisions to public hearing. Once the Code is adopted and an Ordinance is enacted, the project technical assistance in the city will also end.

Surigao City

The draft Executive Order (EO) that will legitimize and provide the legal basis for the operation of the Citizens Action Center (CAC) of Surigao City has already been forwarded to the Mayor for his approval and signature. CAC is a 24/7 one-stop center for all inquiries on services provided by the city government, particularly queries related to requirements for securing civil documents (birth certificate, marriage license, health clearance, etc). It also extends emergency services to victims of fire or accidents. A

manual of procedures for the operation of the center has already been drafted, which is the result of a series of workshops earlier conducted with the staff of the CAC.

The EO and manual of procedures are meant to address the following problems with Surigao City's CAC:

- Absence of a legal basis for the CAC's creation and for the work it does; and
- Undefined services, unclear procedures, tasking and lines of accountability.

Once the Executive Order is finally signed and the manual of procedures adopted, the project's technical assistance on procedural reforms will wind up in Surigao City.

Tacurong City

In Tacurong City, the project facilitated the identification of possible measures to improve the collection efficiency of city economic enterprises. Just like Oroquieta before, Tacurong doesn't have an economic enterprise department. However, people at the city government have prioritized the need to improve first the collection efficiency of these enterprises.

Real Property Tax Administration

Only the city of Zamboanga opted for assistance on improving the real property tax administration.

The technical working team, with the assistance from the TAG project successfully completed the service documentation of the following services: Maintenance of Tax Maps (Tax Mapping Division, Assessor's Office), Issuance of Locational Clearance (Planning and Development Office), and Collection of Real Property Taxes (Treasurer's Office). Proposed improvements based on the documentation of these services obtained Executive approval in a session with the City Mayor on November 28, 2008.

Assistance in completing the Assessor's digital parcel file was also provided by the project. Because of the large volume of section map, only about 100 section maps were scanned in Cebu City. The city government of Cebu, through the facilitation of TAG project consultant allowed the city government of Zamboanga to use its Geographic Information System to scan the maps of Zamboanga City. The Zamboanga city staff was also trained in on-screen digitizing, map editing, and transformation. One immediate output of the training was the production of Exception Reports for Barangay Zone 1. The Exception Report revealed parcels with more than one tax declaration, parcels without a tax declaration, and tax declarations without corresponding parcels.

Technical assistance on the use of aerial photos for tax mapping of buildings was also provided by the project. The project was fortunate to be allowed to make use of an ortho-rectified aerial photo from American military officials who gave the photo to the

City Mayor. The photo was scanned in Cebu City and is now ready for on-screen digitizing.

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 1st Quarter Fiscal Year 2009.

The technical edits of the Service Standard Handbook was already finished. The handbook is now for copy editing of the Foundation. After which, this will be forwarded to USAID for further review and approval in early 2009. The TAG project plans to launch the handbook in March 2009 during the conduct of sharing sessions for cities and municipalities.

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 1st Quarter Fiscal Year 2009.**

Business Permits and Licensing

As of December 31, 2008, twelve municipalities have enrolled for technical assistance on business permits and licensing, these are as follows:

Province	Municipalities	Status As of Dec 2008
Cotabato	Midsayap	Starting January 2009
Lanao Norte	Baroy	Ongoing
	Kolambugan	Ongoing
Zamboanga del Norte	Leon Postego	Ongoing
	Labason	Consultation stage
Zamboanga del Sur	Bayug	Ongoing
Zamboanga Sibugay	Alicia	Ongoing
	Tungawan	Ongoing
	Siay	Ongoing
Tawi Tawi	Bongao	Ongoing
Sulu	Jolo	Ongoing
Basilan	Lamitan	Consultation stage

Nine of these municipalities already have ongoing assistance,³ two were visited once by the project consultant in October and November 2008 for initial discussion,⁴ while one will have its initial discussion with the project consultant on January 9, 2009.⁵

Baroy, Lanao del Norte

The Technical Working Group (TWG) selected the renewal of business permits as the service to improve. The renewal process for Baroy involves two major processes: 1) securing of regulatory requirements, and 2) issuance of business permits. The entire service involved at least six forms: Tax Due Worksheet (TDW), Sanitary Permit, Fire Safety Clearance, Barangay Clearance, Barangay Certification, and Business Permit. At least six signatures are required. Unlike other local governments, Baroy renews business permits every quarter.

At the start of the technical assistance in April 2008, the TWG with assistance from the project documented and analyzed the steps involved in business permit renewal

The process starts when the taxpayer asks the licensing office to renew his permit. In response, the Clerk prints a Tax Due Worksheet (TDW). The applicant pays the total shown in the TDW and will be issued an Official Receipt (OR). The applicant then secures the Sanitary Permit, the Fire Safety Clearance, the Barangay Clearance, and the

³ Baroy, Kolambugan, Alicia, Siay, Tungawan, Bayug, Leon Postego, Jolo, Bongao.

⁴ Labason, Lamitan

⁵ Midsayap

Barangay Certification. The process ends when the applicant submits all requirements to the Licensing Officer.

In the second process the Licensing Officer or Clerk will print the business permit then submits it to the Mayor's office for approval. The permit is recorded in a logbook before it is given to the Mayor for his signature. The Mayor signs the Permit, and forwards it to the Licensing Officer/ Clerk for issuance to the applicant.

In documenting their business renewal process, the TWG also came up with the following:

1. Technical support for the use of computers is required at least daily due to printer problems, causing delay.
2. Disagreement on the computation of business tax between the applicant and the Municipal Treasurer's staff.
3. Absence or non-availability of Barangay Treasurer or of the Barangay Secretary to issue Barangay Clearance and Certification--a requirement for the business permit.
4. Absence or non-availability of the Mayor to sign business permits which can cause delay.

In consideration of these observations the TWG recommended the following:

1. Request the Local Governance Support Program (LGSP --the ODA-funded program that helped to install the software) or Global Chips (the supplier) for help with the configuration of the printer set-up to resolve problems with the printer.
2. Conduct information campaign on the features of the Local Tax Code.
3. Enforce closure of businesses that have not paid their delinquency and not renewed their Business Permit.
4. Request the Municipal Legal Officer to review the legal basis for issuance of Notice of Closure, and to explore the possibility of minimizing the number of Notices to be sent to delinquent business owners.
5. Request the Barangay Chairman to designate any barangay officials to issue the required Barangay Clearance and Certification, in his absence.
6. Conduct information campaign to encourage taxpayer to pay before the due date. The campaign will increase the amount of collection.
7. Request the Mayor to designate his Secretary to sign the permit on his behalf

The TWG believes that if these recommendations would be followed, renewal of business permits will still involve the same two processes, with the activities for the two processes essentially the same, but the duration is expected to be shorter because of the delegation of signing authority to Barangay officials and the Mayor's Secretary.

The project also assisted the TWG to craft action plans to ensure the implementation of the above recommendations, and finalized the documentation of their business renewal process.

In November 2008, the TWG presented their recommendations to the Mayor. All recommendations were approved by the Mayor except for two: the one that involves closure of business establishments, and delegating the authority to sign business permit to his Private Secretary. The Mayor decided that closure of business establishments will only be enforced after three notices have been issued. In 2008 the Mayor closed down three establishments in the market. After that, all other business establishments started securing their Business Permits.

The TWG have also coordinated with Barangay Chairmen to implement their recommendations regarding issuance of Barangay Certificate and Clearance, which up to this time, have not made specific commitments to delegate other barangay officials to issue these documents.

During the December 17, 2008 progress monitoring meeting, it was recognized that the practice of quarterly renewal takes up too much time, effort and supplies, and TWG with support from the Mayor agreed to stop this practice. The TWG noted however that they still have reams and reams of business permit forms and so could not change the form easily. After some discussion the TWG decided to have a stamp pad made, and use this to record quarterly payments on the business permit.

The TWG also started to conduct the tax mapping of business establishments. A Geographic Information System software was already installed in the Municipal Assessor's Office, which will be used print road network maps.

Planned activities for next quarter include helping the TWG prepare for the renewal period, and helping them document their experience on business renewal process during the January 2009 renewal period. The TAG project consultant will also conduct monitoring visit to assess the implementation of the improved process.

Kolambugan, Lanao del Norte

The Technical Working Group decided to focus their improvements on issuance of new business permits. They defined the purpose of the service as the legalization of business establishments. The service involves six major processes: 1) filing of application, 2) assessment and billing, 3) payment of regulatory taxes and fees, 4) compliance with local requirements, 5) compliance with national requirements, and 6) issuance of business permits.

Unfortunately, in August 2008, Kolambugan was attacked by elements of the Moro Islamic Liberation Front. Sections of the central business district were burned. Local government operations were interrupted as many officials opted to reside in Iligan City and are not available for further meetings. The documentation of their current practice on issuance of new business permits is currently being completed by the TWG.

TWG's planned activities next quarter include: presentation to the Mayor of the documentation of their current practice on issuance of new business permits, and their recommendations for improvements. The TWG also needs to prepare for their planned tax mapping of business establishments.

Leon Postego, Zamboanga del Norte.

The Technical Working Group selected the renewal of business permits (One-Stop Shop) as the service to improve. They defined its objective as intensifying collection and proper implementation of Municipal Ordinance 06-011 (the legal basis for the Ordinance).

For Leon Postego, the business renewal process involves six major processes: 1) securing Barangay Clearance and Community Tax Certificate, 2) filing of application forms, 3) evaluation and assessment, 4) payment of business fees, taxes, and charges, 5) securing regulatory clearances, and 6) issuance and release of business permit. The service standard is simply defined as: renewal of business permit per client within 180 minutes (3 hours) from three days in previous years.

At the start of the technical assistance in April 2008, the TWG with assistance from the project documented and analyzed the step involved in business permit renewal. The TWG documented and analyzed every steps involved in the renewal process: how each activity contributes to achieving the service standard, whether it was the right person doing the activity, if the service is being done at the right time or at the right place in the sequence, and whether it was being done with the right tools.

The TWG's analysis of the process yielded the following issues:

1. Huge volume of applicants applying for Barangay Clearance in Business One Stop Shop (BOSS) creates crowd problems, resulting in delay.
2. Absence or non-availability of the Barangay Chairman to issue Barangay Clearance and Certification.
3. Errors in the issuance of community tax certificate that may result to cancellation of and re-issuance of Community Tax Certificates. This also adds to the delay.
4. Failure of business applicants to completely fill up the application form, leading to further delay.
5. Disagreements on the assessment of declared gross sales between the business owners and the Municipal Treasurer personnel.
6. Inability by some business applicants to pay the total assessment/billing at one time, making it difficult for the municipality to realize its target collection.
7. Absence of heads of offices who are signatories in the regulatory requirements.
8. No accurate data on the actual number of business permits applications and business permits issued.

After discussing the issues thoroughly, the TWG came up with the following recommendations:

1. Provide additional tables and chairs in the Business One Stop Shop area for each official or employee whose signature is required.
2. Barangay Council to authorize the Treasurer to sign on behalf of Barangay Captain during BOSS period.
3. Conduct orientation for Barangay Treasurers of the five barangays with most number of business establishments on how to fill up the Community Tax Certificates.
4. Random inspection during BOSS period to check if the CTC is correctly filled up.
5. Assign clerk/s that will assist clients to fill up the application forms.
6. Establish the Presumptive Income Level (PIL) to avoid or minimize lengthy arguments about declared income.
7. Mayor to allow Revenue Collectors to receive partial payment. However, full payment (at least for first quarter) must be made within the duration of the BOSS period.
8. Municipal Mayor to designate personnel to sign on his behalf.
9. Issuance of a Memorandum by the Mayor directing heads of offices to assign personnel to sign in their behalf during BOSS.
10. Mayor to authorize the Municipal Treasurer to be in-charge in the preparation and release the business permit.

The TWG believes that should these recommendations be implemented, the process for business permit renewal will be the same but faster because of the use of Presumptive Income Level in assessing gross sales, and the designation of a representative to sign on behalf of the Mayor if he is not available.

The training Geographic Information System (GIS) for members of TWG and the ICT unit was also conducted in early October 2008. GIS will be used for tax mapping of business establishments. The project's consultant also helped the TWG install a demonstration version of the GIS software, activate the software, open layers of geographic information, and manipulate the display of these layers. The consultant taught the TWG to systematically photo-document business establishments in the field, gather related data and feed these information into their GIS dataset. During the training, it was agreed that the TWG would complete the photo-documentation and data gathering needed for completing the digital Tax Map of Business Establishments. On October 14, 2008 the TWG finally submitted to the TAG consultant the first partial data on their business establishments.

In first week of November 2008, the Municipal Assessor with her staff went to Cebu City to scan their section maps at the Cebu City GIS Center, free of charge. They also received training from the Cebu City GIS Center on on-screen digitizing (i.e. creating vector parcel files by tracing the scanned images displayed on screen), and putting separate section map files together to create a seamless parcel map for entire barangay.

On November 17, 2008, the TWG presented their service improvement recommendations to the Mayor and to the Municipal Council while in session (house rules were suspended

to allow team members, the Mayor, and the project consultant to speak). The Councilors reacted to the presentations in several ways. Some wanted more drastic measures, beyond what the teams recommended. Others needed more information on the topics to make more meaningful contributions.

After the presentation, the Mayor discussed his preferences with the team. He approved all other recommendations except the one where he will delegate the signing of the Sworn Statement, or of the Business Permit. All approved recommendations will be implemented beginning January 2009 renewal period.

Future activities for Leon Postego include helping the TWG prepare for the renewal period, and helping them document their experience on business renewal process during the January 2009 renewal period. The TAG project consultant will also conduct monitoring visits to assess the implementation of the improved process.

Labason, Zamboanga del Norte

The TAG project consultant was officially deployed to Labason on November 26, 2008 and met with the members of the TWG and Councilor Riza Melicor. The TWG agreed to have their first training on Service documentation on the first week of February 2009.

Alicia, Zamboanga Sibugay.

The Technical Working Group selected renewal of business permit as the service to improve. The TWG defined the objective of the renewal of business permits as the provision of quality service and increasing revenue collection. The current process for business permit renewal involves four activities: 1) securing clearances, 2) assessment of business tax, 3) payment of business tax, and 4) releasing of business license. The service standard is that a business permit can be renewed within three hours.

At the start of the technical assistance in April 2008, the TWG with assistance from the project documented and analyzed the steps involved in business permit renewal. The TWG documented and analyzed every step involved in the renewal process: how each activity contributes to achieving the service standard, whether it was the right person doing the activity, if the service is being done at the right time (or at the right place in the sequence), and whether it was being done with the right tools.

The renewal of business permits in Alicia starts with the business owners securing a Community Tax Certificate and a Barangay Clearance from the Barangay, a Sanitary Permit from the Municipal Health Office, and a Police Clearance.

These documents are submitted to the Municipal Treasurer's Office for the assessment of the business tax due. Payment will be made to the Revenue Collector which then issues an Official Receipt (OR).

The Official Receipt together with other documents is submitted to the License Inspector, who will then assess the completeness of the documents and prints the business permit. The permit is forwarded to the Office of the Municipal Treasurer for signature then forwards it further to the Mayor's office for final approval and release.

The TWG's identified the following issues in their business renewal process:

1. Securing clearances is delayed when the Barangay Treasurer has no copies of Community Tax Certificate.
2. Unavailability of Official Receipt.
3. Insufficient revenue collectors to collect payments from business permit applicants.
4. Printing of business permits can be delayed due to unavailability of supplies.
5. Absence of the Municipal Mayor and of the Municipal Treasurer to sign business permits.

The following are the recommendations of the TWG members.

1. Conduct of up-to-date monitoring of accountable forms by the Municipal Treasurer.
2. Hiring of an additional employee to perform the services of the Revenue Collection Clerk (position is currently vacant).
3. Stocking of needed supplies.
4. Issuance of Memorandum by the Mayor delegating the Municipal Treasurer to sign business permits in his absence.

After documenting their current process for business permit renewal, the TWG designed an improved process, which they hope would eliminate the delays. They also changed the lay-out of the BOSS to minimize movements of business applicants and make the service providers more accessible to the transacting public. The Municipal Treasurer was also designated to sign the business permit in the absence of the Mayor.

On November 12, 2008, the project held a coaching session with the TWG which was also attended by the Mayor. In that session, the Mayor and the TWG realized that aside from re-designing their business renewal process, they also need to look into some of the activities—still related to business permit renewal. Accordingly, there were some activities that are not required in their Local Revenue Code that they are doing (e.g. police clearance), while there are also requirements in the Local Revenue Code that they are not attending to (e.g. real property tax clearance). Given the little time left before the 2009 renewal period, it was decided that the TWG would look into these concerns after the implementation of the improvements planned for 2009.

On November 26, 2008, the TWG formally presented their findings and recommendations before the Local Development Council. The Council had no objections to the recommendations, and even suggested putting up checkpoints as a way of enforcing the requirement for all citizens to have a Community Tax Certificate. The re-

designed process for business permit renewal will be implemented during the January 2009 renewal period.

Future activities for Alicia include helping the TWG prepare for the January 2009 renewal period and helping them document their experience on business renewal process. During the January 2009 renewal period, the TAG project consultant will also conduct monitoring visit to assess the implementation of the improved process.

Siay, Zamboanga Sibugay.

The Technical Working Group selected issuance of new business permits as the service to improve. They defined the service's objective as fast, accurate, efficient, and fair issuance of new business permits. The legal basis for this service is Municipal Ordinance No. 108, series of 1993. The service currently involves four major processes: 1) acquisition and payments of local clearances, 2) filing of application, 3) assessment and evaluation of business permit applications, and 4) payment and release of business permits.

At the start of the technical assistance in April 2008, the TWG with assistance from the project documented and analyzed the steps involved in issuance of new business permit: how each activity contributes to achieving the service standard, whether it was the right person doing the activity, if the service is being done at the right time (or at the right place), in the sequence, and whether it was being done with the right tools.

The TWG identified the following issues in the issuance of new business permits:

1. Business owners from remote barangays fail to secure first the Barangay Clearance and Community Tax Certificate when applying for a business permit which causes delay.
2. Occasional technical problems with the IT hardware pose delays.
3. Disagreement between the business permit applicants and the Municipal Treasurer staff on billing computation.
4. Non-availability/absence of the designated licensing officer.
5. Absence of the Mayor to sign the business permit.

To address the identified issues, the TWG came up with the following recommendations:

1. Disseminate information on the need to secure Barangay Clearance and CTC prior to applying for a business permit.
2. Conduct an awareness campaign on the on features of the Local Tax Code in response to a complaint lodged by some applicants.
3. Mayor to designate a licensing officer.
4. Mayor to designating the Municipal Administrator to sign business permits in his absence.

The above recommendations with corresponding implementation plans were presented to the Vice Mayor (representing the Mayor) and several Municipal Councilors. These were subsequently approved by the Mayor on October 2, 2008. The Mayor also issued a Memorandum designating the recommended TWG member as the Licensing Officer.

An introductory training on GIS was also conducted by the project consultant in October 2008 for members of the TWG, and the ICT Unit. The project consultant also helped the TWG install a demonstration version of the GIS software, and taught them how to activate the software, open layers of geographic information, manipulate the display of these layers, systematically photo-document business establishments in the field, gather related data, and feed this information into their GIS dataset. With the training, it was expected that the TWG will be able to complete the photo-documentation and gathering of data needed for completing the digital tax map of business establishments, of which, the TWG was able to finish the first batch of their digital tax maps on October 14, 2008.

Future activities for Siay include helping the TWG prepare for the renewal period, and helping them document their experience on business renewal process during the January 2009 renewal period. The TAG project consultant will also conduct monitoring visits to assess the implementation of the improved process. The TWG possesses the basic knowledge and skills to write a complete Service Guidebook for Business Permits-related Services. Hopefully, they will decide on this as well as one of their future activities.

Tungawan, Zamboanga Sibugay

The Technical Working Group selected renewal of business permits as the service to improve. Their objectives were to increase collections and implement Tungawan Municipal Ordinance No. 08-05. The service is provided by the Barangay Treasurer, staff of Municipal Treasurer's Office, Sanitary Inspector, Philippine National Police, personnel of Bureau of Fire Protection, and staff of the Municipal Mayor.

There are four main processes in the renewal of business permits: 1) securing regulatory requirements, 2) filing of application, billing, and payment, 3) securing clearance from Bureau of Fire Protection clearance, and 4) release of the business permit.

The TWG set the following service standards in delivering the service: 1) business permit must be renewed within three hours, 2) exact change is given after payment of taxes and fees, 3) 100 percent of the previous year's business permits must be renewed, and 4) collection of business taxes, and fees for 2008 must be at least PhP650,000 from PhP427,704 in 2007--an improvement of 50 percent from the previous year.

The entire process involves at least seven signatures on as many forms (CTC, Barangay Clearance, Police Clearance, Sanitary/Medical Clearance, Tax Bill, Fire Safety Inspection Certificate, and the Business Permit). The total cost of these forms is PhP225.00, excluding the amount assessed for the business tax.

The TWG documented and analyzed each of the processes and came up with the following observations:

1. Few businessmen like to go to Barangay Halls to secure their barangay clearance.
2. Non-availability of Barangay Treasurer or Chairman to issue Barangay Clearance and Certification.
3. Too many requirements from regulatory offices discourage business owners to secure clearances.
4. Non-availability/ absence of officials authorize to sign the permit causes delay.

To deal with these hindrances, the TWG recommended the following measures:

Organize a “Mobile Renewal Team (MRT)” composed of the Municipal Treasurer, Barangay Officials, and representatives of the regulatory offices. The Mobile Renewal Team will conduct on the spot renewal of business permits to business establishments instead of waiting for business owners to come to their offices.

Information campaign on the new procedure for renewal of business permits.
Mayor to authorize Municipal Treasurer to sign business permits but only for renewal.

The TWG re-designed the service for renewal of business permits to only have three processes: 1) MRT assembles, 2) MRT conducts on-the-spot renewal, and 3) Municipal Treasurer updates office records of renewals.

In the first process, members of the MRT assemble at 8:00 am from January 1 to January 20. The MRT travels to the Barangay scheduled for the day’s operation, and plans the route for the day with the Barangay Captain and Barangay Treasurer. Then the entire team travels to the first scheduled business establishment.

The second process begins with the Municipal Treasurer checking for display of previous year’s business permit (if there is no permit for the previous year, the business is assessed for a new business permit right away). On the spot, the PNP, BFP and MHO issues their respective clearances. The Municipal Treasurer issues the full assessment, collects payment, and issues the business permit with her authorized signature.

Once the MRT had finished inspecting the last business establishment for the day, the MRT drops off the Barangay Chairman and the Barangay Treasurer in the Barangay Hall, then return to the Municipal Hall. Here, the revenue collectors turn over their booklet of official receipts, and then updates the list of registered/renewed business establishments. The entire process will be repeated daily until the end of the renewal Period.

On November 27, 2008, the TWG presented all the information, analysis, and recommendations before the Mayor and other Municipal Officials. The Mayor approved their recommendations and authorized the TWG to carry out their implementation plan.

From January to March 2009, the TWG plans to undertake the following activities: 1) continue the implementation of their plans, 2) conduct training on tax mapping of

business establishments, 3) review the files provided by TWG and create an ArcView images, and 4) prepare copies of previous year's assessments/ bills for each establishment with permit, which will be used during the actual tax mapping. The project also plans to monitor the business permits renewal process in the municipality in January 2009.

Bayug, Zamboanga del Sur

The Technical Working Group selected the tax mapping of business establishments as the service to improve. They defined its objectives as the complete inventory of business establishments within their municipality which expectedly will result to improve collection. The legal basis of the service is Executive Order (EO) No. 004, S-2007. Based on the Executive Order, tax mapping will be done once every three years.

The TWG defined the service standard as the completion of Tax Mapping of Business Establishments within two months, accuracy in assessment, and 100 percent of tax mapped establishments will be issued Mayor's Permit.

The current process for tax mapping involves four processes: 1) planning and preparation, 2) data gathering, 3) data consolidation, and 3) submission of report.

The first process involves the Revenue Generation and Mobilization Committee (RGMC) requesting the Mayor for an EO to create the Technical Working Group for Tax Mapping of Business Establishments.

Once the TWG is created, the group will formulate the action plan for gathering the data, with the designated TWG Chairman delineating the individual tasks and functions to members, and the members preparing for the tax mapping tools, forms, and needed supplies.

The TWG then proceeds to conduct the data gathering for individual business establishments, collecting the following information: business name, line of business, business owner, gross capitalization/gross sale, and other information. The TWG and the business owner then discusses the previous year's gross sale and advises the business owner how much to pay, when to pay, where to pay, and whom to pay.

Once the data has been gathered, the TWG will organize the data, consolidate it by encoding it in a computer file, and submit a report to the Revenue Generation and Mobilization Committee.

After a reviewing and documenting the process for tax mapping business establishments, the TWG identified the following issues:

1. The conduct of tax mapping once every three years is too long to maintain accurate information on business establishments.
2. Unavailability/ insufficient supplies and materials needed to undertake tax mapping.

3. Business owners aligned with local politicians refuse to secure a Mayor's Permit.
4. TWG members may exercise partiality when assessing business establishments owned by their relatives.
5. Disagreement between business owners and the members of the Tax Mapping team on the assessments made.
6. Data gathering and records management is a problem.
7. The Revenue Generation and Mobilization Committee (RGMC) have not been receiving consolidated reports of tax mapped establishments from the TWG, which is their basis for setting their collection target.

The following were the recommendations that came up from TWG discussion:

1. Mayor to issue an Executive Order creating a new TWG and directing them to conduct tax mapping of business establishments after January 20 every year.
2. Local Council to pass an Ordinance making tax mapping of business establishments as a regular annual activity.
3. Ensure that there are adequate supplies and materials before TWG goes on field.
4. Request local elected officials not to intervene with the conduct of business tax mapping.
5. TWG members to inhibit in the conduct of tax mapping and assessment on business establishments owned by their relatives.
6. Conduct tax information campaign.
7. Ensure that revenue collectors have sufficient supply of official receipts especially during the conduct of ocular inspections to ensure that business owners who are willing to pay shall be issued official receipts immediately, though they will still be advised to secure Mayor's Permit.
8. Organize the data systematically for easy consolidation.
9. Computerize the consolidated data to have a clear and good quality report.
10. TWG members to submit a consolidated report of business establishments to the RGMC.

As of this reporting period, the TWG has yet to finalize the description of their proposed improved process, formulate their implementation plans, and eventually present these to the Mayor. Also, the training on GIS to scan their section maps has yet to happen.

Despite the delays encountered in finalizing the proposed improved process for tax mapping of business establishments, quick victories are also noted in the municipality. For example, right after the training on service documentation held on April 15-17, 2008 in Pagadian City, the TWG immediately applied what they learned from the practices of other municipalities that also participated in the training. Beginning October 2008, the municipality started implementing the practice of penalizing non-display of business permits, and the use of business plates and stickers in lieu of paper permits.

Earlier, appropriate action was also taken by the Municipal Council upon the recommendation of the Mayor. The Council passed Municipal Ordinances 10-50-08 and 10-51-08. The first Ordinance prescribed the use of business plates with stickers. The

second required the posting of Business Plates (with stickers indicating payments) and prescribing a penalty of Two Thousand Five Hundred Pesos (PhP2,500) for violating this requirement.

Bongao, Tawi Tawi

The TWG selected the issuance of new and renewal of business permits as the services to improve. The process for securing business permits in Bongao is quite simple. Applicants will fill-up an application form then immediately, taxes and fees are computed. The checklist of requirements will be given to the applicants. The applicants will be given an option to pay the fees and taxes either before completing the requirements or after. Once the requirements are completed, these will be submitted together with the application form and receipts of payment to the licensing officer. The Licensing Officer then prepares the business certificate, and records it to a logbook, and submits the application to the Mayor's office for approval. Once approved, the permit is forwarded to the Municipal Treasurer's office for signature, then release. The entire process requires only three signatures: Licensing officer, Municipal Treasurer, and Municipal Mayor.

For 2008, only 210 business permits were issued, with only 18 new registrations. Twelve of these were processed during the prescribed renewal period from January 1-20, 2008. Based on comparative data (CY 2004-2008) the average number of business permit issued in the municipality is only a little over 200. The estimated number of business establishment in the municipality during the technical working group's discussion is over 2,000. This means that more than 90 percent of the businesses in the municipality are operating without Mayor's Permit. The stall holders at the public market alone are over 200 excluding fish, meat, vegetable, and other vendors in the market.

The series of workshops conducted by the project yielded the following issues:

1. The deadline for renewal of business permit is at the end of the first quarter of the current year. Penalties will be charge to those who renew after the end of the first quarter. Note that the Local Government Code only allows renewal without penalties during January 2-20 each year. It was also found out that no penalties are charged even for renewals after the first quarter.
2. No tax mapping of business establishments was ever conducted in Bongao due to lack of manpower and resources. Instead, letters were sent to business establishments reminding them of the renewal period.
3. There is too much discretion for the Licensing Officer. The version of one-stop-shop is really "one-stop" at the table of the licensing officer who is the one handling all the local government process (except requirements) from the issuance of application, assessment of gross sales and/of capital investment, computation of applicable taxes and fees, receiving of payments, and issuance of receipts.
4. There is no basis for determining the gross receipts/ income. The annual gross receipt declared is based on the result of negotiation between the applicant and the

- licensing officer. In exceptional instances, the Mayor disapproves the application if he finds the computation understated.
5. Application for retirement of business operation is not practiced in Bongao. There was only one business establishment who applied for retirement in 2008, which in reality is not accurate.
 6. Records management is very poor with only selected information (serial number of permit, name of applicant, official receipt number, amount paid, signature of applicant upon receipt of the permit) are recorded in the logbook. Nobody is directly responsible for maintaining the data nor updating the records.
 7. Majority of the business establishments in Bongao are operating without a permit.

Based on the above issues, the TWG came up with the following recommendations:

1. With an estimated of only 10 percent of business establishments registered, improvement should focus on finding ways to encourage the rest of the establishments to apply for business permit.
2. To ensure transparency, efficiency and eliminate gray areas in the process, the municipality should look into utilizing other employees (without hiring) to help in the volume of work in the business permit and licensing.
3. A simple but efficient record management system suitable to the level of knowledge of the employees, and the technology available in the municipality should be studied.
4. Lack of manpower should not hinder the conduct of tax mapping. The municipality should start looking into finding a simple and fast way of doing tax mapping.
5. Seek the support of Barangay Captains in the business registration process. A possible discussion to enlist their support is the benefits the barangay can get if the business establishments are located in their barangay registers.
6. The public market is one of the major sources of local revenue and many of the business establishments are located at the market area. Also, a majority of the tenants at the market are operating business without permit. For them, payment of rental is enough – business tax is a burden. Improvement in the market operation should be looked into.

During the focus group discussion held on October 8, 2008, the Technical Working Group came up with success indicators when improvements are made in the business registration process. These are the following:

1. A database of business establishment registered in the municipality created.
2. Additional personnel to work in the Business Permit and Licensing Office are appointed.
3. Eighty percent (80%) of all business establishments are registered.
4. A master list of all business owners at the market area generated.
5. Fifty percent (50%) increase business tax collected.
6. Some provisions particularly regulatory fees on the revenue code are amended.

7. Data sharing strategies between the municipality and national government agencies formulated.
8. Composite Business Tax Mapping Team between the municipality and the national government agencies created.
9. Massive information campaign has been conducted.

To ensure that the success indicators will be achieved, the project facilitated a participatory planning session with the local officials and the some representatives of the business community to plan out their activities. In the workshop, participants crafted action plans which they started implementing in November 2008.

Jolo, Sulu

The TWG in selected the issuance of new and the renewal of business permits as the services to improve. The process for securing new business permits, and the process for renewal of business permits are the same, except that in new business permit applications, Barangay Clearance is required. There are at least 27 steps involved in the application process excluding the part where the applicant has to acquire clearances and required documents from different government offices and agencies. Below are the requirements for business permit application in Jolo:

For New Applications	For Renewal Applications
<u>Local clearances and documents:</u> Barangay Clearance Community Tax Certificate Real Property Tax Clearance Zoning Clearance Certificate of Occupancy Sanitary Permit Fire Safety Clearance	<u>Local clearances and documents:</u> Community Tax Certificate Real Property Tax Clearance Zoning Clearance Certificate of Occupancy Sanitary Permit Fire Safety Clearance
<u>National government agencies' clearances and documents:</u> SSS clearance DTI registration BIR Registration	<u>National government agencies' clearances and documents:</u> SSS clearance DTI registration BIR Registration
<u>Signatories:</u> Assistant Municipal Treasurer (Initial) Municipal Assessor (Initial) Municipal Treasurer (Signature) Administrative Assistant – Mayor's Office (Initial) Mayor's Representative (Initial) Municipal Mayor (Signature)	<u>Signatories:</u> Assistant Municipal Treasurer (Initial) Municipal Assessor (Initial) Municipal Treasurer (Signature) Administrative Assistant – Mayor's Office (Initial) Mayor's Representative (Initial) Municipal Mayor (Signature)

There are 4,000 estimated business establishments in Jolo. The public market alone has an estimated 900 business establishments. There are three other areas in the municipality

which are congested by almost the same number of traders and business establishments. However, less than 25 percent of this number had actually registered their business with the local government.

The series of discussions with TWG identified the following issues:

1. Business renewal period is regularly extended without the supporting Council Resolutions granting the extensions
2. Tax mapping of business establishments is not done on a regular basis. Effort is limited to encouraging business owners to secure business permit.
3. Determination of gross sales is based on business owner's declaration, or previous year's revenue with an increment of five to 10 percent. Gross revenue however is not stated in the application. This resulted to an average annual increase of 25 percent of business tax due from business owner which further discouraged the business owners to file for business permit renewal. Application for retirement of business operation is not practiced in Jolo. Only those businessmen who needs certificate for cessation of business for other legal purposes applied for retirement. Computation of applicable taxes and fees are done manually using an adding machine. The items found in the adding machine's paper tape do not include the description of the amount stated. The Assistant Municipal Treasurer affixes her signature/initial on the paper tape as a form of approval of the assessment.
4. The garbage collection fee of PhP600 has no legal basis. Members of the technical working group believed that it was just an order made by the previous administration to increase the garbage fee. Even the collection fee of PhPP400 prior to the increase is yet to be proven legal because they can't find an ordinance supporting the imposition of the fee.
5. Many businessmen were given special favor through the request of local officials.

Based on the above issues, the TWG came up with the following recommendations:

1. Amend the 1993 Revenue Code of the municipality, particularly the sections related to fees and charges on business permits.
2. Streamline the business registration process.
3. Reduce the number of signatures.
4. Form a Tax Mapping Task Force.
5. Draft the Organizational Structure of the City Treasurer's Office, City Mayor's Office, and Licensing Division.
6. Conduct forums, and other information campaign activities.
7. Revise the business registration forms.

In November 2008, the municipal government started the process for drafting the revisions to the Revenue Code, updating the old 1993 Revenue Code. However, the TWG believes that revision could not be acted upon by the Municipal Council prior to the renewal of business permits on January 2009. Thus, the consensus was to amend first the portion of the Code particularly on the fees and charges related to the registration of

business permits. Amending selected sections of the Code will be faster than passing an entirely revised Revenue Code.

As of December 21, 2008, the following planned activities were already undertaken:

1. Finalized the new registration process to be implemented during the business registration on January 2009.
2. Finalized the new registration forms and business certificate to be used starting 2009.
3. Enacted the ordinance amending the regulatory fees related to the business registration.

Management of Municipal Economic Enterprises and Services

Five municipalities are undertaking reforms in the management of municipal economic enterprises, which are as follows:

Province	Municipalities	Specific Area of Assistance
Lanao Norte	Kauswagan	Operation of the Municipal Economic Enterprise Office
Zamboanga del Norte	Pinan	Operation of the Municipal Economic Enterprise Office
Zamboanga Sibugay	Kabasalan	Kabasalan Pathfinder Hospital
Maguindanao	Upi	Market and Slaughterhouse
Cotabato	Tulunán	Market and Integrated Transport Terminal

The status of activities in these municipalities is as follows:

Kauswagan, Lanao del Norte

The August 2008 attacked by MILF elements in the municipality have rendered most members of the TWG preoccupied with various relief and rehabilitation activities. That includes clearing sites of burned out houses and structures, coordinating with the various government agencies for the massive mobilization of relief goods, and dealing with the military for their assurance of safety. .

The continued military pursuit operations in the hinterlands of the Lanao provinces during the last quarter created an unstable security situation in the area, resulting in fear and restlessness among the populace. This condition had serious affects on the municipal market operations, causing its revenue to abruptly decline. Up to the present, the security situation in the municipality is still volatile as there are sightings of armed groups from the MILF within the vicinity of Kauswagan hinterlands, causing wide-spread panic among civilians.

Thus for the last quarter, no substantive project activities were conducted in the municipality as the TWG shifted its focus away from TAG project activities. The project hopes that it will be able to resume activities in the municipality by January 2009.

Pinan, Zamboanga del Norte

Two monitoring visits were conducted in the municipality during the quarter. During the visit, the schedules of the implementation action plans were reviewed, updated, and adjusted to reflect recent accomplishments.

The municipality has also started the implementation of the suggested response time for the remittance of market collection, finalized the critical inputs to the draft Market Code (e.g. final organizational structure of the Municipal Economic Enterprise Office [MEEDO], fees and charges, resolutions on income retention, etc.), and drafted and endorsed to the Municipal Council the policy that will enable economic enterprise income to be retained and deposited in a separate depository account. The TWG committed that they will also lobby with the Sangguniang Bayan (Municipal Council) to endorse the proposed resolutions for the final approval of the Sangguniang Panlalawigan (Provincial Board).

Kabasalan, Zamboanga, Sibugay

The municipal government has completed the first draft of the Guidelines for Patient Classification System which will be incorporated in the hospital's Manual of Operation. A one day seminar on Strategic Business Planning and one day writeshop on Marketing were also facilitated by the project consultant. The project also provided an orientation to the TWG and the hospital staff on the necessary documents to prepare for the Market Demand-Supply Analysis, and other documents needed for the forthcoming trainings on the Technical, Organizational, Management and Financial management of the hospital.

Upi, Maguindanao

The project is assisting the municipality in putting up the management system for the operation of the municipal slaughterhouse. This quarter, the project facilitated the cross visit of Municipal Economic Enterprise Development Office (MEEDO) staff to the slaughterhouse of the municipality of Isulan, Sultan Kudarat to give them an idea of how a slaughterhouse is being managed. Upi has yet to put up its own public slaughterhouse. A Manual of Operations for the slaughter is currently being drafted with assistance from the project.

On the other hand, the assistance to the public market is about to end. The project assisted the market management team to improve its records management to enable them to track stalls in the market with delinquencies in payments. Notices of delinquencies were already sent to market stall owners informing the amount they owe from the municipal government.

Tulunan, Cotabato

A participatory workshop was conducted on November 4, 2008 that identified the gaps and issues arising from the management of public market and the integrated transport terminal which is located right beside the market. The diagnostics yielded the following needs for reforms:

- Revise the existing contract of lease for market stall and index of card payments to capture needed information.
- Conduct of inventory of regular and ambulant stalls.
- Update the profiles and records of market stall holders.
- Re-design the market collection/remittance monitoring system to curb vulnerabilities for corruption.
- Formulate the process flow for critical services like collection, disbursements, remittances, and recording of income and expenditures.
- Submit timely and regular financial reports.
- Design an effective check and balance and monitoring mechanism among between offices concerned.
- Actively involve market vendors association, transport groups, and other stakeholders
- Mobilize market vendors and transport group in cleaning the market and monitoring peace and order.
- Post friendly reminders.
- Encourage greater police visibility in the vicinity of market and bus terminal.

These identified reform areas were presented to the Mayor and the Municipal Council on November 24 and 24 respectively for approval and action.

Human Resource Development

As of December 31, 2008, three municipalities have enrolled for technical assistance in human resource management, which are as follows:

Province	Municipalities	Status
Lanao Sur	Wao	Completed as of 31 December 2008
Maguindanao	Sultan Sa Barongis	To start in January 2009
Cotabato	Magpet	To start in January 2009

Of the three, only the municipality of Wao had completed the technical assistance-being one of the first municipalities that enrolled in the TAG3 project. Sultan Sa Barongis on the other hand, initially selected real property tax administration (RPTA) as the area for technical assistance. However, due to the months-long flooding that happened in the municipality and the surrounding areas which started in April 2008, and lasted up to October 2008, the access road going to the municipality was damaged, making it difficult

for project activities to start immediately. In November, when the flood subsided and the project team was able to visit the municipality, the Mayor requested that instead of Real Property Tax Administration (RPTA) they would like to change their request for Human Resource Development (HRD), which the TAG project team readily accommodated. Magpet on the other just enrolled in the project in November.

Wao, Lanao del Sur

As of December 31, 2008, the project completed all planned activities in Wao. A Municipal Ordinance was already enacted adopting the Human Resource Development (HRD) Plan which was formulated with assistance from the project. A copy of the HRD plan was also submitted to the Civil Service Commission in December 2008 for approval.

The decision of the municipal government to request technical assistance to craft their HRD plan was a result of the low rating the municipality received in their area of human resource management and development program in the State of Local Governance Report for 2006. Aside from this the project consultant, in a series of meetings, workshops and consultations held during the conduct of TAG technical assistance noted the following deficiencies in their HRD program:

- Absence of mechanism for a more scientific and objective recruitment, selection, and promotion of personnel. This is because the municipal government does not have a Merit Promotion Plan.
- Performance Evaluation is done simply for compliance purposes, with both the raters and the ratees not attaching any significance at all to the process.
- There are no regular training programs conducted for personnel. The municipal government relies solely on invitations coming from the Civil Service Commission and other non-government training institutions.
- There are no programs for Employee Welfare.
- There are no Job Descriptions to guide employees in the performance of their specific functions.

With the HRD plan now in place, the Mayor is optimistic that it will be easier for the municipal government to implement the law governing the employment of the municipal government workforce.

One of the precious lessons the TAG3 project learned in the Wao technical assistance is the value of involving the members of the Municipal Council (Sangguniang Bayan) from the start of program implementation so that they will have better appreciation and understanding of the whole process. Some members of the Sangguniang Bayan of the municipal government were tapped as Team Leaders of the different Task Forces that developed the HRD Plan. This led to the easier adoption of the HRD Plan as a Municipal Ordinance by the Municipal Council.

Real Property Tax Administration

Initially, three municipalities identified real property tax administration as the focus of their reform agenda under the project. However, in late November 2008, the municipality of Sultan sa Barongis in Maguindanao indicated that they would like to shift the focus of technical assistance in the municipality to human resource development.

For the remaining two municipalities, Tangcal and Kapatagan, the project has yet to start its activities. Tangcal continues to have a volatile peace and order situation, while the project continues to be in search for a consultant that is willing to work in the area due to security concerns.

Province	Municipalities	Status
Lanao Norte	Tangcal	Pending due to peace and order situation
Lanao del Sur	Kapatagan	Pending selection of consultant
Maguindanao	Sultan Sa Barongis	Changed to HRD

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 1st Quarter Fiscal Year 2009.

The Mindanao Coalition on Transparent Accountable Governance conducted a Capability Building on Policy Making and Advocacy with Agenda Formulation and Negotiation Techniques held last December 10-12, 2008 in the Island Garden City of Samal. The training helped the CCTAGs came up with practical strategies for more effective implementation of action plans previously developed; enhance knowledge and skills on policy development, and learn various techniques in lobbying their agenda to the city government.

Forty-five participants coming from the 10 CCTAGs attended the training. Mr. Francis Soler of Naga City was the resource person who taught and guided the CCTAG members on how to improve the advocacy agenda that they previously identified and prioritized during the MCTAG Forum in August 2008. Coaching and monitoring visit beginning January will be conducted by the MinBC project team to the different CCTAG to ensure the adoption of these advocacy agenda by the individual cities.

Workshops were done in between lectures to tailor-fit their action plan with their prioritized agenda. The CCTAGs were able to craft achievable action plans for their cities. This also gave an opportunity for CCTAGs to share their ideas and suggestions to assist each other and come up with solutions to issues common in their cities.

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 1st Quarter Fiscal Year 2009.

Through a sub-grant to CORDET, Barangay Health Workers and Midwives in Asipulo received trainings on Alternative Health Modalities held on October 9-11, 2008. The trainings aimed to draw from the participants the traditional, indigenous health care that meets accepted medical standards of the Local Primary Health Care System. Alternative health practices were shared like “CHI” massage, acupressure, and use of ventosa.

In addition, On October 28, 2008, CORDNET also facilitated a workshop on Individual Behavior Change and Communication Plan for Barangay health workers and midwives. The workshop aimed to improve the health situation of Barangay Namal through a culture-sensitive communication strategies and advocacy. The workshops resulted with the crafting of advocacy message such as:

“Let’s Make Namal Malnourish Free Barangay”

“Early assessment is better than late”

“Prevention is better than cure”

Additional training was provided to the Barangay Health Workers and Midwives on Herbal Processing conducted on November 18-20, 2008.

These series of activities resulted to the accomplishment of the following:

Establishment of two mother herbal gardens and community-based herbal nurseries/gardens. Prioritized herbs are approved and endorsed by the Department of Health.

Application of alternative and indigenous health care practices acquired such as massage, herbal processing, at the household level.

Enactment of the following barangay ordinances-- Ban on Selling and Drinking Liquor and enforcement of Curfew Hour.

Drafting of barangay ordinance on encouraging sanitation, backyard gardening, and water system installation.

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 continue its Books for Asia (Mindanao) initiatives – providing 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 recipient resources would cover other 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 1st Quarter Fiscal Year 2009.

From October 2008 to December 30, 2008, a total of 23,163 books were distributed to 346 public and private elementary and secondary schools and colleges in Mindanao.

Period Oct. 2008 to Dec 2008		REGION						TOTAL
		IX	X	XI	XII	ARM M	CARAGA	
Elementary	Public	100	0	100	11400	1100	0	12,700
	Private	0	0	0	3430	950	0	4,380
Secondary	Public	60	0	0	760	280	0	1,100
	Private	0	40	0	975	220	0	1,235
Colleges and Universities	Public	162	43	0	42	0	0	247
	Private	50	102	324	690	335	0	1,501
Non- Academic	Public	415	320	359	420	40	190	1,744
	Private	0	0	256	0	0	0	256
	Day Care	0	0	0	0	0	0	0
TOTAL		787	505	1,039	17,717	2,925	190	23,163

Three large-scale donations were held on October 7, October 10, and November 12, 2008 in three cities in Mindanao. During these large public events, more than 20,000 children's books and reference materials were donated to 300 schools in the Island Garden City of Samal (Region XI), Iligan City (Region X), and Cotabato City (Region XII). The events were attended by the city mayors, public school officials, and students.

Attachment A: Activity Log

THE ASIA FOUNDATION
TAG 3: LOCAL GOVERNANCE IN MINDANAO
BREAKDOWN OF PARTICIPANTS PER ACTIVITY
October 1, 2008 – December 31, 2008

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
October 9-11	Seminar and Practicum on Alternative Health Medicines	Cordillera Network of Development NGOs and POs	Nutrition Center, Amdontog, Asipulo, Ifugao	MPDO, staff from MPAO, Members of the Oban and Ayod Council, Barangay Health Workers, Midwives	7	18	0	25
October 13	Project Team Meeting	Mindanao Business Council	Fagioli Coffeeshop, Davao City	Project Staff	1	2	0	3
October 16	Meeting with IGaCoS CCTAG	Mindanao Business Council	MBC office, Davao City	Government employees and project staff	2	3	0	5
October 17	Learning Tour-Visit to Slaughter House in Isulan, Sultan Kudarat	TAF	Isulan, Sultan Kudarat	Mayor, Vice- Mayor and TWG members	14	2	6	10
October 21	Monitoring visit and Meeting with the Market	TAF	City	City	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
	TWG		Administrator Office, Sorsogon City	Administrator and members of the Market TWG				
October 21-22	Validation Workshop of IGaCoS Tax Code	Mindanao Business Council	La Vida Resort/ Punta del Sol Resort, IGaCoS	Representatives from government and business sectors	22	21	1	42
October 23	Monitoring visit and Meeting with the TWG on Business Permit and Licensing System	TAF	City Mayor's Conference room, Santiago City	Members of the TWG for BPLS	11	7	0	18
October 28	Workshop on Individual Behavior Change and Communication Plan	Cordillera Network of Development NGOs and POs	Nutrition Center, Amdontog, Asipulo, Ifugao	Members of the Oban and Ayod Council, Barangay Health Workers, Midwives	9	18	0	27
October 28	Meeting with the officers of the Local Business Group	TAF	Rhovic's Place, Oroquieta City	Officers of the different local business groups	15	12	0	27
October 28	Meeting with Citizen Action Center (CAC) staff for dry run instructions and preparation of dry run materials	TAF	CAC Office, Surigao City	Staff from Citizen's Action Center	0	7	0	7
October 30	Meeting with CAC staff	TAF	CAC Office,	Staff from	0	8	0	8

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
	for dry run assessment		Surigao City	Citizen's Action Center				
October 30	Meeting with City Treasurer's Office staff for discussion of BPLS Policy and Procedures	TAF	City Treasurer's Office, Surigao City	Staff from City Treasurer's Office	2	1	0	3
November 4	Participatory Diagnostic Workshop	TAF	SB Hall, Tulunan, Cotabato Province	Government Employees, SB Members and Representatives from the Civil Society Organizations	6	5	0	11
November 4	Project Team Meeting	Mindanao Business Council	MinBC Office, Davao City	Project staff	1	2	0	3
November 4-5	Workshop on Drafting the City Economic Enterprise Code	TAF	City Administrator's Office, Ozamis City	Staff from the City Economic Enterprise Department	1	2	0	3
November 6	Meeting on Key Steps during the January 2009 renewal period	TAF	City Hall Conference Room, Santiago City	Members of the Technical Working Group on BPLS	14	16	0	30
November 12	Iligan City Water System (ICWS) Water Tariff Research Task Force Meeting	TAF	ICWS Conference Room, Iligan	Department Heads, government	7	4	0	11

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
			City	employees, officers and staff of ICWS				
November 13	TAG3 Technical Working Group Meeting for Oroquieta City	TAF	Mayor's Office Conference Room, Oroquieta City	City Administrator, Executive Assistants, SP Member, and government officers	8	3	0	11
November 14	Meeting on Micro- Finance/Micro-Credit Department	TAF	SP Session Hall, Oroquieta City	SP members, DTI Representative, Officers and Members of different Micro- Finance/Credit Offices	7	3	0	10
November 18	Technical Working Team Meeting	TAF	SB Session Hall, Piñan, Zamboanga del Norte	SB Secretary and Member and Department Heads	1	8	0	9
November 18-20	Training on Herbal Processing	Cordillera Network of Development NGOs and POs	Community Center, Amdontog, Asipulo, Ifugao	Members of the Oban and Ayod Council, Barangay	4	13	0	17

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
				Health Workers, Midwives				
November 19	Technical Working Team Meeting for Market Operations	TAF	SB Session Hall, Piñan, Zamboanga del Norte	SB Secretary, SB Chairman on Market and Department Heads	2	6	0	8
November 19	Meeting with Resource Person for the Capability Building on Policy Making	Mindanao Business Council	TAF Office, Makati City	MBC Project Team Leader and Resource Person	1	1	0	2
November 25-26	Monitoring visit and meeting with key TWG members for the Manual of Operation for Slaughter House in Upi	TAF	Conference Room, Municipal Hall, Upi	Municipal Mayor and members of the Technical Working Group	6	1	1	6
November 27	Validation Workshop/Presentation of Draft Economic Enterprise Code to Task Force	TAF	Gethsemane Garden and Restaurant, Ozamis City	Government Officials and Employees	4	7	0	11
December 2	Project Team Meeting with Punta del Sol	Mindanao Business Council	MinBC Office, Davao City	Project Staff and Resort Owner	1	3	0	4
December 4	Presentation of Public Economic Enterprise (PEE) Diagnostic Analysis to SB Members	TAF	SB Hall, Tulunan, Cotabato	SB members	6	1	0	7

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
	of Tulunan		Province					
December 5	Data Gathering from Isulan Slaughterhouse for incorporation in the draft Manual of Operation for Upi	TAF	Isulan Slaughterhouse, Isulan, Sultan Kudarat	Isulan Slaughterhouse in-charge and Upi TWG Point person	1	1	0	2
December 9	Technical Working Team Meeting	TAF	SB Session Hall, Piñan, Zamboanga del Norte	SB Secretary and Member and Department Heads	1	7	0	8
December 9	Preliminary Evaluation	Cordillera Network of Development NGOs and POs	Old Municipal Hall, Antipolo, Asipulo, Ifugao	MPDO, Oban Council, Barangay Officials, Barangay Health Workers, Midwives	4	7	0	11
December 9-11	Planning Workshop for Effective Agriculture and Fisheries Modernization and Industrialization	TAF	Rhovic's Place, Oroquieta City	City Administrator, Supervising Agriculturist, Plant Propagator, Nursery Foreman, Agri-Technologist,	14	16	0	30

Date	Event (Training/ Workshop/ Conference/ Large Meeting)	Grantee/Consultant	Venue	Profile of Participants (E.g. government. CSO, business) and Laborers	Number of Participants			
					Male	Female	Muslim	Christian
December 10	Coordination Meeting with key offices involve in the January 2009 renewal period	TAF	City Hall Conference Room, Santiago City	Members of the Technical Working Group on Business Permit and Licensing System	7	4	0	11
December 10-12	Capability Building Workshop on Policy Making and Advocacy with Agenda Formulation and Negotiation Techniques	Mindanao Business Council	Punta del Sol Resort, Island Garden City of Samal	Government employees, members from business, non government sectors	29	16	2	43
December 11	Technical Working Team Meeting	TAF	SB Session Hall, Municipal Bldg., Kabasalan, Zamboanga Sibugay	Municipal Mayor, Department Heads and staff, Hospital Board Member, Nurse, Property Custodian	5	6	1	10
December 12	Overview of Strategic Business Plan	TAF	SB Session Hall, Municipal Bldg., Kabasalan,	Municipal Mayor, Department Heads and staff,	5	6	1	10

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
			Zamboanga Sibugay	Hospital Board Member, Nurse, Property Custodian				
December 12	Meeting with Technical Working Group for the status of implementation of action plans	TAF	City Administrator's Office, Sorsogon City	Members of the Technical Working Group on Market Reform Area	5	5	0	10
December 12	Meeting with Resource Person for the Capability Building on Policy Making	Mindanao Business Council	MinBC Office, Davao City	Project Team Staff, Resource Person and Documenter	2	2	0	4
December 16	Workshop for the Enhancement of the Accounts Receivables/ Collection System at the Public Market	TAF	City Treasurer's Office, Tacurong City	City Government Employees	4	2	0	6
December 17	Presentation on the Findings of the Survey on the Satisfaction Level towards the Public Market among Select Market Vendors Stall/Space Operators	TAF	Public Market Office, Tacurong City	City Government Employees	15	2	0	17
Total					250	254	12	492